

VISION CAMERON 2030: DEFINING THE FUTURE

COMPREHENSIVE PLAN UPDATE 2015



CITY OF CAMERON

TABLE OF CONTENTS

CITY OF CAMERON COMPREHENSIVE PLAN *Update* 2015

Chapter 1: <u>Planning Process</u>	1-1
Introduction.....	1-2
Executive Summary.....	1-3
Plan Contents	1-4
How the Plan Is Used	1-4
Public Benefits of the Plan	1-5
Jurisdictional Responsibility.....	1-5
Role of Planning Commission.....	1-5
Role of City Council	1-5
The Participation Process	1-6
Focus Sessions	1-7 – 1-11
Area Map.....	1-12
Chapter 2: <u>Existing Conditions</u>	2-0
Introduction.....	2-1
Natural Features	2-2
Municipal Services.....	2-2
Fire Service	2-2
Police Service.....	2-3
Emergency Management Services.....	2-4
Roads and Street System.....	2-4
Parks and Recreation.....	2-5
Future Parks.....	2-6
Cameron Memorial Airport.....	2-7
Area Development Issues.....	2-8
Housing Alternatives.....	2-9
Long Term Water Supply.....	2-9
Other Jurisdictions: School District and Institutional Partners.....	2-11
Demographics.....	2-13
Employment.....	2-14

<u>Chapter 3: Community Development Issues</u>	3-1
Introduction.....	3-2
Community Development and Natural Resources	3-2
water.....	3-3
Transportation	3-4
Land Use and Growth.....	3-4
Housing Supply	3-6
Housing Demand.....	3-7
Economic Development.....	3-8
Business Opportunities for Cameron.....	3-11
<u>Chapter 4: Future Land Use</u>	4-1
Land Use Growth Policy	4-2
Natural Resources	4-2
Transportation	4-3
Future Transportation initiatives and Next Steps.....	4-6
Land Use and Growth Initiatives and Next Steps.....	4-8
Community Character Initiatives and Next Steps	4-9
Civic Services and Quality of Life Initiatives and Next Steps.....	4-9
Downtown Streetscape Initiatives and Linkages	4-10
Downtown Design Preferences.....	4-10
Economic Development - Workforce/Market Initiatives/Next Steps...	4-11
Housing Initiatives and Next Steps.....	4-12
Future Land Use Growth Area Policy.....	4-13

APPENDICES

Appendix A: Community Opinion Survey Summary	A-1
Appendix B: Higher Density Residential Design Guidelines	B-13
Appendix C: Map Gallery	
• Future Land Use Map	
• Zoning	
• Transportation Plan Map	

Appendix D: Demographic and Income Profile Trends

Appendix E: Market Profile

Appendix F: Cameron, Missouri Labor Basin Study

Appendix G: City General Fund, Debt Service, Sales Tax, Single Family Home Construction, Valuations

Planning Process 1



Introduction

This document is a revision of the 2008 Plan composed by Bucher, Willis, and Ratliff titled Vision Cameron: Defining the Future. The majority of this document is essentially the same as the 2008 Plan, with the exception of the inclusion of four additional Appendices. The language, as well as numeric data presented in Chapters 2 through 4 has been updated to reflect conditions as of 2015. Several of the goals presented herein have remained unchanged from the 2008 Plan. This is due in part to external factors which caused a period of slow growth within the region since the 2008 document was adopted. This contributed to a delay of Plan implementation strategies. As a result, the Plan's original objectives derived from the public input received in 2008 remain relevant, and implementation is ongoing.

The Cameron Comprehensive Plan is an official public document adopted by the City's Planning and Zoning Commission for the physical development of Cameron, Missouri. The Comprehensive Plan (also referred to as "the Plan") indicates, in general, how citizens want the city to improve and grow in both the near-term as well as the next 20 years and beyond; and serves as the city's main guide for planning and zoning matters since that time. The City Cameron Comprehensive Plan, 2015 is an official update to the Plan composed by the firm *Bucher, Willis Ratliff* in 2008. Long range in nature, the Plan is intended to be a source of direction and guidance toward a desired end, rather than a static blueprint of future development of the City. A comprehensive plan for a city and its planning area is comprehensive by virtue of four key principles.

- The plan applies to all land use and circulation systems.
- Second, the plan covers the entire geographic area affected by common challenges of development.
- Further, the plan is designed to meet long-range planning needs and opportunities, which will show up in 10-20 years; and in some issues, 50 years.
- Finally, the plan is part of a continuing process, in which all the essential steps are taken of studying facts, making plans, and executing them.

The 2008 Comprehensive Plan update process came at a critical juncture in Cameron's history. The Plan continues a process whereby Cameron is poised for growth and development, and renewed partnerships with residents, businesses, and the various incorporated communities

located throughout the area, including the 12-county Water Partnership of Northwest Missouri. The Plan's underlying purpose is to preserve and enhance investment by all citizens while providing the foundation for quality economic growth and stability. Such actions will result in a safe and healthful environment for future generations; a city that is sustainable. Sustainability can be defined as choices that meet the needs of the present

generation without compromising the ability of future generations to meet their needs: choice that work well for our economy, for the Cameron people and fabric of life, and for the natural environment of the Cameron region.

Executive Summary

Cameron's key location in the northeastern portion of the Kansas City metropolitan area makes it a true "Crossroads City." Given its good highway-interstate access at the intersection of Interstate 35 and US 36 Highway, the Cameron Community is poised to continue serving as a sub-regional center of employment, commerce and industry. The Comprehensive Plan discusses regional issues in context of the "greater community" and in context of the City of Cameron as the central public policy leader in the community. This City Plan—the officially adopted policy document that guides City of Cameron decisions on zoning and subdivision matters—recognizes both "contexts" and calls for action by both public and private sector partners in the ongoing planning process (Ref. Chapter 4). The City has worked hard and effectively over the decades with its institutional partners (hospital, school district, YMCA and others) and private sector partners to capitalize on its strengths as a crossroads center in northwest Missouri. Witness the recruitment of Case New Holland.

The City's strength as a sub-regional center in northwest Missouri must be exploited to attract industry, distribution centers and warehouse facilities; and its share of residents who want to both work in Cameron and live here. Residents have cited Cameron's small-town "sense of place" as a drawing card, which is doubly attractive given its close proximity to the Kansas City metropolitan area and to the City of St. Joseph. The merits of Cameron as a "Crossroads City" are great.

As with all cities, however, Cameron has faced challenges in the changing dynamic of commerce and residency in local and regional market places. The timing of this plan update for Cameron—coming at the end of 2008, a year noted as the greatest upheaval in financial markets since the Great Depression in the US—shows how extreme that changing dynamics can be. In short, the strengths of Cameron as a sub-regional center of employment, commerce and industry can become weaknesses in a changing economy: it can become difficult to compete with the larger metropolitan area cities "just down the road." The Cameron community survey conducted during this plan update found that residents are most interested in "*attracting and retaining more local employees who want to live in Cameron*" with an average score of 4.4 on a scale of 5.0—the second highest score out of 47 questions, with support of the Cameron fire department service as the

highest score of all (Ref. Appendix A). The two statements that survey respondents most “disagreed with” were:

- *Most residents stay in the community to do their shopping* (2.5 score), and
- *Our community offers a diverse selection of shopping alternatives* (2.2 score).

So the community’s strength can be its weakness—again, in an ever changing market place. That is why a City Comprehensive Plan like _____ can be a vital resource for the future: to serve as a guide over time as the City regulates land use and partners with the private sector in responding to change.

Plan Contents

The Missouri State Statutes indicate the Plan may include a variety of elements, among them a land use plan, studies and recommendations relative to the locations, character and extent of highways ... and other transportation routes, ... sewers, parks and recreation facilities, ... and projects affecting conservation of natural resources. The Comprehensive Plan for the City of Cameron includes multiple sections, all of which must be considered to interpret the Plan intent:

- Planning Purpose and Land Use Issues;
- Existing Conditions and Issues, including Economic and Demographic Trends;
- Major Transportation Plan Element;
- Infrastructure Plan Element;
- Future Land Use Plan Element;
- Initiatives;
- Implementation Recommendations; and
- Appendices

How the Comprehensive Plan is Used

As the official policy guide for growth and development of the City of Cameron, the Comprehensive Plan includes issues and polices reflecting the City’s overall direction when planning for growth. The Plan also presents recommendations for how to implement the policies.

The Comprehensive Plan is the legal framework on which the City’s zoning and subdivision regulations are enacted and amended by the City Council upon recommendation from the City Planning and Zoning Commission. These regulatory ordinances shape the location, type, quality, and range of the City’s physical development.

Public Benefits of the Plan

Local governments have a broad ability to mitigate the public impact of private development and promote the public welfare. The legitimate right of government to legislate land use for the protection and promotion of the public welfare must be balanced with a property owner's rights to promote the reasonable economic use of his property. The Plan will balance the interests of all parties: considering the needs of individual property owners while promoting the good of the community-at-large.

Jurisdictional Responsibility

The Cameron Planning and Zoning Commission and the City Council are responsible for managing the growth and development of the City's incorporated area. This role includes a multi-jurisdictional responsibility to coordinate the plans and aspirations of all the districts in the City and to plan in unincorporated planning areas. Growth management is implemented to allow the jurisdiction to continue providing (or planning) water, sanitary sewer, public safety, and education services in a cost-effective manner. Development must occur in a manner that results in a logical urban pattern with long-term value rather than short-term gain only.

Role of the Planning and Zoning Commission

The Planning and Zoning Commission is primarily an advisory body for the incorporated area of Cameron. Under the Zoning regulations, a primary duty of the Planning and Zoning Commission is to hold public hearings where public opinion can be expressed. In this sense, the Planning and Zoning Commission is a sounding board for community attitudes toward development. The Commission is required to adopt a recommendation to the City Council regarding rezoning and subdivision of land, conditional use permits, and text amendments to the regulations. Similarly, by Missouri statutes, in order to implement land use regulations, the Planning and Zoning Commission must adopt a Comprehensive Plan for the physical development of the City following a public hearing.

Role of the City Council

The City Council is responsible for enacting and amending the Zoning regulations after consideration of the recommendations of the Planning and Zoning Commission. This responsibility includes amendments to the Zoning Map for the city of Cameron. The role of the City Council in the subdivision process is to accept or reject dedications of easements, rights-of-way and the public lands, approve financial guarantees or financing mechanisms to ensure construction of all public improvements, and approve engineering drawings.

As opposed to the Planning and Zoning Commission, the City Council does not have a direct role in adopting the Comprehensive Plan. By statute, the preparation and adoption of the Comprehensive Plan is the role of the Planning and Zoning Commission. The Council members are expected to coordinate with the Planning and Zoning Commission as both

the elected officials and appointed officials implement the Plan over time. When recommending action on rezoning of land, conditional use permits, subdivisions, and text changes to the zoning regulations, the Planning and Zoning Commission must consider compatibility and compliance with the Comprehensive Plan. For that reason, it is recommended that the City Council adopt a resolution of support of the Comprehensive Plan showing support for the policies of the Plan.

The Role of the City Council is summarized as follows:

1. Adopt a resolution of support of the Comprehensive Plan.
2. Enact and amend the zoning and subdivision regulations of the Zoning regulations and the Zoning Map after considering the Planning and Zoning Commission's recommendation.
3. Approve conditional use permit applications following consideration of the Planning and Zoning Commission's recommendations.
4. Accept or reject dedications of easements, rights-of-way, and public lands on subdivision final plats after having been recommended by the Planning and Zoning Commission.
5. Approve engineering plans for construction of public improvements.
6. Approve financial guarantees or financing mechanisms to ensure construction of all public improvements within subdivision plats.
7. Appoint members of the Planning and Zoning Commission and the Board of Zoning Adjustment.

The Participation Process

In order to engage the public, a planning participation process was facilitated by the project consultant and staff: stakeholder groups, landowners, community leaders, developers, appointed and elected officials, municipal representatives, and members of the public at-large provided input and built agreement on principles and specific recommendations for the plan. The public participation process included the following:

- An interactive public Focus Session workshop was conducted in March 2008 for community stakeholders to identify and prioritize critical planning issues facing Cameron both now and in the future. The meeting allowed participants to begin building consensus on the key community planning issues.
- Individual stakeholder interviews were conducted with key community individuals to provide the project consultants and City staff with additional input and supporting documentation about how to best plan for the county's future.
- A Community Opinion Survey was conducted in the summer of 2008 to allow residents the opportunity to provide additional input regarding the future of

Cameron. These results created a firm foundation for the Comprehensive Plan and helped to establish a policy framework and implementation strategies for identified opportunities. The complete results of the survey are summarized in Appendix A.

- A series of interactive public workshops were conducted from April to October 2008. During these workshops, small groups discussed the key planning issues identified at the Focus Session and provided planning policy recommendations to address those issues. The results of these workshops have been incorporated into Chapter 4 of the Plan. These workshops included:
 - Community Development (April 2008): Residents addressed the issues that will affect the development of Cameron, including existing infrastructure systems, transportation networks, land use concerns, and housing needs. This session built upon the issues identified in the Focus Session.
 - Housing (May 2008): Participants provided input and ideas on the housing challenges—both supply and demand—that face Cameron. Residents provided ideas as to how houses of all types and price ranges can be provided for the diverse population that lives and works in Cameron.
 - Water and Infrastructure (June 2008): This meeting addresses infrastructure needs in greater detail, including how to provide infrastructure to future growth area. Water use and conservation as well as financing mechanisms for infrastructure development were also discussed.
 - Transportation as a Multimodal Resource (September 2008): The transportation needs of the Cameron community were explored in detail and including all modes of transportation. Citizens identified high-priority street, trail, and sidewalk improvements that will improve the connectivity and efficiency of the City’s transportation system.
 - Quality of Life (October 2008): Discussion focused on providing quality recreation, education and healthcare in the community. Participants identified appropriate locations for parks improvements, open space preservation, and opportunities for public and private sector collaboration on other quality-of-life improvements.
- Meetings and work sessions were held with the Steering Committee throughout the planning process.

Focus Session

The Cameron, Missouri Comprehensive Plan “Focus Session” was held March 14, 2008 at Cameron City Hall. A Focus Session is a fast-paced, interactive workshop intended to help community stakeholders identify and prioritize critical planning issues facing Cameron both now and in the future. Two separate sessions were held:

1. One session was conducted with primarily “Institutional Partners,” and

2. Another with primarily “Development Partners” who represented more private sector interests in the Cameron community.

This format helped the City and project consultants hear about and discuss the challenges and opportunities facing Cameron from two distinct perspectives. The two sessions were attended by approximately 25 individuals with diverse backgrounds, including appointed and elected officials, landowners, developers, business and civic leaders, and other community stakeholders. The meetings allowed participants to begin building consensus on the key community planning issues.

The process of *Issues Identification* used at the Focus Session was a structured idea-sharing process. Participants were paired-off and initially introduced themselves, sharing each other’s ideas and issues to the entire group. The opening lists of issues identified in the large group were then refined, clarified and prioritized in smaller “break-out” groups. These smaller groups consisted of one group that focused on public-sector initiatives and one group that focused on private-sector initiatives.

From broad perspectives, the break-out group members discussed and refined the critical issues facing the City. In some cases, issues that had not been addressed in the large group were added to the list and discussed. Participants were encouraged to explain how the identified issues affect Cameron and what steps could be taken to address these issues. With the assistance of the consultant-facilitator team, participants voted and ranked the top five most important community issues. The following is a summary of the issues identified in the Focus Session, including the top issues for each discussion category as ranked by each of the break-out groups.

Institutional Partners Focus Session

Citizens participating in the “Institutional Partners” session were primarily concerned with how to attract and retain quality employees to work in the city’s institutional facilities, such as the hospital and the schools. The following “break-out” groups defined the issues more clearly and prioritized the issues based on the group’s unique perspective:

Public Sector Initiatives: Participants of this group were asked to refine and rank the City’s primary issues from a public-sector perspective. The group discussed steps that the City and other public entities can take to improve the quality of life in Cameron. The following are the top five issues and opportunities identified by Focus Session participants in ranked order:

1. Attract and retain employees
2. Water supply
3. Shared facilities for community and institutional uses
4. Improved and expanded school facilities
5. Beautification and upkeep will help attract people to Cameron

Topics discussed were similar to the private-sector group, but was specifically focused on what the City can do to solve the identified issues. One point was that the city needs to address traffic issues at Griffin Road and Highway 36. A plan for future annexations is also needed, to ensure that growth does not occur haphazardly. Maintenance of sidewalks is also an issue, as is the need for improved recreation and parks facilities.

Private Sector Initiatives: Participants of this group were asked to refine and rank the City's primary issues from a private-sector perspective. Discussion was focused on how businesses and individuals can improve Cameron, and identified the top issues that need to be addressed from this perspective. The following are the top five issues and opportunities identified by private-sector Focus Session participants in ranked order:

1. Attract quality jobs and qualified employees
2. Water supply
3. Need available land for development
4. Consider providing incentives for new, quality development
5. Restaurants and grocery stores are needed

Much of the discussion of the "Institutional Partners" group was focused on employment opportunities and the labor pool. In order for Cameron to grow, businesses need to be able to attract qualified and skilled employees to the city. This is especially true in the health care industry and in the city's schools. Water supply concerns also were a primary topic of discussion. In addition to the top five issues, other topics of discussion included the need for more housing so that more people that work in Cameron are able to live in Cameron. In addition, a need for expanded and improved school facilities was identified, and potentially a reorganization of the school system. Businesses and individuals in Cameron also should work with the City to encourage and promote quality development, plan carefully for annexations and new infrastructure, and create new community activities that would promote a "sense of place." Businesses and individuals can also improve the aesthetics of the community as well as property values by fixing up older housing and conducting basic property maintenance. The participants of this group also would like to see improved traffic on the east side of the city at Bob Griffin Road and Highway 36.

Development Partners Focus Session

The “Development Partner” session defined the issues more clearly and prioritized the issues based on the group’s unique perspective:

Public Sector Initiatives: Participants of this group were asked to refine and rank the City’s primary issues from a private-sector perspective. Discussion was focused on ways that businesses and individuals can improve Cameron, and identified the top issues that need to be addressed from this perspective.

The following are the top five issues and opportunities identified by Focus Session participants in ranked order:

1. A plan to improve, maintain, and increase capacity of water and sewer infrastructure
2. Provide more “quality of life” amenities such as recreation, new restaurants, service businesses, and health care
3. Quality schools; continuing education
4. New employment opportunities, with quality businesses and high-wage jobs.
5. Improve existing housing as well as commercial buildings; make the old as good as the new.

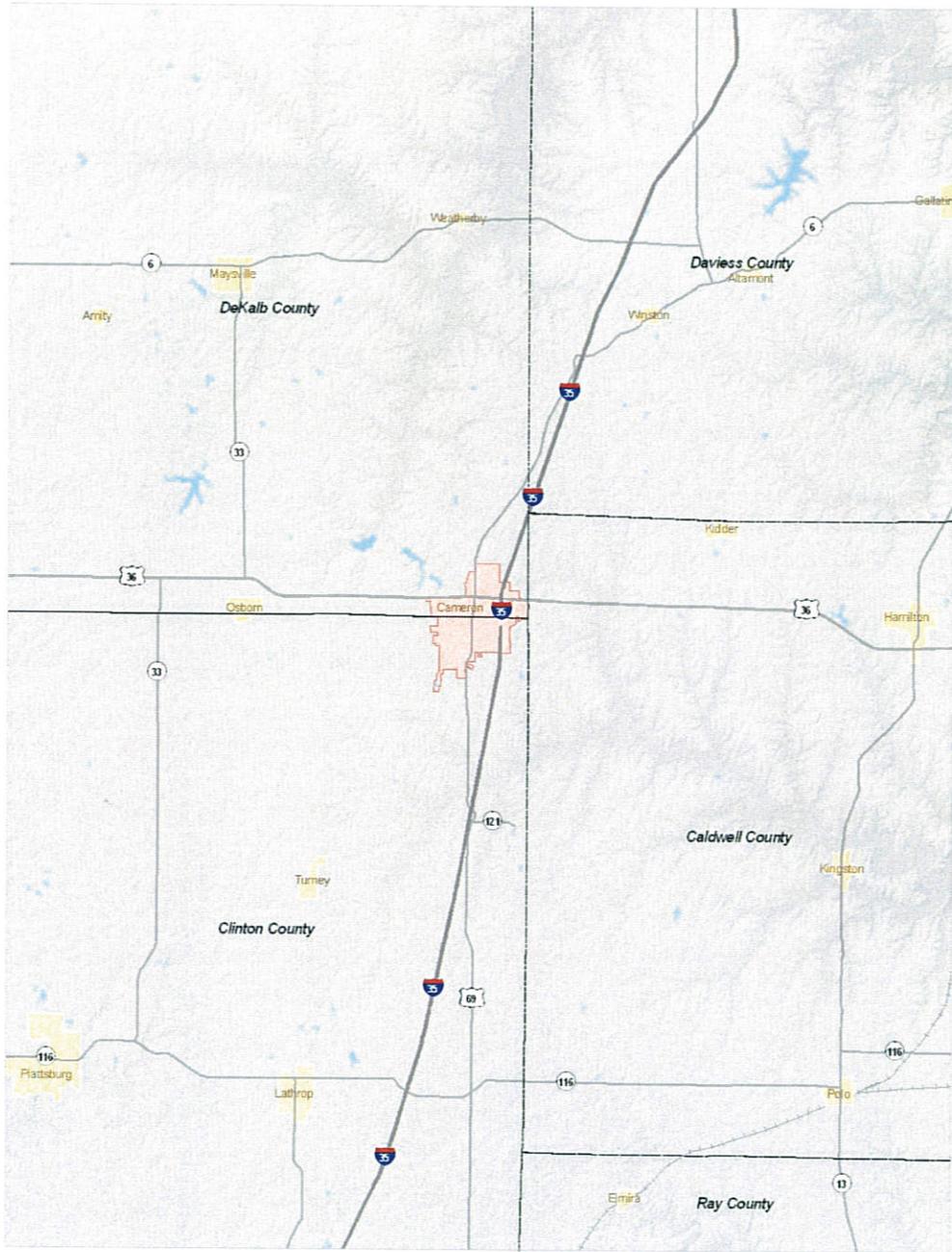
Participants of this group also identified the need to attract and retain employees as well as residents. Potential methods of attracting and retaining employees include a “Community Appreciation Day” and employment training. Ways to attract and retain residents include the restoration of downtown, promoting the existing cultural aspects of the community, and beautification (such as Walnut Street). Participants of this group would also like to see preliminary discussions and planning for shared community facilities that provide recreation, health care, and education opportunities and also provide meeting space and training rooms as needed. Such facilities will increase efficiency and also help create a “sense of community.” Quality of life can also be improved by creating unique and innovative community events and activities. Improved facilities and better cooperation is needed for this. Improve zoning regulations in order to better guide the type and location of growth. Better communication is needed between the city and the citizens. Ensure that city codes are enforced equitably and that the process is transparent and makes sense.

Private Sector Initiatives: Participants of this group were asked to refine and rank the City’s primary issues from a private-sector perspective.

The following are the top five issues and opportunities identified by Focus Session participants in ranked order:

1. Long-term planning for water and sewer infrastructure
2. Attract new employers with quality well-paying jobs
3. Maintain existing transportation and utility infrastructure and ensure that new infrastructure is compatible with the old
4. Property owners need to be responsible for beautification and upkeep of their properties.
5. Business development, new restaurants and shops

This group also explained how Cameron’s location presents many intriguing opportunities. Cameron is located near the geographic center of the United States and along a critical north-south transportation artery, Interstate 35. Cameron is at the intersection of the interstate and US 36 Highway—the regional east-west transportation corridor that extends throughout north Missouri and west into northeast Kansas. In addition, while Cameron offers a small-town atmosphere is also in close proximity to the Kansas City metropolitan area and to St. Joseph. The merits of this location have the potential to attract residents as well as industrial development such as distribution and warehouse facilities. In summary, while Cameron lacks rail service, it is the “Crossroads City” given its good highway-interstate access—among the best access for distribution by roadway in northwest Missouri—and as such, is poised to continue serving as a sub-regional center at the crossroads in the northeastern portion of the Kansas City metropolitan area.



Existing Conditions 2



Introduction

This Chapter summarizes natural conditions and man-made improvements that impact Cameron's long-term future. Environmental characteristics and infrastructure in Cameron are the focus of the summary, as they play a significant role in the location and cost of serving development—both existing land uses and “urban systems” and future development.

Conducting a planning study for the City of Cameron and its “Planning Area” requires assessment of existing conditions. The Cameron Planning Area extends roughly as follows:

- South of city limits 1.5 miles
- East of Bob Griffin Road 1.5 miles
- West of West Street 1.5 miles
- North of city limits 1.0 miles

The City of Cameron covers approximately 3,400 acres of land within its current corporate limits, or 5.3 square miles. The city is located along two major highway corridors, Interstate 35 and U.S. Highway 36. The City is located in both Clinton and DeKalb counties in northwest Missouri (Ref. Figure 2-1, Vicinity Map). In addition, the eastern boundary of the city is adjacent to Caldwell County. The city is approximately 30 miles north of the Kansas City metropolitan area and 30 west of St. Joseph, Missouri.



Fig. 2-1: Cameron Vicinity Map

Natural Features

The topography, hydrology, and other natural features of the landscape affect the future development of the area. Development within the current Cameron city boundaries is fairly unconstrained by floodplains, as most of the city sits on a series of ridges. However, future development to the east in Caldwell County will have to be sensitive of floodplain areas.

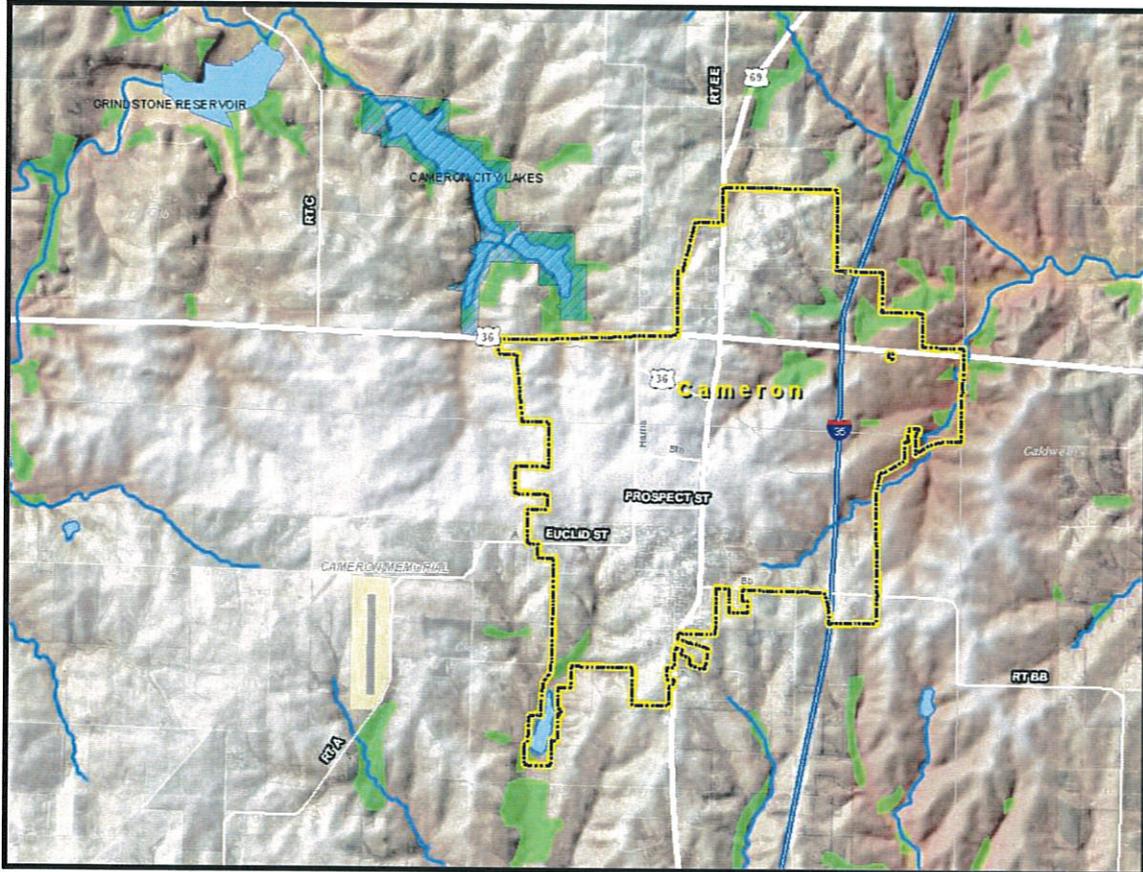


Fig. 2-2: Natural Features Map – This map denotes presence of water and forest areas around the Cameron vicinity.

Municipal Services

FIRE Service

There are a total of 4 elevated water storage tanks in Cameron. Three are with the capacity of 500,000 gallons and 1 has the capacity of 300,000 gallons (The Mulberry water tower). The prisons are on their own water systems.

Fire Rating. The ISO fire rating for the City of Cameron is a 5.0 rating. This is a measure of fire suppression value. The classification of the city was 7.0 in the 1990s. The fire department was able to lower the rating from 7.0 to 5.0 due to a number of improvements that included an additional fire pumper truck. Household insurance rates were lowered for significant savings to the Cameron public. The equipment at the fire department is:

- ⊕ 2 pumpers
- ⊕ 1 ariel elevated stream pumper
- ⊕ 1 main tanker (300,000 gallons)
- ⊕ 2 brush/tankers (1,200 gallons)
- ⊕ 2 compressed air foam trucks (1,750 gallons)



The City of Cameron has an agreement with Cameron Rural Fire Protection District and covers a 144 square mile area, which is roughly the Cameron School District boundaries. The Rural Protection District contracts with the City of Cameron for fire service. As a result, 60% of the revenue goes to Cameron and 40% is used to acquire equipment, which then is provided to the City of Cameron.

POLICE

The City of Cameron police department serves the corporate limits and offers mutual aid services to the 15 County region of Northwest Missouri per State statute. The department is a 24 hour professional law enforcement agency which provides the following services:

- **Patrol of the community**
- **Crime Scene Investigation**
- **Federal law enforcement presence with officers assigned to the Alcohol, Tobacco, Firearms and explosives Northwest Missouri Interagency Team Response Operation (NITRO) task force.**
- **School / Community Resource Officer**
- **Enhanced 911**
- **Police canine services**
- **Special Weapons and Tactics / Crisis Negotiation Team, including hazardous material response, weapons of mass destruction response; and**
- **Active citizen involvement with the citizens police academy board.**

The Police Station is located near the Central Business District, and is staffed as follows:

- **16 sworn full time officers / supervisors (2 officers per square mile or 1 officer per 622 individuals)**
- **4 reserve volunteer officers**
- **7 communications officers**
- **1 administrative assistant**

EMERGENCY Management SERVICES

Emergency Management Service is a separate function and is provided in the City of Cameron and excludes Caldwell County.

ROADS AND STREET SYSTEM

Transportation in the City of Cameron needs to be studied in terms of access to US 36 Highway in particular. The signal at Bob Griffin Road and 36 Highway is the only signalized intersection from St. Joseph to eastern Missouri on US 36 Highway. The traffic counts and accident counts need to be examined at this location. Improvements to this intersection that can reduce accident rate and improve access are encouraged. Major arterial roads are identified on the Transportation Plan map (ref Appendix C).

PARKS AND RECREATION



Appendix "C" includes a "Future Land Use Map" showing the location of existing parks and recreational areas. The City provides approximately 35 acres of parks and needs up to 80 acres of parkland to meet standards published by the National Recreation and Parks Association.

Table 2-1 – Existing Cameron Parks

Park Name	Park Facilities	Acres
Recreation Park	Swimming, Basketball, Volley Ball , Tennis, Playground, Picnic	10.0
Park Valley Park	Baseball Complex	9.9
Soccer Complex Park	Soccer Fields, Playground, (Skatepark)	7.0
Kelsey Park	Playgrounds, Picnic	1.0
Hilltop Park	Ballfield, Practice Field	3.5
Beavers Park	Picnic Shelter, Playgrounds	3.5
McCorkle Park	Band Pavilion, Firefighters' Memorial	2.2
Earl Park	Park Bench, Fountain	0.1
Gazebo Park	Picnic Bench	0.3
Total acreage		36.5



Future Parks

Additional parkland is needed in the City of Cameron to provide recreation areas and open space for future generations of Cameron residents. Based on accepted park planning standards, the City of Cameron does not offer adequate acreage for parks. Further, the distribution of parks is inadequate, as the south area of Cameron is served primarily. The Future Land Use Map indicates the “conceptual park land” needed to meet accepted planning standards (ref. Chapter 4).

CAMERON MEMORIAL AIRPORT



The Cameron Memorial Airport currently consists of one runway, designated Runway 17-35, that is 4,000 feet long and 75 feet wide. It is capable of handling an aircraft up to 15 tons (30,000 lbs.). The terminal building is 1,200 square feet, with administrative offices, a lounge, waiting area, restrooms, and a conference area. The airport has three hangars that currently store 30 aircraft, and are capable of storing five more. This airport currently performs approximately 7,100 operations per year. Cameron Memorial Airport is expected to witness an increase in based aircraft by approximately 18 units and average approximately two percent annual growth throughout the planning period of the airport layout plan (2009-2029), which is currently being updated. Annual operations are anticipated to increase at approximately three percent annually as well and experience an overall increase in operational activity by nearly 5,000 operations to total approximately 12,100 annual operations. Local operations will comprise 40 percent of the overall 2028 activity and increase at a rate of nearly three percent annually. Air taxi operations are anticipated to increase from 300 operations per year to 700 operations in 2028. At the conclusion of the 20-year time frame, operations are expected to total approximately 500 per year with transient turbine airplanes contributing a majority of that number. In 2028, transient operations are expected to total nearly 60 percent of the overall activity at the facility equaling nearly 7,300 annual operations.

Area Development Issues

1. Topography, natural boundaries, storm and sanitary sewers, drainage basins, transportation links
or any other physical characteristics that may be an indication of the existence or absence of common interest of the city and its planning area.
2. Extent and age of residential development in the planning area and adjacent land within the city's boundaries;
3. Gaps in fire and emergency services, in particular fire hydrant location for new developments;
4. Rural road conditions and snow clearing; coordination with the DeKalb and Clinton Counties;

Development Patterns. To the west of the City of Cameron are semi-rural developments on large 3- to 5-acre lots. It is served by city water and the city maintains the street which is West Street. The City of Cameron has discussed policies for urban fringe development as it relates to the extension of municipal services.

Lower/moderate cost housing on the east side of Cameron at Bob Griffin Road was partially completed and is now largely completed due to the intervention of outside investor. The first-time home buyers can qualify for a low down payment loan toward lot improvements. The program provided up to \$10,000 of improvements for each lot. The improvements provided for water, sewer, and street improvements. The housing in Cameron is relatively expensive compared to rural housing. Therefore, employee recruitment for local businesses must be based on intangible qualities:

- ⊕ A family atmosphere at employer's place of business,
- ⊕ Small city atmosphere,
- ⊕ Opportunities to work in Cameron rather than to commute to KC and Clay County on a daily basis.

North of the City of Cameron about 16 miles just east of I-35 is Lake Viking, which is a full service, private recreation lake built in the post WWII era with an air strip, club house, and pool.

There are about 625 water front lots, about 1100 second tier lots, a private association maintains it with a monthly maintenance fee of approximately \$500 per lot.

Housing Alternatives

Urban Fringe Development.

The City needs a better annexation plan to prevent stagnation in growth. The semi-rural, large lot development on 3- to 5-acre lots west of the City of Cameron is an example of this problem. Though it is served by city water, the City of Cameron should adopt new policies for urban fringe development as it relates to the extension of municipal services. There is also a need to adopt policies for protecting land outside the City of Cameron with large lot development controls. The Comprehensive Plan needs to identify policies for how to prevent low-density large lot development in the City's growth area.

Long Term Water Supply.

There is a need for an alternative long term water supply. The Grind Stone Reservoir was built in the 1980s. There is also a Grand River Flood Control Project for the river that flows north to the Missouri River. In addition to flood control, the Grind Stone Reservoir was constructed for soil and water conservation purposes and water supply for the Cameron area. Three other smaller reservoirs were built as well. Silting has become a greater concern over time. There are concerns about reservoir water as a drinking supply due to air-borne particulate matter and the lack of the ability of the water to percolate and cleans itself the way sub-surface water supply can cleans itself.

Many years ago, a partnership was formed between many entities in Northwest Missouri, in order to find a solution that will provide adequate water to the area. The partnership evolved to become the GNWWC, as it is known today. Currently, there are three entities that have formally approved pursuing the purchase of water from a larger source, such as the Missouri River alluvium, the Missouri River or Smithville Lake. The entities are Cameron, Maysville and Stewartsville. Grants have been received to do some preliminary engineering work for the pipeline to provide water to the Commission members. The GNWWC is seeking funding through the USDA as the primary agency for the project.

There is no rail service in the City of Cameron. The nearest rail service is at Lawson, MO and Pollo, MO in Caldwell County. The retail commercial in Cameron is largely in Grand River Township north of 8th Street in Dekalb County. Therefore, Clinton County does not benefit from sales tax or real property tax. The maintenance of roads is done by the special road district for Cameron which is south of 8th street, east of I-35. In addition, the City of Cameron operates road maintenance for roads within the city, and Clinton County Road and Bridge Department maintain roads in unincorporated Clinton County, west of I-35 and unincorporated areas outside the City of Cameron. It is generally agreed that alternative housing is desired by the public and there is a market for broader housing choice such as condominiums for older residents.

Connell Park Addition had been platted for condominium and townhomes but then it was turned into subsidized apartments. This has been an issue of contention in this city. Now there is no downsizing housing option in Cameron for residents who would like to stay in the city but sell their single-family detached home. The best housing option for this type of alternative housing is in the City of Liberty. Also available is townhome construction in St. Joe, MO by Knapp Construction. Townhomes on the east side of St. Joseph on Cook Road are available and have sold well at Wilshire and Kelsey Road in the City of St. Joseph.

5. Development finance mechanisms in the city: fees, stormwater utility, TIF, NID, TDD, other;
6. Extent to which the residents of the area are offered social, economic, employment, cultural and recreational opportunities and resources;

A strength in Cameron as having a "large pool of people who could provide enough support to achieve whatever goal is approved." On the flip side the community may not be organized enough to take advantage of the citizen's energy and willingness to help.

Some residents felt they were isolated from the city and suggested that the Block Safety initiative could be used to involve more people. In addition suggested an orientation for new residents (some of which may be spouses of prisoners).

A need to involve people in "helping define the future" and get them to understand that there is a future and we need to get ready for it (help decide who we are).

Merit to the larger idea of establishing a "Brand" for Cameron?

There is somewhat of a disconnected community i.e. some want it to grow but others don't want the city telling them what they can and cannot do. He saw a need to help instill pride in the community and individual property maintenance. There is a need for common standards for development, property maintenance, etc. He indicated that "The community needed to be "rejuvenated" so there is a community sense of pride in Cameron."

Labor:

- With the medical center, the veteran's home and the other nursing homes there is a good base of medical personnel but there is always a need for new staff and training of the current staff.
 - Is there skilled labor to fill skilled positions if they grow?
7. Effect of growth on fire, sewer and water districts, improvement districts, townships or industrial districts; In particular, improved updated equipment;
 8. Coordination with **special districts** in the planning area, such as county road districts;
 9. Likelihood of **significant growth** in the area and in adjacent areas during the next five years.
 - 10.

Other Jurisdictions: Cameron R-1 School District

The City's school district encompasses territory beyond the City of Cameron. They passed a bond issue for extension and additions to the high school in 2004. Now the school is at peak enrollment and the school needs to be expanded with a new facility.

Institutional Partners

The YMCA has been a partner with the St. Joseph YMCA historically, but as of 2007 is separate from that relationship and now is on its own. In 2015, the Cameron YMCA moved into a new facility across from the Wal-Mart property on North Walnut. It has been suggested a partnership be formed to share common facilities, specifically, the city, school district, YMCA and churches share facilities, maybe even to the point of sharing a campus. This could be next to a new high school but it needs to be led by a group representing all institutions:

- ⊕ The City,
- ⊕ The school district, and
- ⊕ The park district.

A programming study needs to be done to insure that all interests are served. The Chamber of Commerce in Cameron has grown significantly in the last 7 years. It is now a “Regional Chamber of Commerce” that includes the following cities in addition to Cameron:

- ⊕ Lathrop,
- ⊕ Platsburg,
- ⊕ Pollo,
- ⊕ Hamilton, and
- ⊕ Galliton.

Chamber of Commerce

The chamber membership has grown from about 80 people to 170 people today in the current decade. Mary Murdock is the chamber Executive Director. The chamber sponsors several multi-day events. The largest of which is a 4-day 4th of July celebration with live music, antique car show, barbeque contest, and related items. In 2015, the Chamber became a sponsor of the “Crossroads Crush” Fall festival.

Quality of Life in Cameron

Strengths:

- Location (more related to KC than St. Joseph),
- the style of living,
- the minimal crime, and
- the school system (especially k-8),
- there are still long term family owned businesses in town and that is something that you can’t get everywhere,
- Sense of Place: it is a “stand alone” city with a history and town square, not simply a suburb,
- Institutions: hospital, the school system, a lot of churches,
- Municipal services: the police and fire departments,
- Recreation: parks, the YMCA,
- Intangibles: great services for the handicapped, and some local leaders.

Challenges:

- Bedroom community,
- long term water supply (in reservoirs not transmission lines)
- better paying jobs,
- long term maintenance of infrastructure,
- more/better sidewalks.

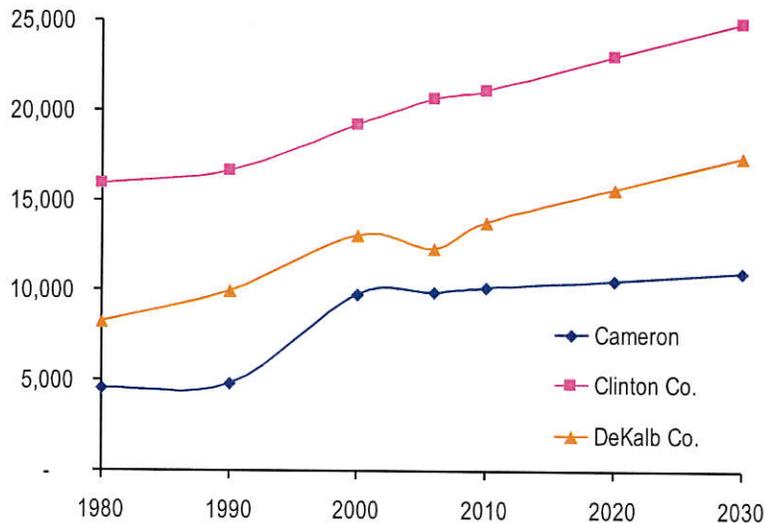
DEMOGRAPHICS

For data on population, income distribution and households, consult Appendix "E" and "F" . Number of housing units and City financial data, consult Appendix "G" .

	1990	2000	2014	% Increase 1990-2000	% Increase 2000-2013
Cameron	4,845	9,788*	9,868	102%	1.0%
Clinton Co.	16,595	19,198	20,299	16%	1.05%
DeKalb Co.	9,967	13,073	12,692	31%	-1.03%
Kansas City MSA	1,566,280	1,776,062	2,071,133	13%	1.16%
Missouri	5,117,073	5,595,211	6,063,589	9%	1.08%

*Prison Inmate population in 2000: 4,320.

Population Projection



	1980	1990	2000	2006	2010	2020	2030
Cameron	4,519	4,845	9,788	9,908	10,128	10,567	11,006
Clinton Co.	15,916	16,595	19,198	20,671	21,117	23,006	24,894
DeKalb Co.	8,222	9,967	13,073	12,309	13,798	15,613	17,429
Kansas City MSA	1,327,106	1,566,280	1,776,062	1,954,765	2,034,378	2,270,830	2,507,283
Missouri	4,916,766	5,117,073	5,595,211	5,842,713	5,954,912	6,321,770	6,688,627

•Cameron is projected to grow by a healthy 8% per decade. The prison population is assumed to be constant.

Employment

Major Employers

Employer	Employees
Western Missouri Correctional Ctr State Prison	705
Crossroads Correctional Ctr State Prison	475
Cameron Regional Medical Ctr Healthcare	370
Wal-Mart Retail	265
Cameron R-1 Schools Education	230
Missouri Veterans Home Nursing Care	180
Cameron Insurance Companies Insurance	166
Clinco Sheltered Services Social Service	81
Quail Run Health Center Nursing Care	67
NW Electric Electric Generation/Distribution	65
Cameron Manor Nursing Care	45



•Among its major employers are the two State Prisons, the Regional Medical Center, Walmart and the Cameron R-1 Schools.



- Development of the final 46 acres of Crossroads Corporate Center has been certified by the Department of Economic Development . This parcel is located behind the existing Wal-Mart.
- Businesses can draw from an estimated 23% of an labor pool of 130,362 people.

Regional Economy - Northwest Missouri



When compared to the state the people in the region

- are older
- are white
- are less educated but have higher high-school graduation rates
- have lower incomes
- are likely to prefer to live in unincorporated areas
- have high home-ownership rates
- commute longer distances for work
- are more likely to be employed
- are likely to be employed in retail trade, farming industry, manufacturing and local government.

Sector Employment

CLINTON COUNTY

- 2014 unemployment rate was 4.9 % compared with 5.2 % statewide.
- There were 9,327 jobs in Clinton County in 2014. **Retail Trade** accounts for more than 12.1 percent of the total jobs (932). **Farm** employment (887), **Local government** (792) and **Construction** (677) are the next highest categories.

DEKALB COUNTY

- October 2014 unemployment rate was 4.5 %.
- There were 5,438 jobs in DeKalb County in 2014. **Farm** employment accounts for more than 19.8 percent of the total jobs (874). **Retail Trade** (382), **Accommodation and food services** (343) and **Other services**, except public administration (261) are the next highest categories.

Wind Farms

King City, MO

The Bluegrass Ridge farm is the first commercial wind project to open in Missouri. The expanse of wind turbines--rising 300 feet from the ground with spinning blades as long as a football field--is drawing tax dollars and tourists as well.

While it is part of a broader effort to produce renewable energy and cut down on air pollution, the windfarm is also producing material benefits for this rural town that once relied on grain and cattle for much of its income.

The 9,000-acre Bluegrass Ridge farm is slated to pay more than \$500,000 in property taxes next year to Gentry County, the largest share of which will go to the King City school district.

Diversification - Agri-tourism

Many trends across society point to a growing demand for Agri-tourism destinations. These trends include:

- * Strong demand for wholesome family oriented recreational activities.
- * Growing concern for health promoting food products; Organic Farming .
- * Increase demand for highest quality produce from amateur chefs.

- * Continued pressure on prices for traditional crop.
- * Make smaller farms.
- * Expanding ethnic markets.
- * Creates willingness to pay for quality food items.
- * People are taking more but shorter trips.



Chapter 3 Primary Community Issue Definition

Introduction

Using the valuable public input gained throughout the planning process this chapter settles on or “defines and outlines” the primary issues that were compiled during the community workshop meetings. The sessions built on the issues identification in the Focus Session held in early 2008 (**Ref. Chapter 1**). More than 100 people participated in the community workshops to further “define” the primary issues during the Comprehensive Plan process:

- Community Development (April 2008)
- Housing (May 2008)
- Water and Infrastructure (June 2008)
- Transportation as a Multimodal Resource (September 2008): The transportation needs of the Cameron community were explored in detail and including all modes of transportation. Citizens identified high-priority street, trail, and sidewalk improvements that will improve the connectivity and efficiency of the City’s transportation system.
- Quality of Life (October 2008): Discussion focused on providing quality recreation, education and healthcare in the community. Participants identified appropriate locations for parks improvements, open space preservation, and opportunities for public and private sector collaboration on other quality-of-life improvements.
- Meetings and work sessions were held with the Steering Committee throughout the planning process.

Community Infrastructure and Natural Resources

Community Infrastructure is a commonly used term for all of the physical components of a city. It includes water and sewer lines, treatment plants, streets, sidewalks, drainage pipes, stormwater facilities and city buildings and facilities such as maintenance buildings, parks and swimming pools. In April and May, groups tackled issues surrounding housing and development. The third workshop in June, 2008 defined the critical issues facing Cameron “Infrastructure.” This meeting addresses infrastructure needs in greater detail, including how to provide infrastructure to future growth area. Water use and conservation as well as financing mechanisms for infrastructure development were also discussed.

Primary Infrastructure Issues

- Old infrastructure systems should be upgraded, re-investment.
- Stormwater system – looming NPDES II Standards.
- Wastewater: The existing water treatment plant site is located south of US 36 Highway and west of Interstate 35. A treatment plant expansion at this site was completed in late 1990s. Capacity: 1.6 MGD treatment; Avg. flow is 1.2 MGD; 13 lift stations, 796 manholes.

- Maintenance should be made routine so that 5% is replaced annually, extension needs to be planned. The City of Cameron should continue coordinating with Alliance Water Company, its water service company, to plan:
 1. Lift stations: Realign lift station 1 and 2 force mains to take flow pressure off the middle of town. Install sewer collection mains to increase City's service area north of Highway 36 between Highway 69 and the new McElwain Road extension.
 2. Alternative treatment plant for the prison lagoon waste stream. This could be in the form of a new treatment plant near the prison lagoon site, with a separate NPDES discharge permit, or it can be in the form of a separate lift station and force main to the existing WWT plant, for a separate treatment train with blending with existing WWT plant effluent (thus eliminate the need for a separate NPDES discharge permit). An alternate WWT plant for the prison will gain the City of Cameron enough plant capacity to provide 800,000 gallons per day of additional treatment at the existing WWT plant.
 3. New lift stations: A new lift station could be planned near Burlington Lake south of Cameron to eliminate the need for at least three existing lift stations and increase the City's service area south of town.
- Water: Capacity is sound, however source needs continued discussion and community consensus. A water line from St. Joseph is in the planning stage, and will serve Cameron as well as surrounding areas.
 - Maintenance needs commitment,
 - treatment is sound,
 - pressure/looping is imminent,
 - extension needs planning: Bob Griffin Road, McElwain Road.

The city has four existing water supply reservoirs located northwest of the city. There are two small reservoirs of similar size and a larger one located in the upper reach of the stream. Downstream of the three reservoirs is a larger reservoir, named "Grindstone," which was completed and began to fill in September, 1991. Grindstone reservoir also provides some flood control storage and limited recreational uses.

1. Water from "Grindstone" is pumped through a 16 inch diameter force main into the larger of the three smaller reservoirs. Water from the reservoirs is pumped through a 12 inch diameter force main to the existing water treatment plant. Normally only water from the three smaller reservoirs is pumped to the treatment plant. The "Grindstone" pumps are operated occasionally for routine maintenance purposes.
2. There are three 75 hp pumps that pump into the 12 inch diameter force main. The 12 inch diameter force main is only about 35 years old, in good condition and does not require any special maintenance.
3. The city has added a fourth elevated water tower with 0.5 million gallons per day (MGD) capacity, and looping its system. This will greatly enhance water pressure and

fire fighting capacity. Average water pressure on the system is in the range of 55 to 60 psi, which is slightly under the average for a city the size of Cameron; however, this is not considered deficient. The tower added in the 1990s tower storage capacity of 0.5 MGD and is located north of U.S. Hwy. 36. Another tower is located in downtown, and has a storage capacity of 200,000 gallons; and there is a 300,000 gallon elevated tank behind N. W. Electric.

Transportation

Cameron is a regional “Crossroads” city. Transportation plans must include not only streets and highways but also sidewalks and bike paths, as well as mobility assistance for an aging population. The transportation network provides one of the important frameworks for the existing and future residents and visitors to access employment, shopping, recreation and all of the other daily community activities.

Primary Transportation Issues

- Maintain existing streets
- Complete street network connectivity
- Plan for location of future streets
- Improve access to US Highway 36
- Promote new sidewalks
- Trails/paths/bike lanes/sidewalks

Land Use and Growth

Residents addressed the issues that will affect the development of Cameron land use. Growth was discussed in context of existing infrastructure systems, transportation networks, land use concerns, and housing needs. Cameron faces housing challenges in what type of development could be located in Cameron. Infrastructure costs are as high as in Liberty, for example, yet lot prices are lower—creating a local finance gap. Housing is needed for growth: new residents become employees and customers of local businesses while being homeowners in existing and new neighborhoods. Housing of all types and prices should be available for all who want to live and work in Cameron.

Primary Land Use Issues

- Mix of housing choice / options
- Higher-density residential housing
- Meet market demand
- Development standards
- Retail: Diversified

- Industrial: Sites Available
- Large lot development in county boxes City in
- Mixed use developments: Market is unknown
- Annexation: Voluntary

Community Character

This category includes a multitude of items both physical and nonphysical. For instance the appearance of a community's streets (streetscape) can add to the attractiveness and desirability of the city. The number of active community organizations help create and maintain a community's identity. Cultural activities, work force attitudes, friendliness, community pride, and neighborliness are facets of quality cities.

Primary Issues

- Sense of place
- Community identity
- Beautifications – maintenance
- Shopping opportunities
- Services businesses
- Education
- Festivals/events

Civic Services and Quality of Life

City services are a foundation of a community's quality of life. The Cameron fire department has invested in facilities and services to reduce communitywide ISO rating to 5.0. That enhanced Cameron's quality of life, its finances and public safety. With completion of the south water loop and elevated storage, an adequate water supply and fire flow pressure will increase the feeling of safety in Cameron.

Primary Issues

- Expanded school facilities
- Shared city/school facilities
- Excellent health care
- Fire rating
- Recreation opportunities
- Public safety
- Plan for expanded school facilities
- Plan for a shared city/school/YMCA recreation facility:
 - City Role: Lead in financing—recreation tax; support with infrastructure / marketing

- YMCA Role: Programs / Operational
- CRMC Role: Plan Program, Lead Wellness
- School Role: Assemble land, Schedule School Events / Programs
- Build on excellent health care
- Expand recreation facilities and Parkland
- Maintain excellent public safety

While city services are a foundation for high quality of life, the quality of other institutions—the education system and medical services—are reasons for businesses and people to locate in Cameron. Civic organizations help create and maintain a community’s identity. Cultural activities, friendliness, community pride, and neighborliness are facets of quality cities. CEDO and its Citizen Advisory Board work hard to engage the public on social and community development issues.

Downtown Streetscape

Downtown is referred to as the “heart” of Cameron. It provides a tie to Cameron’s heritage while providing a vibrant location for shopping, dining, and socializing. The community’s events and celebration are held in the downtown area. The physical condition and appearance of the streetscape in the downtown area as well as the streets leading to the downtown play a role in people’s perception of Cameron

Primary Issues

- Mix of businesses
- Appearance
- Design standards
- Incentives

Housing—Supply

This broad category addresses housing challenges as well as what type of new development should be located in Cameron. New residents become employees and customers of local businesses while being homeowners in existing and new neighborhoods. As the various land uses are developed they should support and enhance other uses with few or no negative impacts. Similarly, housing of all types and prices should be available for all who want to live and work in Cameron.

Primary Issues

- Plan for Housing Choice: Fair Share Housing; Disperse low/mod income housing; Promote home ownership.
- Developers and City work together; invite builders.

- Focus in Key Areas: McElwain Road, Bob Griffin Road, West Street, South of BB Hwy.
- LID solutions: Bio-swales; Ribbon Curbs.
- More robust mix of housing choice: moderate- to high-density housing, focusing in downtown and adjacent neighborhoods. Keep high-density in scale with the built environ of Cameron.
- Adopt moderate- to high-density Residential Development Guidelines; promote quality, but meet Cameron market price points.
- Assist with fixing up older homes; grants and volunteer programs; assemble parcels near downtown; meet niche markets: college students, older population, commuter employees.
- Brand Cameron by defining a unique identity brand.
- Large-lot development in the unincorporated county fringe (on 3-acre to 5-and 10-acre parcels) boxes the City in.
- High costs; Limited buying power.

Housing—Demand

Participants provided input and ideas on the housing demand challenges facing the Cameron Community. Residents provided ideas as to the demand for houses of all types and price ranges given the more diverse population that lives and works in Cameron than before—for example, residents and visitors to the Veterans Administration Home.

Primary Issues

- Limited Market for Higher-Density Housing .
- Limited Demand due to Wage Limitations.
- Concern about replacing housing on 50' lots.
- Consistent standards communitywide.
- Sites and Lots needed.
- City licensing program for 3+ unit investor-owned structures.
- The City should promote well-design condos and townhomes; and apartments for a more healthy mix of housing choice.
- New Urbanism good if market-driven.
- Continue updating infrastructure to stabilize older neighborhoods.

ECONOMIC DEVELOPMENT

Economic Development – Workforce/Market

Within this category the “Market” and the workforce are the two primary items. Included with the workforce would be employment, businesses, retail, industrial, and other employers. The “market” aspect relates to the attraction of Cameron for different types of businesses either industrial or commercial. All cities need solid employment opportunities for their residents who then become customers for other businesses.

Primary Issues

- Labor availability
- Affordable housing
- Available land for new development
- Continuing education
- Wages
- Diversity in types of businesses

Business Trends

- Cameron added an average of 4 to 5 businesses annually from 2006 through 2015
- Cameron’s rate of business growth during the decade, 10%, exceeded Chillicothe’s rate of 8%.

Table 3-1 - Change in Number of Total Business Establishments 2006-2015

Year	Cameron	Clinton County	DeKalb County	Buchanan County	Chillicothe	State of Missouri
2006 Business Establishments	291	455	193	2,565	422	154,546
2015 Business Establishments	317	511	Not Available	2,771	457	181,666
Total Change	26	56	-	206	35	27,120
Percent Change	10%	11%	-	8%	8%	15%

Source: U.S. Bureau of Economic Analysis; Cameron Community Development Department.

- Cameron business growth occurred in the retail and service sectors.
- Cameron declined in the number of accommodations, food service, construction and health care/social assistance firms during the past decade. Decline in these sectors may be attributed

to regional and national economic conditions since 2008, or other internal economic factors within a particular industry.

Table 3-2 - Cameron Business Trends by Major Industry 2006-2015

Major Industry Group	2006	2015	2006 – 2015 CHANGE	
Finance, insurance & real estate	44	32	-12	-28%
Construction	36	26	-10	-28%
Health care and social assistance	*45	18	-27	-60%
Other services (auto related, beauty salons, repair services, etc.) and Unclassified	52	55	3	6%
Retail trade	51	80	29	37%
Administration, support, waste and remediation services	12	42	30	71%
Professional, scientific & technical services	17	36	19	53%
Accommodations & food services	23	20	-3	-14%
Information	6	4	-2	-33%
Transportation & warehousing	5	4	-1	-20%
TOTAL BUSINESS ESTABLISHMENTS	291	317	26	10%

Source: U.S. Bureau of Economic Analysis.

*This number may be including external regional establishments serving Cameron.

Trends Since 1998

Within the past eighteen years, Cameron has added a total of 44 new businesses to its economy, with a growth of 14%. This exceeds Chillicothe’s growth of 8%, but is still lagging the State rate of 21%. From 1998 to 2006, the number of new establishments was 18. The 26 new businesses added since 2006 also includes service oriented home occupations, which typically increase as the economy begins to recover from recession.

Table 3-3 – Number of Establishments 1998 - 2015

Year	Missouri	Cameron	Chillicothe
1998 Business Establishments	143,912	273	421
2006 Business Establishments	154,546	291	422
2015 Business Establishments	181,666	317	457
NET CHANGE	37,754 21%	44 14%	36 8%

Source: U.S. Bureau of Economic Analysis

Employment Trends

- Total employment opportunities grew by 28.3 percent in Cameron since 1997.
- Cameron employment growth outpaced the State of Missouri and Chillicothe but was less than Buchanan County from 1997 through 2007.

Table 3-4 - Employment Growth 1997 – 2015

Year	Cameron	Clinton County	DeKalb County	Buchanan County	Chillicothe	State of Missouri
1997 Employment	2,757	3,885	1,986	39,174	4,857	2,310,000
2007 Employment	3,232	4,239	3,339	47,369	5,069	2,468,000
2015 Employment	3,788	4,607	-	57,278	5,290	2,636,807
Total Change	1,031	722	1,353	18,104	433	326,807
Percent Change	28.3%	16.7%	68.1%	20.9%	4.4%	6.8%

Source: U.S. Bureau of Economic Analysis.

Commercial Property Tax

Business and employment expansion are influenced by local property tax rates. Cameron has the third lowest total property tax rate than a majority of the city's nearest competitors for new business.

Table 3-5 – Commercial Property Tax Rates in Cameron Region

Cameron	Chillicothe	St. Joseph	Smithville	Kearney	Liberty
2.82	2.32	2.15	2.54	2.94	3.06

Source: Kansas City Area Development Council.

Business Opportunities for Cameron

Strongest business opportunities for Cameron are in the following industries:

- Insurance building on overall growth in the industry and the existing presence of a major insurance company;
- Health care as a regional trade area;
- Social assistance including dentistry, other medical, nursing homes, services for the elderly, etc.
- Manufacturing due to location factors, most notably the I-35/Route 36 transportation network .

Weaker new business opportunities for Cameron in the following industries:

- Retail due to the increase in competition in St. Joseph and Clay County;
- Transportation and warehousing industries due to increased competition in the Kansas City area.
- finance and real estate due to residual effects of the 2008 economic downturn.
- Construction, due to the national decline in residential markets, though small scale renovation of existing facilities could still have a positive impact on growth.

Future Land Use 4



Land Use Growth Area Policy

The Comprehensive Plan emphasizes a land use growth strategy to protect the future environmental and economic health of the City of Cameron. The Growth Area strategy is to conserve future development opportunities. Directing growth to urban growth areas reduces overall public services and road maintenance responsibilities, thus reducing the distribution of residential properties and the extent of the roadway network that would otherwise be necessary to serve a spread-out, low density development pattern.

The basic principle of the land use Growth Area system is to plan for, and approve, urban density development in areas near the City expected to become urban and directing low density development (acreages and large lot subdivisions) to areas not easily provided with municipal sewer services. The development policies are based on the following:

- proximity to the municipal services,
- proximity to a major transportation route; and
- Preparation for future annexation.

As new development and infrastructure are built, Growth Area boundaries must be reevaluated so that these improvements are taken into consideration. This chapter ends with a future land use plan map and land use designations.

Natural Resources

Most land problems are linked with water problems. Cameron was developed along a ridge (the old highway alignment through the city) and as a result, the City does not suffer from flooding problems the way many Midwest cities do—built typically along rivers in the 19th Century where boat traffic prevailed. Still, more than half of the flood damage in the United States occurs in small watersheds, from “back-up flooding.” The City of Cameron participates in the national flood insurance program administered by FEMA, to manage localized flood hazard.

Stream Buffers

Headwater streams are often severely degraded by urbanization. Stream buffer standards are intended to mitigate the adverse environmental impacts that development can have on streams and associated natural resource areas. The purpose of stream buffer is to:

- improve storm water management and water quality while preventing flooding;
- increase the public's knowledge and understanding of natural resource protection issues; and
- decrease infrastructure construction and maintenance costs.

Stream buffers are an integral element of any local stream protection program. By implementing stream buffer standards on all stream corridors, Cameron will retain its natural infrastructure and visual character derived from topography, woodlands, streams, and riparian.

TRANSPORTATION

Cameron is a regional "Crossroads" city, providing mobility for regional traffic while also meeting the transportation needs of its residents. Transportation plans must include not only streets and highways but also sidewalks and bike paths, as well as mobility assistance for an aging population. The transportation network provides one of the important frameworks for the existing and future residents and visitors to access employment, shopping, recreation and all of the other daily community activities.

Street Classification

Public roadways have two primary purposes. They are intended to provide access to properties within a community, and to carry traffic between properties within a community or between two communities. These two functions are in competition with each other when provided on the same roadway. An increase in the number of access points onto a roadway causes a corresponding decrease in vehicle mobility and safety. As a result, a well managed street system must include:

- Local streets, whose primary purpose is to provide access.
- Arterial streets and expressways, whose primary purpose is to provide mobility.
- Collector streets, whose primary purpose is to collect traffic from local streets and feed it to arterial streets.

In reality, the street systems in most communities do not reflect this distinction clearly. Frequently, what are intended to be arterial streets degenerate into providing direct access to properties, reducing both mobility and safety. At the other end of the continuum, streets that are intended to provide direct property access sometimes end up carrying volumes of through traffic for lack of an adequate arterial street to fulfill that function, resulting in a decrease of safety through neighborhoods. The key to protecting emerging neighborhoods from future encroachment of through traffic is to plan the transportation system to include local, collector, and arterial streets, and to protect the intended function of each through adhering to design guidelines. These roadway design guidelines are most effective when implemented and maintained on new construction.

The street system functions best when the intended purposes of arterial, collector, and local streets are protected, and when the overall street system includes the proper proportion of each type of street. Too few arterial streets will result in excessive through traffic using collector and local streets to pass through neighborhoods. In contrast direct access onto arterial streets will result in degradation of the arterial's function to move traffic, again causing diversion of through traffic onto collector and local streets and through neighborhoods.

Since many existing streets in Cameron do not have a pure function of mobility only, or access only, classification of the streets as an expressway, arterial, minor arterial, collector, or local street is somewhat subjective. Several factors may be considered in determining the actual existing function of each street.

- Greater existing traffic volumes on a street indicate a draw from a larger area within the community, and thus an arterial function.
- As the continuous length of a street increases, its potential to carry traffic through the community also increases, and thus an arterial function.
- Streets that provide interchanges with the expressway system will more often carry through traffic, and thus function as an arterial.
- Streets that access major commercial developments or industrial areas will generally carry traffic originating elsewhere in the community, thus functioning as an arterial.

General traffic volume guidelines assumed in assigning functions to the existing streets in Cameron as part of this Transportation Plan include:

- Local streets carry less than 2,000 vehicles per day.
- Collector streets 2,000 to 7,000 vehicles per day.

Chapter 4 Future Land Use Plan

- Arterial streets and expressways carry greater than 7,000 vehicles per day.

It should be emphasized that these traffic volume ranges do not describe the capacity of the street to carry traffic, but only provide a general range of the magnitude of traffic volumes that might be expected on a class of street. For instance, a minor arterial street, collector street, and local street might physically carry the same traffic volume. Furthermore, traffic volume alone does not determine or necessarily indicate the function of a street.

Whereas the traffic volume guidelines may be useful in classifying streets according to their existing function, traffic volumes alone are insufficient to address the long range function of currently undeveloped streets. It is important that arterial and collector corridors be designated to service future development of land beyond the urban fringe, even though significant traffic volumes may not be present for many years. The future function of these corridors will be influenced by the continuous length of each corridor, and their access to the expressway system.

Cameron is served by two major regional transportation routes, Interstate 35 and U.S. Highway 36. Interstate 35 is a limited-access highway with two exits that serve Cameron (at U.S. 36 and at Evergreen Street/Highway BB). U.S. 36 is an expressway with an exit located at Walnut Street/U.S. 69 and at-grade intersections at Bob Griffin Road (signaled) and Ensign Trace/McElwain Road (not signaled). The arterial road system in Cameron is intended to carry large amounts of traffic through the city and includes Walnut Street/U.S. 69. A system of minor arterial and collector street feed traffic into this network.

The Plan depicts the proposed Transportation Plan for the year 2030 (Ref. Transportation Plan Map). The map designates the future street network for expressway, arterial and collector streets. It is important that as the City expands, the intent of the plan should be followed so that an adequate balance of arterial and collector streets is maintained.

Bob Griffin Road will be an important arterial road to serve future growth in east Cameron, and the intersection of Highway 36 and Bob Griffin Road will serve as an entry point into the northeast section of the community. A recent traffic impact study completed for this intersection

Bicycle Routes

Opportunities for both on-street bicycle lanes and off-street bicycle trails have been identified that will enable bicyclists to ride safely for recreation and transportation purposes. These potential routes have been labeled as "Potential Bicycle Routes" on the Transportation Plan map. These routes could be in the form of any of the following:

- Off-Street bicycle trails
- Widening existing sidewalks to accommodate bicycles
- On-street bicycle lanes

Chapter 4 Future Land Use Plan

Interstate 35 and U.S. Highway 36 currently provide significant barriers to pedestrian and bicycle traffic. The ability to cross these existing highways has been identified as an important consideration in Cameron's future transportation improvements. The former Burlington Northern Railroad bridge across Interstate 35 can provide a trail connection across the interstate. However, the existing bridge on BB Highway crossing the interstate is narrow and will likely not allow for bicycle traffic unless significant improvements occur. As for Highway 36, the existing Walnut Street bridge is wide enough to accommodate bicycle lanes in addition to the existing traffic lanes on the bridge. This would allow future bicycle improvements that occur to the north and south of the bridge to be connected. Future roads connection north and south Cameron should consider bicycle traffic.

Sidewalks

Through the community opinion survey and the public workshops, Cameron citizens identified a need for sidewalks in the City. In particular, improved sidewalk connectivity is needed near the schools in South Cameron and along most of the City's arterial and collector streets. The locations that have been identified as the highest priority for sidewalk improvements are identified as "Sidewalk Priority Improvement Areas" on the Transportation Plan map.

Another initiative that would greatly improve sidewalk connectivity in Cameron is a block-by-block sidewalk improvement program. This would allow sidewalks to be constructed along the entire length of a block, rather than on disjointed individual properties.

Future Land Use Initiatives / Next Steps

Community Infrastructure

Initiatives

- **Successes:** TIF funding in the Crossroads District as \$3 M public funds led to \$25 M private investment; CRMC infrastructure; TDD for transportation upgrades.
- **Water Conservation:** Promote rain gardens/rain barrels, native plants, dispose household hazardous wastes properly.

Next Steps

- *Regional Water Supply: Conduct new regional summit on water supply options so that the local water supply needs for the Cameron Community are resolved with regional partners.*
- *Growth Areas: Extend infrastructure based on private market demand and with annexation.*

Transportation

Initiatives

- Create a more multimodal transportation system in Cameron, rather than relying solely on the automobile
- Focus sidewalk improvements near schools, connected to neighborhoods
- Create multimodal connections across US-36 and I-35 (RR Trestle)
- Provide directional signage to destinations (parks, schools, downtown)
- Promote single sidewalk installation, and a block-by-block sidewalk program

Next Steps

- North/South road from BB Hwy west of I-35
- Reservoir Road across old railroad right-of-way
- Bike and pedestrian access to residential areas east of I-35 and to businesses north of US-36
- Extend McElwain Road east of Walnut Street
- Use railroad bridge across I-35 for trail extension east of the interstate

Future Intersection Improvements

Initiatives

- Balance investment in both new and existing infrastructure

Next Steps

- Fund future improvements to road intersections based on the “Transportation Plan” map:
 - Upgrades to Bob F. Griffin and U.S. 36 intersection (*See Exhibits 4-1 and 4-2 below*)
 - I-35 to/from US 36 acceleration/deceleration improvements
 - I-35 / US 36 Diverging diamond interchange conversion including twin bridge deck replacements
 - US 36 Flyover in the median; I-35 through Bob F. Griffin Rd.
 - New overpass near Reservoir Road and US 36 with access to the south to Airport
 - Grand Avenue and Walnut Street

**Exhibit 4-1 I-35 / US 36 / Bob F. Griffin
Possible Improvements**

Add Right Turn Lane for US 36 East Bound and US 36 West Bound, Upgrade to Permanent Signals, Add Right Turn Lane for Bob Griffin Road North Bound and Bob Griffin Road South Bound, Increase Length of Left Turn Lane for Bob Griffin Road North Bound, Apply Asphalt Overlay to the Bob Griffin Road Intersection

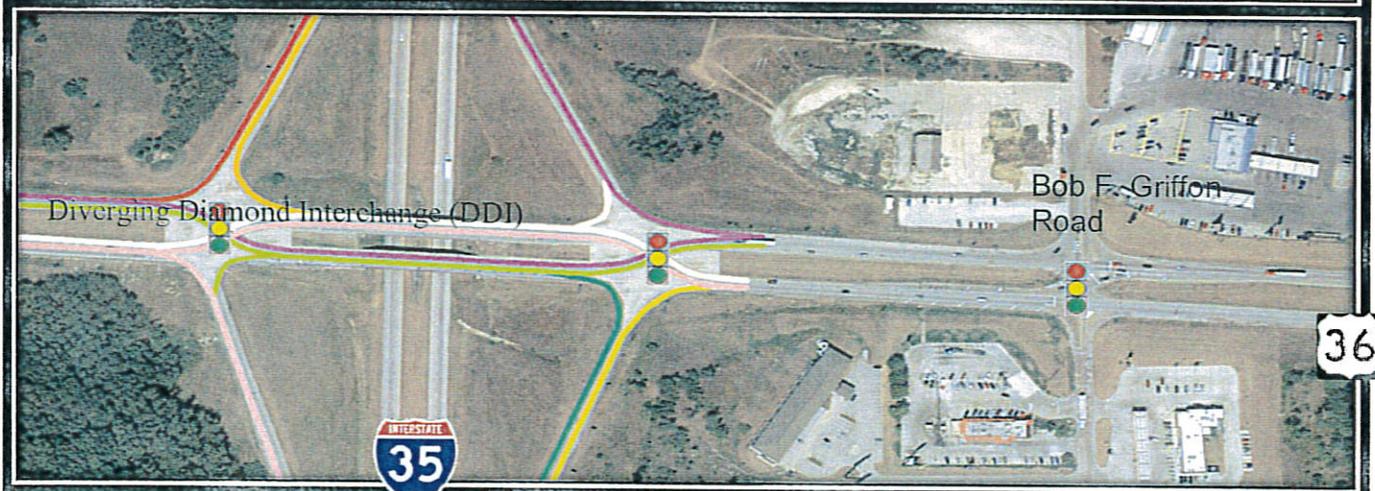
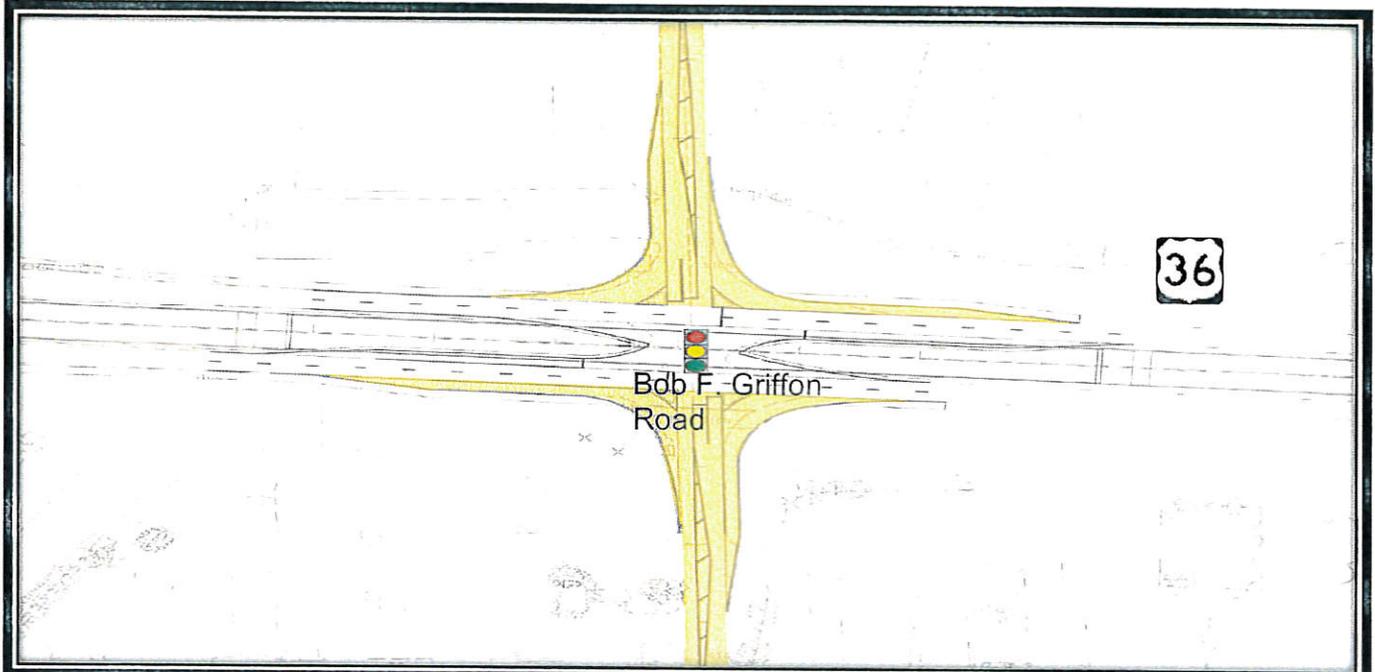
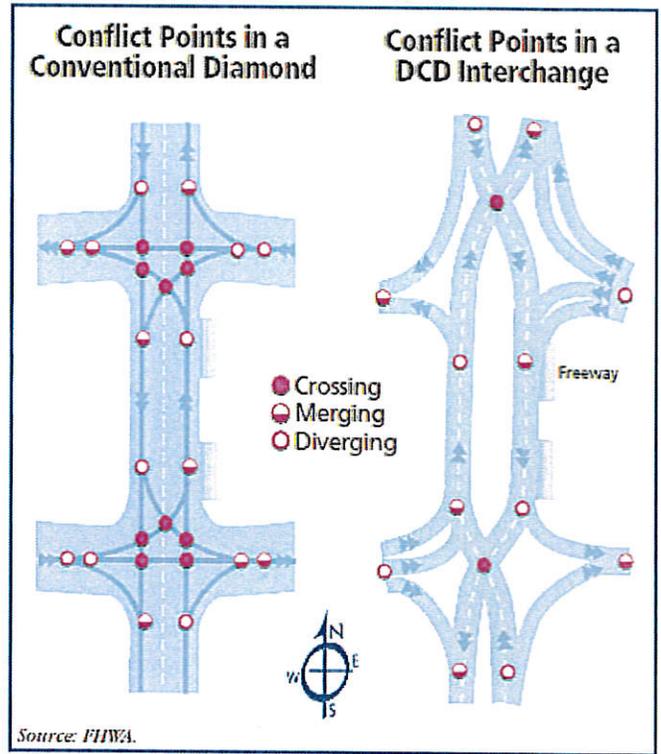
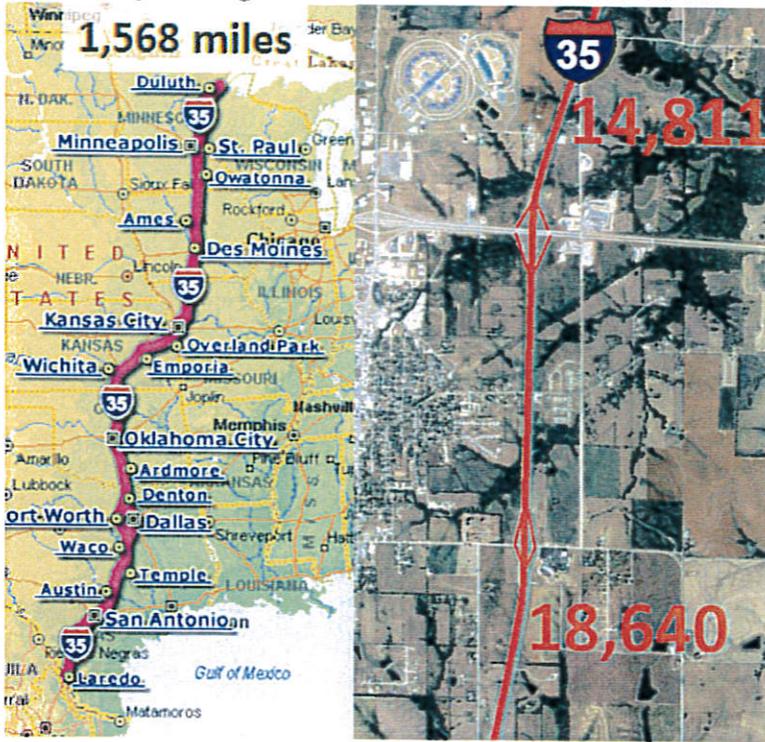


Exhibit 4-2

Daily Average Traffic Counts for I-35 and US 36:



Environment and Natural Resources

Initiatives

- Stream buffers should be adopted into the City subdivision regulations, in anticipation of the City reaching a population threshold of 10,000 residents, subjecting it to MDNR rules under the NPDES II Stormwater Management requirements.
- Include floodplains, wetlands, slopes over 15 percent, and wildlife habitat areas in the stream buffer standards.
- Management of these areas includes limitations on alteration of the natural conditions of these resources. The total buffer width would be divided into three zones, with each zone performing a different function and has a different width, vegetative target and management scheme.

Streamside Zone: This zone protects the physical and ecological integrity of the stream ecosystem. The vegetative target is mature riparian forest that can provide shade, leaf litter, woody debris, and erosion protection to the stream. The minimum width is 25 feet from each stream bank—about the distance of one or two mature trees from their stream bank. Land use is highly restricted, limited to storm water channels, stream bank stabilization, footpaths, and limited utility or roadway crossings.

Middle Zone: This zone extends from the outward boundary of the streamside zone and varies in width depending on stream order, the extent of the 100-year (or one percent) floodplain, any adjacent steep slopes, and protected wetland areas. Its functions are to protect key stream components and provide further distance between upland development and the stream. The minimum width of the middle core is about 50 feet, but it is often expanded based on stream order, slope, floodplain, or the presence of critical habitats.

Outer Zone: This zone extends landward an additional 25-feet from the outer edge of the middle zone to the nearest permanent structure. In many instances, this zone may include a residential backyard. However when the outer zones include slopes that exceed 15 percent or if wildlife habitat areas are present, the width of the zone is increased to encompass such resource areas.

Land Use and Growth

Initiatives

- Designate long-term annexation areas—voluntary, planned.
- Plan conceptually for a 200+ acre site for a “Cameron Community Campus” of mixed use development: YMCA, School, City, Fine Arts.
- Plan for 36 Hwy/Bob Griffin Road intersection land uses; overpass.
- Promote Public/Private Housing Market Initiatives.
- City Reservoirs - Low Density Residential District within one (1) mile.
- Airport Commercial District encompassing the approach and transitional zones around the Cameron Memorial Airport (2 miles north and south, 1 mile east and west), this coincides with current Zoning Article 34; Airport Heights and Hazards.
- Provision for short-term / emergency housing will be added to zoning districts; Short term / emergency housing will be excluded from any area within a mile of the City Reservoir’s in order to protect our drinking water.

Next Steps

- Intersection improvements 36 Hwy/Bob Griffin Road
- Industrial Park
- Business Park
- High-density Residential Development Guidelines Commercial/Industrial Development
- Guidelines
- Linear Park / Trail / Sidewalk System

Community Character

Initiatives

- Advertise the success of Cameron: 4th of July week
- Branding of Cameron: the “Crossroads” label
- New sign code
- Parkland acquisition to meet city standards

Next Steps

- Build on City website
- Hold community forums and informational meeting
- Tell positive stories—even minor successes
- Renew cooperation with 12-county regional water initiative
- Coordinate with CEDO and Citizen Advisory Board
- Use the NW Missouri Water Coop as a model

Civic Services and Quality of Life

Initiatives

- Long-range school district plan; build on cooperation with others.
- Consolidation plan: schools/city/park board/other: YMCA, Churches
- Recreation facilities: regional multipurpose trail
- Implement Community Recreation Facility Plan
- Expand Recreation Facilities: regional multipurpose trails linked to sidewalks and bike lanes
- Promote sidewalk expansion

Downtown Streetscape

Initiatives

- Adopt standards for Downtown Cameron hardscape and streetscape
- Plan for streetscape improvements citywide

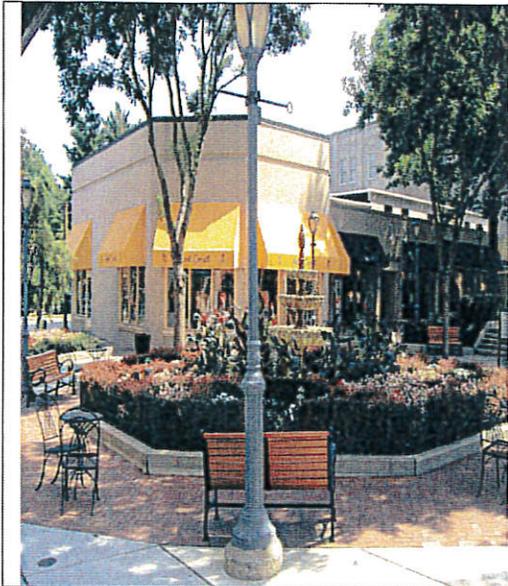
Linkages

- Stabilize residential neighborhoods surrounding downtown

Design Preferences

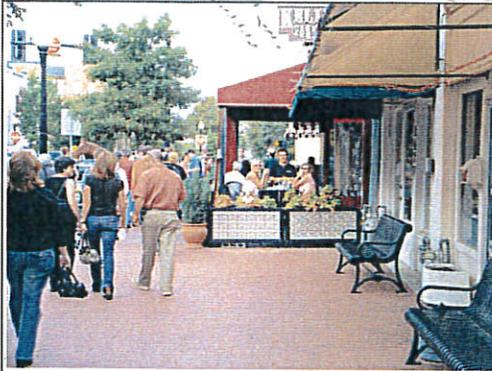
A visual preference evaluation was conducted with the committee to identify design options most appropriate for Cameron. The following is a brief summary of the most preferred images.

Preferred Image	Committee Comments
	<p><u>Gateways:</u></p> <p>The image represents a practical design from both a cost of installation and long term maintenance aspects. While its traditional design is simple and elegant it provides an abundance of color through a careful selection of plant material that will blossom though out the year. Additional color could be provided by plants that change color in the fall. The design provides an appropriate scale that is understandable by the pedestrian as well as people in vehicles on adjacent streets.</p>



Sitting/Gathering Areas:

This image reflects a warm inviting space for sitting. The shade and landscaping are “people” friendly and will draw people in. There is also richness with the different elements of landscaping, brick pavers, benches and the store fronts with colorful awnings. Although there are no people in this image several comments were made about how easy it was to visualize people patronizing the shops on the edge of the area. It reminded people of other local parks.



Downtown Streetscape:

With the obvious activity in this image people liked the width of the textured sidewalk that allowed many different types of activity to occur simultaneously. It provides a satisfying richness of color while not being overly designed or constructed. Its simple and practical design reflects a softened and inviting aspect of a commercial area.

Economic Development—Workforce/Market

Initiatives

- Re-training skills to be compatible with local employer needs.
- Poll established business labor skill needs; training support.
- Support retail/manufacturing recruitment strategies; offerings.
- Support existing business through specialized incentives.

Housing Supply

Initiatives

- Plan for Housing Choice: Fair Share Housing; Disperse low/mod income housing; Promote home ownership.
- Developers and City work together; invite builders.
- Focus in Key Areas: McElwain Road, Bob Griffin Road, West Street, South of BB Highway.
- Low Impact Development (LID) solutions: Bio-swales; Ribbon Curbs.
- More robust mix of housing choice: moderate- to higher-density housing, in Downtown in particular. Keep MF in scale with Cameron built environ.
- Adopt Res Development Standards; promote quality, but meet Cameron market price points.
- Assist with fixing up older homes; grants and volunteer programs; assemble parcels near downtown; meet niche market: college students, older population, commuter employees.
- Brand Cameron: unique identity.
- Landscaping, open space, neighborhood character,
- Sites and Lots needed

Next Steps

- High-density Residential Development Guidelines—Structures and Site Planning
- Open Space and Park System Plan
- Housing Affordability Study

Housing Demand

Initiatives

- Limited Market for Higher-Density Housing .
- Limited Demand due to Wage Limitations.
- Concern about replacing housing on 50' lots.
- Consistent standards communitywide.
- Sites and Lots needed.
- City licensing program for 3+ unit investor-owned structures.
- The City should promote well-design condos and townhomes; and apartments for a more healthy mix of housing choice.
- New Urbanism good if market-driven.
- Continue updating infrastructure to stabilize older neighborhoods.

Next Steps

- High-density Residential Development Guidelines
- Joint Ventures: Public/Private
- Housing Affordability Study

- Provision for short-term / emergency housing will be added to zoning districts; Short term / emergency housing will be excluded from any area within a mile of the City Reservoir's in order to protect our drinking water.
- City Reservoirs - Low Density Residential District within one (1) mile.
- Airport Commercial District encompassing the approach and transitional zones around the Cameron Memorial Airport (2 miles north and south, 1 mile east and west), this coincides with current Zoning Article 34; Airport Heights and Hazards.

Future Land Use Growth Area Policy

The Comprehensive Plan emphasizes a land use growth strategy to protect the future environmental and economic health of the City of Cameron. The Growth Area strategy is to conserve future development opportunities, as well as open space and rural lands. Directing growth to urban growth areas reduces overall public services and road maintenance responsibilities, thus reducing the distribution of residential properties and the extent of the roadway network that would otherwise be necessary to serve a spread-out, low density development pattern.

The basic principle of the land use Growth Area system is to plan for, and approve, urban density development in areas near the City expected to become urban and directing low density development (acreages and large lot subdivisions) to areas not easily provided with municipal sewer services. The development policies are based on the following:

- proximity to the municipal services,
- proximity to a major transportation route; and
- preparation for future annexation.

As new development and infrastructure are built, Growth Area boundaries must be reevaluated so that these improvements are taken into consideration. The City proposes that the Clinton County Zoning Ordinance, Subdivision Regulations, and other development standards be amended to reflect this development strategy. The land use types are identified on the Future Land Use Map and described as follows:

- Low Density Residential
- Higher Density Residential
- Commercial
- Central Business District
- Commercial-Manufacturing (Mixed Use)

Chapter 4 Future Land Use Plan

- Light Manufacturing
- Institutional
- Airport Commercial District encompassing the approach and transitional zones around the Cameron Memorial Airport (2 miles north and south, 1 mile east and west), this coincides with the Airport Heights and Hazards.
- Parks and Future Parkland

Low-Density Residential (Up to 4 dwelling units per acre): This category is appropriate for single-family detached dwellings. It may also include planned public and semi-public uses considered compatible with residential uses, such as schools, religious institutions, and civic uses. This district may be modified with cluster development and 'PUD' districts of the City Zoning Ordinance.

This category covers land in the unincorporated "Planning Area" of Cameron, including growth areas in Clinton County under zoning regulations. Land principally in use for agricultural production and used for farming, crops, pasture, agribusiness ventures such as growing and marketing of products is exempt from zoning, but is still in the city's planning area. Such areas are intended to remain undeveloped until expansion of urban development occurs, at which time it should be annexed and served by City of Cameron municipal utilities. This category serves as a holding zone to preserve land from premature development that would negatively affect the area while preserving the agricultural uses in the immediate area.

City Reservoirs - Low Density Residential District within one (1) mile.

Higher -Density Residential (Generally 4 to 8 dwelling units per acre): This category includes attached residential dwellings such as two-family, three-family, townhouse, and condominium areas. Such uses may serve as a transition to areas of higher intensity development and should provide additional open space, amenities, and quality design in accordance with the new City Guidelines for higher-density residential developments (Ref. Appendix B).

Commercial: This category includes a broad variety of office, retail, and general business service uses whether located in centers or in stand alone buildings. Uses are generally larger in scale and are more automotive-oriented in nature. This district corresponds to the commercial districts and, and planned districts of the city zoning regulations.

Chapter 4 Future Land Use Plan

Central Business District: This category may be subject to overlay district policies that promote a mixture of office, retail-commercial, institutional, civic, and medium to higher density residential uses intermixed through compatible site planning and building design consistent with the historic fabric of this area. A variety of these land uses should be commingled at specific locations to promote diversity and a successful pedestrian environment. Given close proximity to residential neighborhoods ringing the downtown, all development projects should be well-planned and designed to ensure a high level of compatibility with surrounding development. Non-residential uses should be limited to compact, main-street / pedestrian-oriented services, rather than large-scale or free-standing automotive-oriented uses.

Commercial-Manufacturing (Mixed Use): The Mixed Use category includes a variety of office, small-scale retail, and general business uses that are service-commercial oriented, located in centers that can accommodate related uses, and compatible light manufacturing/assembly/warehousing. Such nonresidential uses are intended to provide services primarily to residents of the City and placed in locations with a design character that blends into the district and the neighborhood. This district corresponds with the Planned Unit Development (PUD) district of the City Zoning Ordinance.

Light Manufacturing: This category accommodates land uses associated with industrial activities such as assembly, manufacturing, warehousing, and limited office/commercial activities as defined in the city's zoning regulations. This district corresponds to the industrial districts of the city zoning regulations.

Institutional: This category consists of public or semi-public uses such as schools, religious institutions, post offices, hospitals, fire stations, libraries, cemeteries, governmental uses, and other civic uses.

Airport: the "Air-side" land only, subject to FAA regulations. Airport Commercial District encompassing the approach and transitional zones around the Cameron Memorial Airport (2 miles north and south, 1 mile east and west), this coincides with the Airport Heights and Hazards.

Parks and Future Parkland: Areas of predominately active and passive parks, open space, recreation, environmentally sensitive areas, or any other lands reserved for permanent open space purposes. Land identified as preferred or acceptable areas for public parks tend to be more formal in nature.

Unincorporated Areas: Concerning land in the unincorporated “Planning Area” of Cameron, the Plan promotes these areas as holding zones to preserve land from premature development that would negatively affect the area while preserving the agricultural uses in the immediate area. Toward that end, the City of Cameron Comprehensive Plan encourages Clinton County to plan appropriately, with larger-lot zoning.

Table 4-1 - Land Use Growth Areas in Clinton and DeKalb County

Within the City of Cameron “Urban Service Areas”

	Designated Growth Areas
Intent	To promote urban development compatible with the long range growth plans of the City
Primary Uses	Residential and non-residential land uses at urban densities
Residential Uses	20-acre minimum for residential uses. Urban Density if less than dense than 20-acre lots: typically more than 2 units per acre. ⁽¹⁾
Non-Residential Uses	Recreation, limited commercial and industrial consistent with the long range growth plans of the city.
Sanitary Sewer Provisions	Municipal sewer if available. ⁽²⁾

⁽¹⁾ Municipal or compatible infrastructure required

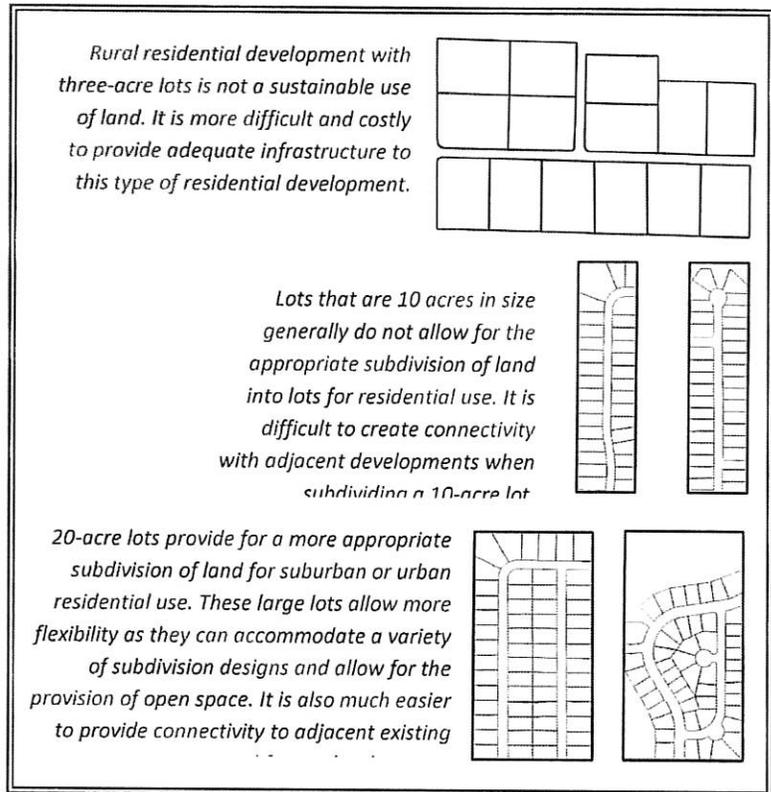
if less than dense than 20-acre lots.

⁽²⁾ On-site septic may be allowed for agricultural and

certain non-residential land uses.

▪ Designated Growth Areas Land Uses:

Appropriate land uses include agriculture (as a holding use until urban development), residential subdivisions with an average density not less than 2 dwelling units per acre, commercial, and industrial and employment uses. Until subdivided to urban residential developments, the division of land parcels and the construction of new residential dwellings should be limited to a maximum density of 1 dwelling unit per 20+ acres.



- Designated Growth Areas Zoning: Appropriate zoning classifications for areas with a full range of urban services available are those classifications providing urban-density development. This Growth Area is expected to remain zoned for agricultural uses until such time as urban development is appropriate.
- Designated Growth Areas Roads: Paved hard surfaced roads for subdivisions.
- Designated Growth Areas Wastewater Treatment: Development on any property less than 20-acres in size should be subject to the following:
 - o The area proposed for development must be within a public sewer district with plans for providing public sewer service; connected to a central sewer system provided by a municipality;
 - o Individual on-site septic systems should not be allowed, except for instances where properties are used for agricultural purposes and are greater than 20-acres in size. For agricultural tracts, individual on-site septic systems may be allowed provided that easements are dedicated for

future sanitary sewer trunk mains and road rights-of-way alignments are indicated for future major streets at the request of the City.

- Designated Growth Areas Water Services: Water supply in the Designated Growth Areas shall be provided by the City of Cameron or public systems. Improvements to the public water supply systems should conform to the standards used by the surrounding urban areas to ensure adequate fire protection and to minimize expensive system upgrades as more intense urban development occurs. The standards should apply to system sizing, materials, and engineering standards. Development on any property less than 20-acres in size should be subject to the following:
 - All transmission lines must be at least six inches in diameter and may be required to be larger if so designated by a distribution plan created by the district;
 - All water lines within a subdivision must be constructed of materials meeting City of Cameron standards, and if located within an identified annexation area the standards shall meet the minimum standards of the municipality;
 - The water supply system should be capable of delivering at least 350 gallons per minute for one hour for state fire code compliance.
 - Provide at least one fire hydrant per 500 feet of transmission line along public streets service the property being developed.

- Designated Growth Areas Electrical Services:
 - A substation to serve the southeast portion of Cameron will be needed to serve future electrical loads and provide power redundancy during emergencies.

Higher Density Residential Design Guidelines

The Cameron Comprehensive Plan advocates the use of land planning principles and design guidelines to act as the basic framework for creating high quality environments to live, work, shop,



and play. Future land use and development decisions, including individual zoning changes, subdivision plans and plats, site planning, infill development, annexations, and capital improvement programming should be coordinated with the Higher Density Residential Design Guidelines set forth in Appendix B. The Guidelines are a collection of physical design concepts reinforced by the Community Involvement process and the by the Community Opinion Survey (Ref. Appendix A).

Multifamily development in Cameron is expected to meet the City's Guiding Principles and be integrated into the fabric of the community. Alternatives to these guidelines may be approved if it is deemed that enhanced development designs and amenities will be gained to the extent that an equal or higher quality "community" will result.

APPENDIX A
Community Opinion
Survey Results

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Appendix A – Community Opinion Survey

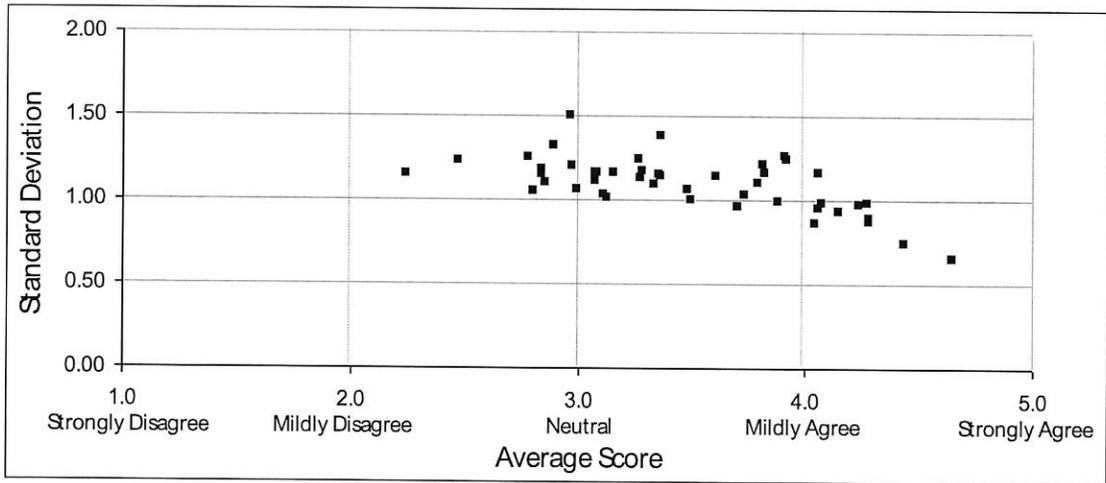
The Cameron Community Opinion Survey was developed in the spring of 2008, reviewed and edited by the Comprehensive Plan Steering Committee, and sent to 1,000 Cameron households—selected by a random sample— in late June 2008. A total of 312 valid surveys were returned back to the City. This return rate allows the City of Cameron to consider the results as statistically valid for the Cameron community-at-large with a 90 percent level of confidence and a precision of at least +/- 5%. Results of the survey were tabulated by the City and reviewed by BWR in mid-July 2008. The results of the survey are critical to developing the content of the Comprehensive Plan.

The survey consisted of a series of statements about the Cameron community and land use planning questions. Respondents were asked to rate each statement on a scale of 1 (Strongly Disagree) to 5 (Strongly Agree), or to select “No Opinion” if they did not have an opinion about a statement. To avoid skewed results, these “No Opinion” responses were not considered when calculating the average scores. Each response was tallied and an average score was calculated for each statement. In addition, the standard deviation was calculated to determine the level of agreement between respondents. The survey also included an open-ended question that invited the respondent to write any issues, comments, or ideas that they would like to see addressed in the Comprehensive Plan process. The results of this question are also summarized below.

Summary

Cameron residents expressed concerns about the City’s current economic base, attractiveness to outside developers and investors, infrastructure systems, and encouragement/enforcement of attractive development. However, the results reveal that Cameron residents are also eager to take on economic development, community revitalization, and sustainability initiatives. In addition, respondents generally feel that Cameron is a safe community and a desirable place to live and work. The survey confirms that residents want to be proactive in building a sustainable, attractive, and economically competitive community. Figure 1 shows the range of responses and how respondents were largely in agreement with the questions posed.

Figure 1: Distribution of Responses

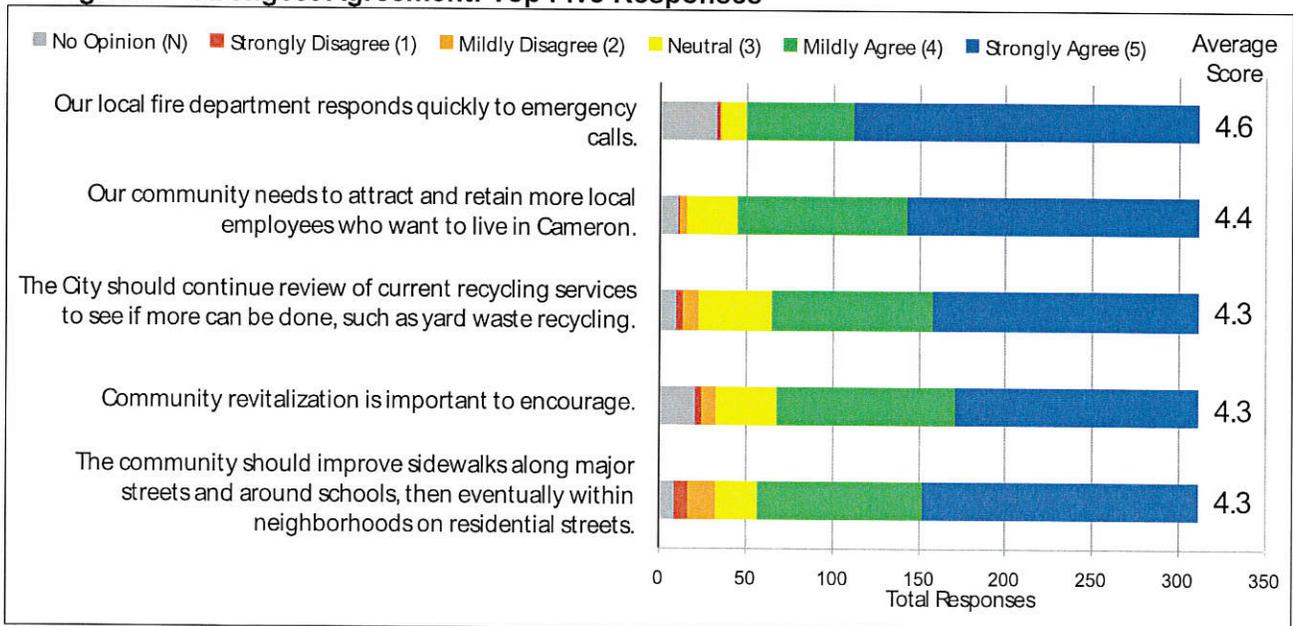


This scatterplot shows that there is greater consensus on the statements that received the strongest overall support, while neutral and negative scores tended to have more inconsistent responses (Ref. Figure 1). While many feel that existing services and practices need improvement, they also feel that Cameron is a good place to live and are optimistic about the future. Most respondents favor projects and programs that would lead to improvement in the community's quality of life. These results create a firm foundation for the Comprehensive Plan, which will establish a policy framework and implementation strategies for these and other identified opportunities.

Areas of Strong Community Support

Overall, survey respondents had positive responses to the majority of the survey. Out of the 47 statements in the survey, 39 have average scores of 3.0 or higher and 11 had average scores of 4.0 or higher. No statement on the survey received an average score below 2.2. The results generally show that Cameron citizens support the City taking an active role in community development and expanding valuable services. These initiatives that have strong public support will be explored in more detail and implementation strategies will be a critical component of the Comprehensive Plan. Figure 2 shows the statements that received the strongest support by survey takers.

Figure 2 - Strongest Agreement: Top Five Responses



Survey results indicate that Cameron residents are supportive of revitalization in the community, specifically in downtown Cameron and in the neighborhoods surrounding downtown. The three statements on the survey relating to revitalization all had positive responses.

Avg.	Statement
4.3	Community revitalization is important to encourage.
4.1	It's important to help revitalize downtown Cameron.
3.8	Revitalization of neighborhoods surrounding downtown should be a top priority for the community.

Survey respondents also had positive reactions to sustainability and community beautification initiatives. These results verify that many Cameron residents value the aesthetics of their community and have a desire for environmentally-friendly development and recycling programs.

Avg.	Statement
4.3	The City should continue review of current recycling services to see if more can be done, such as yard waste recycling.
4.2	Beautification and upkeep will help attract people to Cameron.
4.1	Cameron should consider "green" development options that promote a sustainable environment when planning future public improvements.
3.9	Cameron should do more to get residents to clean up trash, junk and weeds.

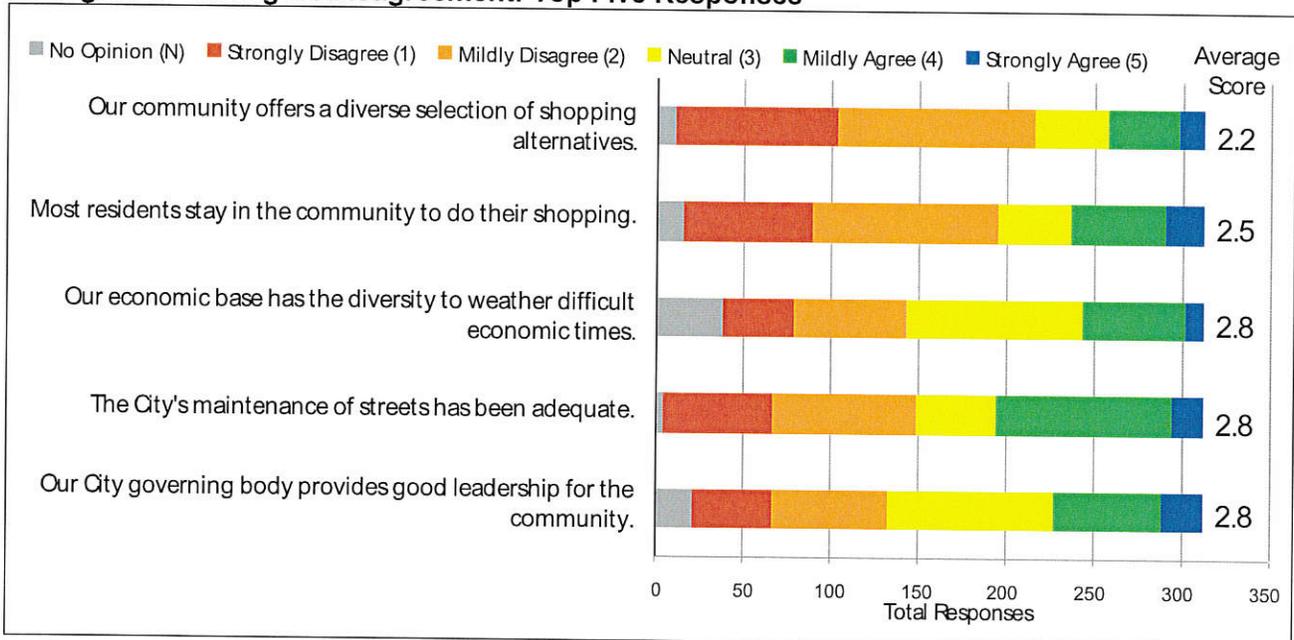
Responses to the survey also show a desire to plan for shared community and educational facilities in Cameron. These measures will require cooperation between public and private organizations.

Avg.	Statement
4.0	Our community institutions--the school district, the city, and the park board--should coordinate with the YMCA and plan for future shared community facilities.
4.0	The community needs to plan for shared facilities for educational and recreational uses.
3.8	Our community needs to work with the school district to plan for expanded school facilities.

Areas for Improvement

Overwhelmingly, the quality of shopping alternatives in Cameron received the most "Disagree" responses. Respondents to the survey generally feel that the existing shopping alternatives in Cameron are inadequate and that the City's economic base needs improvement. While only eight of the 47 statements on the survey had average scores below 3.0, analyzing the neutral and negative responses can reveal important opportunities for improvement (**Ref. Figure 3**).

Figure 3 - Strongest Disagreement: Top Five Responses



Respondents generally had mildly negative and neutral responses to the existing economic base and current business environment in the community.

Avg.	Statement
2.8	Our economic base has the diversity to weather difficult economic times.
2.8	Our community's economic future is sound.
3.0	Cameron's business community and public agencies work together to recruit and retain business.

Statements about existing city services and the adequacy of existing infrastructure received fairly neutral responses.

Avg.	Statement
3.5	The City's wastewater system is of high quality.
3.5	Our Cameron infrastructure (streets, bridges, etc.) adequately manages traffic.
3.4	Our City-owned facilities are adequate to meet the long-term needs of the community.
3.4	The existing solid waste collection services that Cameron residents receive is of high quality.
3.3	Our community's taxes are reasonable for the services provided.
3.3	Elderly members of our community have access to programs and services which improve their quality of life.
3.3	The Cameron water system is of high quality.
3.1	Our community's residents are satisfied with the quantity and quality of municipal services provided.

Standard deviation measures how widely spread the responses are to a given question. The analysis shows that for statements where the average reaction was neutral or mildly negative, there tended to be a greater variation of responses (**Ref. Figure 1**). Certain statements in the survey had an unusually high variation of responses that makes it more difficult to determine the collective opinion of Cameron residents. Here are the statements with the highest standard deviation:

Avg.	Std. Dev.	<u>Statement</u>
3.0	1.51	I would consider a sales tax for a recreation complex.
3.4	1.39	Walnut Street (Bus. Rt. 69) should be widened to improve traffic flow.
2.9	1.33	Our community offers an adequate variety of recreational programs for residents of all ages.

Additional Comments

The survey also included an opportunity for respondents to include additional comments or concerns relating to the Comprehensive Plan update in an open-ended “Comments” section. Those comments may be read by the public by visiting City Hall where they are on record.

Full Tabulation

See pages B-9 and B-10 for a full, running tabulation of all question responses in order—highest to lowest scores—based on extent of “Agreement” with the question as posed.

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Survey Results

Avg. Score	Std. Dev.	Number of Responses					Question # and text
		N	1	2	3	4	

**COMMUNITY OPINION SURVEY
SUMMARY OF RESULTS**

4.6	0.66	33	2	1	14	62	200	6	Our local fire department responds quickly to emergency calls.
4.4	0.75	11	1	4	29	98	169	36	Our community needs to attract and retain more local employees who want to live in Cameron.
4.3	0.90	10	4	9	42	93	154	39	The City should continue review of current recycling services to see if more can be done, such as yard waste recycling.
4.3	0.88	21	4	8	35	103	141	26	Community revitalization is important to encourage.
4.3	0.99	9	8	16	24	95	160	44	The community should improve sidewalks along major streets and around schools, then eventually within neighborhoods on residential streets.
4.2	0.98	5	9	12	29	107	150	33	Beautification and upkeep will help attract people to Cameron.
4.1	0.94	10	5	13	47	107	130	40	It's important to help revitalize downtown Cameron.
4.1	0.99	16	8	11	54	104	119	46	Cameron should consider "green" development options that promote a sustainable environment when planning future public improvements.
4.0	1.17	17	18	16	39	83	139	35	Our community institutions--the school district, the city, and the park board--should coordinate with the YMCA and plan for future shared community facilities.
4.0	0.96	34	6	11	53	102	106	19	The community needs to plan for shared facilities for educational and recreational uses.
4.0	0.87	6	6	12	37	161	90	32	Our community is safe.
3.9	1.25	7	18	33	47	67	140	17	Cameron should do more to get residents to clean up trash, junk and weeds.
3.9	1.27	12	25	24	34	90	127	34	The Cameron community should continue working with other communities on regional solutions for water supply.
3.9	1.00	11	13	17	44	149	78	20	Overall, our community is a desirable place to live and work.
3.8	1.17	28	14	27	58	83	102	29	Our community needs to work with the school district to plan for expanded school facilities.
3.8	1.22	15	21	22	63	79	112	42	The community should develop hiking and biking trails.
3.8	1.11	13	14	21	74	96	94	41	Revitalization of neighborhoods surrounding downtown should be a top priority for the community.
3.7	1.04	13	9	25	86	99	80	45	Cameron needs to add better directional signage around the city, leading drivers to downtown, schools, and other attractions.
3.7	0.97	20	8	29	61	140	54	24	Our community offers a variety of quality housing opportunities for current and new residents.
3.6	1.15	17	17	41	52	118	67	38	The City of Cameron recycling options are adequate for residents who want to recycle household waste.
3.5	1.01	25	10	29	108	90	50	8	The City's wastewater system is of high quality.
3.5	1.07	12	15	46	63	134	42	12	Our Cameron infrastructure (streets, bridges, etc.) adequately manages traffic.
3.4	1.15	23	25	39	77	104	44	21	Our City-owned facilities are adequate to meet the long-term needs of the community.
3.4	1.39	17	38	51	59	62	85	43	Walnut Street (Bus. Rt. 69) should be widened to improve traffic flow.
3.4	1.16	14	25	48	66	115	44	9	The existing solid waste collection services that Cameron residents receive is of high quality.

**COMMUNITY OPINION SURVEY
SUMMARY OF RESULTS**

3.3	1.16	14	26	40	84	100	48	10	Our community's taxes are reasonable for the services provided.
3.3	1.10	32	23	36	82	105	34	23	Elderly members of our community have access to programs and services which improve their quality of life.
3.3	1.18	25	28	46	72	101	40	27	Our community encourages new development.
3.3	1.14	20	27	49	63	124	29	2	Overall, development in Cameron has been orderly and attractive.
3.3	1.25	13	35	47	74	91	52	7	The Cameron water system is of high quality.
3.1	1.17	28	27	62	69	94	32	1	The Cameron community is attractive to outside investors and developers.
3.1	1.02	13	19	63	99	99	19	16	Our community's residents are satisfied with the quantity and quality of municipal services provided.
3.1	1.04	41	19	53	104	71	24	4	The City takes an active role in improving the aesthetics of the community through design standards.
3.1	1.17	24	33	54	93	74	34	28	Our community encourages redevelopment.
3.1	1.17	18	36	57	78	97	26	18	Our property and building rules are adequately enforced.
3.1	1.12	45	27	49	97	67	27	15	Private developers and public agencies cooperate to provide for growth.
3.0	1.07	38	25	65	90	77	17	22	Our community is well prepared to deal effectively with the service demands of a culturally diverse community.
3.0	1.21	38	40	56	82	66	30	14	Cameron's business community and public agencies work together to recruit and retain business.
3.0	1.51	15	82	37	50	66	62	37	I would consider a sales tax for a recreation complex.
2.9	1.33	17	54	75	58	67	41	11	Our community offers an adequate variety of recreational programs for residents of all ages.
2.8	1.11	24	33	80	96	56	23	5	Our community's economic future is sound.
2.8	1.19	14	41	95	55	86	21	47	Pedestrians and bicyclists are safe while walking or biking along major Cameron streets.
2.8	1.16	22	45	66	94	62	23	13	Our City governing body provides good leadership for the community.
2.8	1.26	5	62	82	45	100	18	3	The City's maintenance of streets has been adequate.
2.8	1.06	39	40	64	100	59	10	31	Our economic base has the diversity to weather difficult economic times.
2.5	1.24	16	74	105	42	54	21	25	Most residents stay in the community to do their shopping.
2.2	1.16	11	93	112	42	40	14	30	Our community offers a diverse selection of shopping alternatives.

COMPREHENSIVE PLAN

City of Cameron, Missouri



APPENDIX B - Higher Density Residential Design Guidelines

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Higher Density Residential Design Guidelines

New multifamily development should foster their residents a “sense of community” and connection with the greater Cameron community. As historically found throughout Cameron, buildings should face the street and integrate with the community-at-large through a connected street network designed with balanced use by automobiles, pedestrians, and bicycles.

Neighborhoods in Cameron are expected to provide a broad range of housing types and price levels to allow for a mix of people with diverse ages, races, and incomes. In addition to single-family dwellings, it is vital for neighborhoods to be balanced with a well integrated mix of attached housing types (e.g., apartments, townhouses, duplexes/single-family attached) thus creating a strong community for residents of all ages and incomes.

Multifamily development in Cameron is expected to meet the City’s Guiding Principles and integrated into the fabric of the community in a manner consistent with the Neighborhood Design Guidelines. In addition to the City’s core Guiding Principles and Neighborhood Design Policies, the following guidelines apply to multifamily developments in the community. Alternatives to these guidelines may be approved if it is deemed that enhanced development designs and amenities will be gained to the extent that an equal or higher quality “community” will result.

Site Layout and Development Pattern

- Buildings should be oriented toward streets and through-access drives to form “neighborhoods” rather than complexes or “pods”. In larger developments buildings may also be organized around a common open space, greenway, natural features such as a streamway corridor, or neighborhood amenities such as pools or other recreational facilities.
- To the maximum extent possible, garage entries, carports, parking areas, and parking structures should be oriented away from street frontage, or internalized in building groupings.
- Common open space and recreational facilities for residents should be centrally located where most conveniently accessible to a majority of residents.
- Create a hierarchy of interconnected streets and drives arranged to utilize both parallel and perpendicular streets in blocks or clusters, as well as occasional curvilinear or diagonal streets to respect the natural contours of the land. Variations may be allowed in areas where such a pattern would negatively impact environmentally sensitive areas. “T” intersections are desirable in locations to highlight important public spaces or open space areas.



- Design internal drives similar to public streets with detached sidewalks and planting strips between the curb and sidewalk, street trees, and lighting. Parallel on-street parking may also be incorporated where appropriate. Internal drives should not be designed with directly accessing angled or perpendicular parking stalls.
- Connect internal streets and drives to the perimeter public street system to provide multiple direct connections to and between local designations, and avoid creating a development as an isolated island in the surrounding community.
- Any non-security fences should be decorative in nature such as wrought iron, picket fencing (not exceeding 4 feet in height) or a similar decorative fencing material. Solid wood fencing and chain link fencing is not desired, except for chain link fencing around recreational courts.

Open Space and Amenities

New multifamily areas are expected to provide common open space or contribute to the public open space for the use and enjoyment of the development's residents. Open space should be provided in useful, quality spaces integrated purposefully into the overall development design such as an expansion of a community park. Residual areas left over after buildings and parking lots are sited are not considered acceptable open space. Open space may be active and passive. However, a minimum percentage of formal active open space should be provided—a minimum ten (10) percent of the net land area is preferred for such space.

- Priority should be given to preserving areas of significant natural features, such as floodplains and drainage channels, mature trees and vegetation, stream corridors, wetlands, prominent bluffs and steep slope areas. Such features should be preserved through common open space or public dedication. Buildings, parking areas, other structures, and grading should be set back from such features a sufficient distance to ensure their continued quality and natural functions.
- Multifamily areas should provide “neighborhood greens” of at least 1-acre in size, in centrally located areas that are easily accessible for residents within the development. The quantity and size of such open space areas depends on the overall density and design of the development. Neighborhood greens should include the following design elements:
 - Neighborhood greens should be mostly open and visible to residents, rather than secluded behind buildings or surrounded by parking lots. Buildings adjacent to a green should front onto the space and include entrances and windows rather than rear facades.
 - The perimeter of a neighborhood green should front entirely to the street / drive curb on at least two sides. Buildings should not abut more than two sides of the green's perimeter.
 - Neighborhood greens should be landscaped and provide amenities such as walkways, plazas, seating, recreational facilities, gazebos or other similar decorative shelters, pedestrian scale lighting, or other similar features for the use and enjoyment of residents.



- Multifamily areas are expected to provide active recreational amenities within the development site, or submit a comparable donation to the City for park and recreation purposes when such amenities are not feasible for the development site. Preferred recreational amenities include:
 - Paved walking trail through common open space areas, minimum 8-feet in width, or wider if a joint venture with an approved public trail.
 - Tot lot and play equipment.
 - Other recreation facilities such as ball fields, swimming pool, etc. may be incorporated if in the city’s judgment the facility is an enhancement for the development and the residents of the community.



Provide a neighborhood “green” / park in neighborhoods if located more than a quarter-mile walking distance from an existing or planned park area. Such neighborhood “greens” / parks should typically be owned and maintained by a neighborhood homes association, but may be public if determined appropriate by the city.

A neighborhood green / park / plaza should be surrounded predominately by public streets, rather than located behind development or on remnant tracts of land.

Incentives to allow higher density development may be granted if the size of the park and its amenities benefit the city at large.

Pedestrian Access and Circulation

- An on-site system of pedestrian walkways should be provided to link all buildings to any detached parking areas / structures, and also link to sidewalks along internal streets / drives.



- Pedestrian walkways and sidewalks should be provided along all internal streets/drives to link with the following:
 - the boundaries of the development and the sidewalk system along perimeter streets;
 - Any adjacent existing or future nonresidential land uses, such as retail centers, offices and employment areas, eating establishments, and other personal service establishments;
 - Any adjacent or future parks, greenways, schools, or civic spaces.
- On-site walkways and sidewalks should range in width from a minimum four (4) feet to eight (8) feet depending on the location and intensity of use. Generally, sidewalks along streets / drives should be a minimum five (5) feet in width and walking recreational paths should be a minimum eight (8) feet in width.
- Provide sidewalks on both sides of all public and private streets and drives in multifamily developments.



Parking Location and Layout

- Design and locate surface parking areas and freestanding parking structures (detached garages or carports) as follows:
 - Parking areas and parking structures (detached garages or carports) should occupy no more than thirty (30) percent of a perimeter street frontage.
 - Locate parking structures (detached garages or carports) perpendicular to a perimeter street to minimize the visual impact.
 - Locate parking areas behind or between buildings, not between a building and the street / drive. Any parking lots along a street /drive should be screened from view along the street.
 - Arrange parking areas in small “blocks” of parking spaces, generally no more than twenty (20) spaces per block, and no closer than thirty (30) feet to a street right-of-way.
 - Separate parking blocks with a landscape area at least ten (10) feet in width.
 - Detached garages or carport structures should not exceed 120 feet in length, with no more than two such structures placed end-to-end.
- Parking along a street or drive should be parallel to the street, rather than angled or perpendicular, to avoid the appearance of a parking lot.
- Provide lighting in parking lots with individual decorative poles and fixtures, rather than building mounted fixtures. Any building mounted light fixtures should be decorative in nature and used primarily at entrances, rather than for site or parking lot lighting purposes.



Building Design

The design of multifamily buildings, either large or small, should contribute to a sense of “neighborhood” and add to the visual interest of Cameron’s streets. Building designs should be compatible with adjacent development and use building materials that are durable and attractive to maintain lasting value.

- The massing and use of exterior materials on small multifamily buildings such as duplexes, triplex, fourplex, etc. should be arranged to give the appearance of a large single-family dwelling (“big house”) to the extent possible. When such a design is not practical, small multifamily buildings should be designed with an appearance of individuality between dwelling units including varied rooflines, varied colors, and varied façade depths to create variety and individuality. “Mirror image” design structures with the same general design repeated or flipped between units is not desired.
- All sides of a multifamily building should display a similar level of quality and architectural interest, rather than limiting a majority of a building’s architectural features and interest to a single façade.
- Building elevations oriented toward the street should be articulated through the use of bays, insets, balconies, porches, or stoops related to entrances and windows.
- A prominent front entry with a porch or stoop should be provided on all facades facing the street.
- Any rear walls of multifamily buildings that back onto a perimeter street should be articulated with features similar to the front façade to avoid a “rear” appearance.
- Attached garages for multifamily buildings should be integrated into the building design and should not dominate the appearance of the structure, and should comply with the following:
 - Attached garages should be provided for at least a portion of dwelling units in apartment buildings is desired. Garages should not project in front of the habitable living space.
 - Most or all of attached garages for small multifamily buildings such as town homes and row houses should be located on the sides or rear of the structure, rather than oriented toward the street.
 - Attached garages on the street side of any multifamily building should not comprise more than fifty (50) percent of the overall length of the front façade, and every two single-bay garage doors or every double garage door should be offset by at least four (4) feet from the plane of an adjacent garage door(s).
 - Attached garages recessed back from the front façade or accessed from the rear or side are preferred over garages projecting toward the street/drive. Any attached garages oriented toward the street/drive should not project in front of habitable living space more than 5-feet. Side-loaded garages should comply with all exterior articulation and treatment, maximum length of front façade, and garage door appearance guidelines if visible from the street.





- Attached garages with two or more bays oriented toward the street/drive should be designed with one-door per bay or incorporate doors with features to give the appearance of individual doors.
- Any side rear walls of detached garages and carports that back onto a perimeter street should be articulated with features such as windows, a trellis, and a variety of roof planes.
- A variety of exterior building materials and colors should be used to create visual interest and to avoid monotony. An amount no less than forty (40) percent of the total net exterior wall area of each elevation should be finished with brick or stone, excluding gables, windows, doors, and related trim. The balance of the net exterior wall area may be lap siding (excluding vinyl lap siding) and/or stucco (excluding pre-manufactured stucco panels or EIFS on the lower four feet if in proximity to sidewalks or off-street parking areas).
- Predominate roofing materials should be high quality and durable. Preferred materials include 40-year or longer composition shingles, clay tiles, or concrete tiles. Other materials will be considered on a case-by-case basis.
- Detached garages and carport and other accessory structures including but not limited to grouped mailboxes, storage and maintenance facilities, clubhouses, recreational facility structures, and gazebos, should incorporate compatible materials, scale, colors, architectural details, and roof slopes as the primary multifamily buildings, except that flat and shed roofs are prohibited.

Future Land Use

Zoning

Transportation Plan

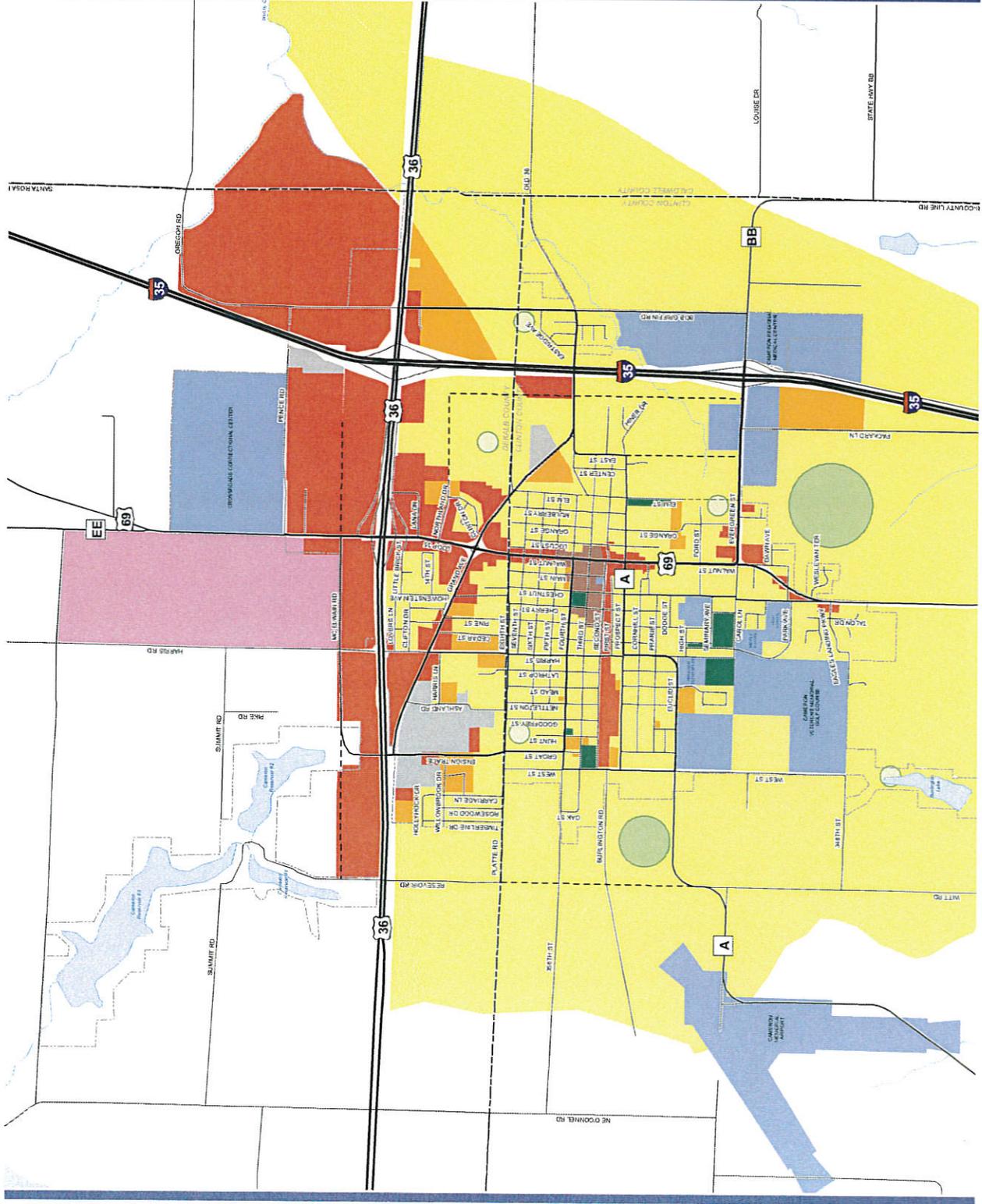


**CITY OF CAMERON
COMPREHENSIVE PLAN 2030**

FUTURE LAND USE

LEGEND

- City of Cameron
- County Boundaries
- Streams
- Lakes
- Future Land Use**
- Low Density Residential
- Higher Density Residential
- Commercial
- Central Business District
- Commercial-Manufacturing
- Light Manufacturing
- Public/Institutional
- Parks
- Future Community Parks
- Future Neighborhood Parks



OCTOBER 2008
NAD 1983 UTM Zone 15



0 700 1400 2800
Miles





**CITY OF CAMERON
COMPREHENSIVE PLAN 2030**

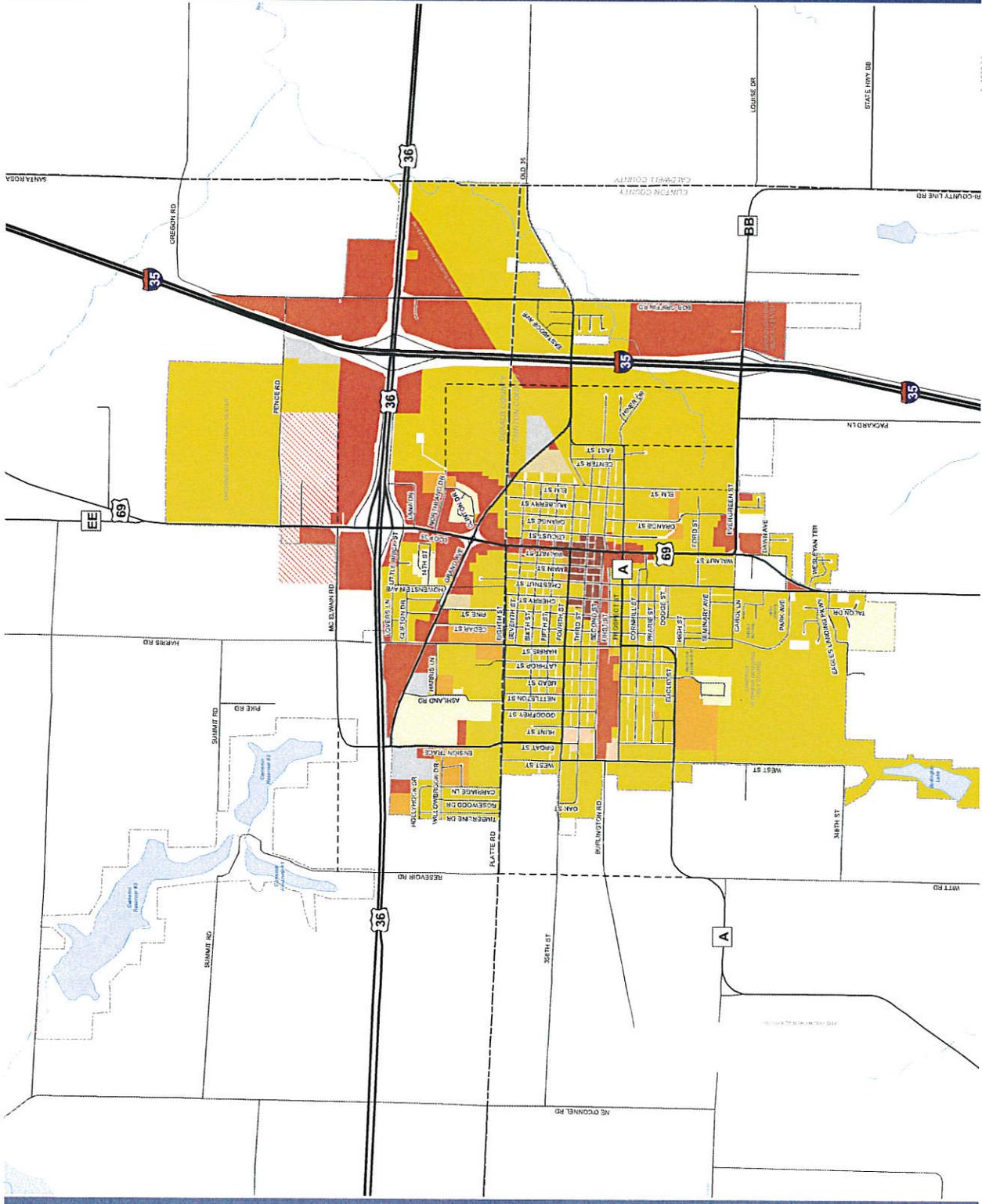
ZONING

LEGEND

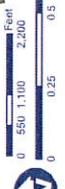
- Streams
- County Boundaries
- Lakes
- City of Cameron

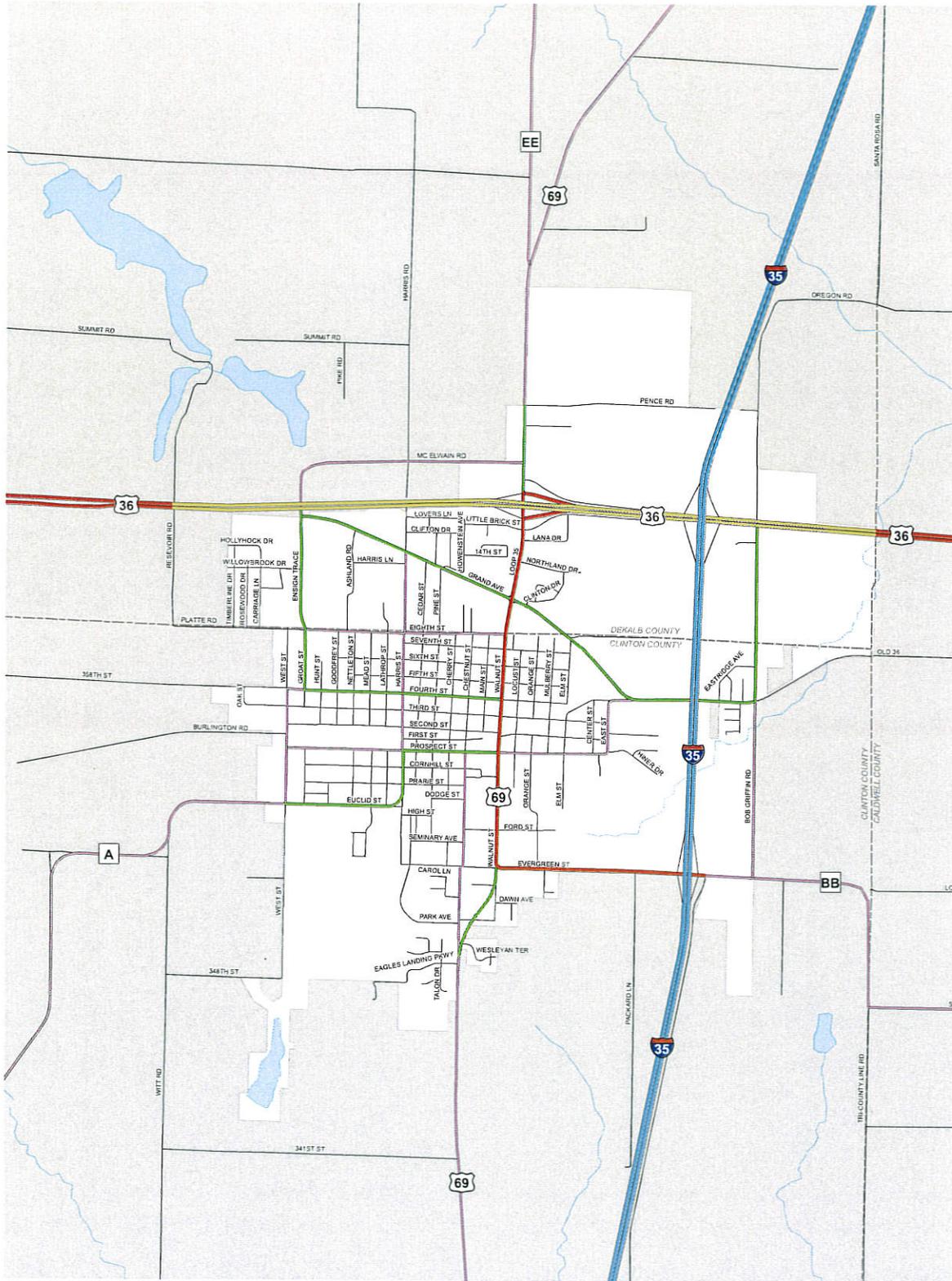
ZONING

- | | |
|--|---------------------------|
| | SINGLE FAMILY RESIDENTIAL |
| | TWO FAMILY RESIDENTIAL |
| | MULTI-FAMILY RESIDENTIAL |
| | MOBILE HOME RESIDENTIAL |
| | NEIGHBORHOOD-COMMERCIAL |
| | GENERAL COMMERCIAL |
| | CENTRAL COMMERCIAL |
| | PLANNED COMMERCIAL |
| | INDUSTRIAL |
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OCTOBER 2008
NAD 1983 UTM Zone 15





LEGEND

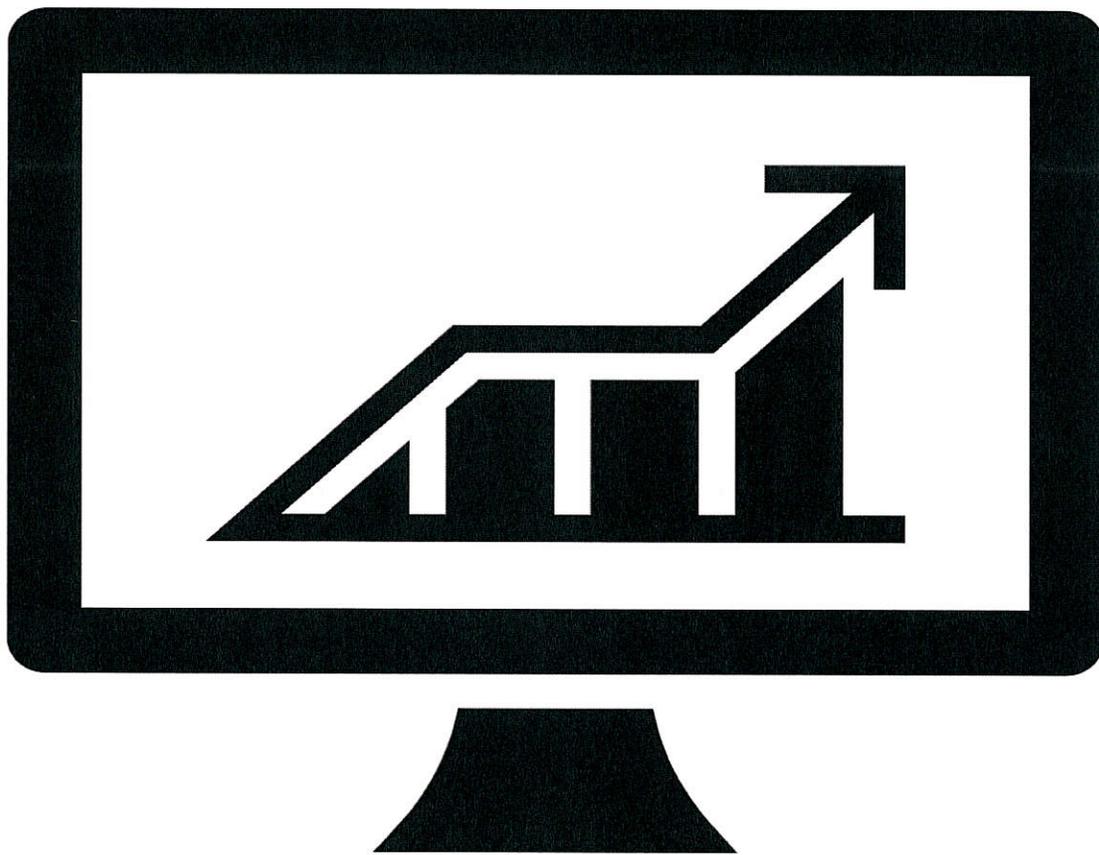
Functional Classification

- Interstate
- Other Freeway and Expressway
- Other Principal Arterial
- Minor Arterial
- Collector
- Local

- County Boundaries
- Streams
- Lakes
- City of Cameron
- County Boundaries



Demographic and Income Profile Trends **D**





Demographic and Income Profile: Report Analysis - Cameron

Ring: 10 mile radius

Summary

	Census 2010	2013	2018
Population	15,979	15,978	15,921
Households	4,919	4,922	4,912
Families	3,293	3,285	3,255
Average Household Size	2.47	2.47	2.46
Owner Occupied Housing Units	3,408	3,364	3,358
Renter Occupied Housing Units	1,511	1,558	1,553
Median Age	38.8	39.1	39.5

Trends: 2013 - 2018 Annual Rate

	Area	National
Population	-0.07%	0.71%
Households	-0.04%	0.74%
Families	-0.18%	0.63%
Owner HHs	-0.04%	0.94%
Median Household Income	3.18%	3.03%

Households by Income

	2013		2018	
	Number	Percent	Number	Percent
<\$15,000	704	14.3%	646	13.2%
\$15,000 - \$24,999	552	11.2%	396	8.1%
\$25,000 - \$34,999	673	13.7%	547	11.1%
\$35,000 - \$49,999	945	19.2%	902	18.4%
\$50,000 - \$74,999	1,086	22.1%	1,201	24.5%
\$75,000 - \$99,999	472	9.6%	599	12.2%
\$100,000 - \$149,999	267	5.4%	337	6.9%
\$150,000 - \$199,999	99	2.0%	137	2.8%
\$200,000+	123	2.5%	146	3.0%
Median Household Income	\$42,061		\$49,187	
Average Household Income	\$57,348		\$66,412	
Per Capita Income	\$21,610		\$24,441	

Population by Age

	Census 2010		2013		2018	
	Number	Percent	Number	Percent	Number	Percent
0 - 4	859	5.4%	834	5.2%	839	5.3%
5 - 9	897	5.6%	860	5.4%	804	5.1%
10 - 14	927	5.8%	892	5.6%	839	5.3%
15 - 19	862	5.4%	852	5.3%	832	5.2%
20 - 24	993	6.2%	1,055	6.6%	1,057	6.6%
25 - 34	2,542	15.9%	2,521	15.8%	2,482	15.6%
35 - 44	2,396	15.0%	2,374	14.9%	2,358	14.8%
45 - 54	2,526	15.8%	2,431	15.2%	2,283	14.3%
55 - 64	1,731	10.8%	1,862	11.7%	1,913	12.0%
65 - 74	1,088	6.8%	1,145	7.2%	1,317	8.3%
75 - 84	766	4.8%	738	4.6%	772	4.8%
85+	392	2.5%	411	2.6%	423	2.7%

Race and Ethnicity

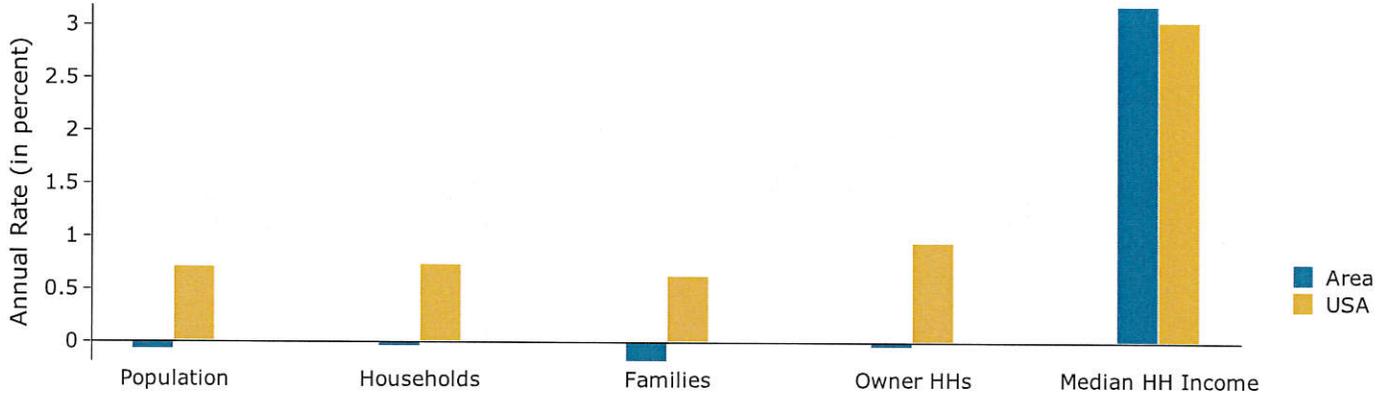
	Census 2010		2013		2018	
	Number	Percent	Number	Percent	Number	Percent
White Alone	14,094	88.2%	13,833	86.6%	13,395	84.1%
Black Alone	1,497	9.4%	1,678	10.5%	1,940	12.2%
American Indian Alone	84	0.5%	89	0.6%	95	0.6%
Asian Alone	62	0.4%	88	0.6%	135	0.8%
Pacific Islander Alone	8	0.1%	10	0.1%	14	0.1%
Some Other Race Alone	68	0.4%	80	0.5%	93	0.6%
Two or More Races	166	1.0%	200	1.3%	249	1.6%
Hispanic Origin (Any Race)	289	1.8%	320	2.0%	365	2.3%

Data Note: Income is expressed in current dollars.

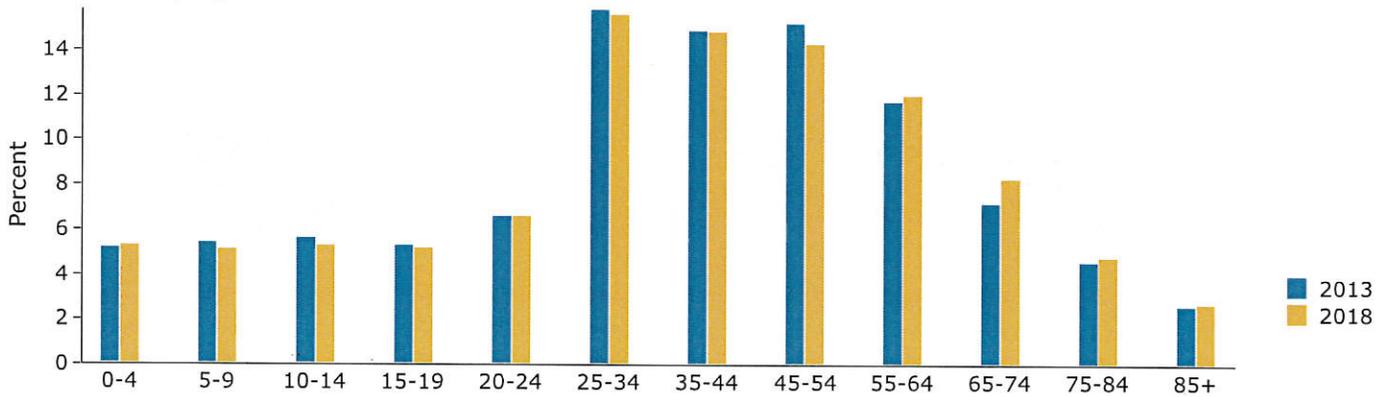
Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2013 and 2018.

Ring: 10 mile radius

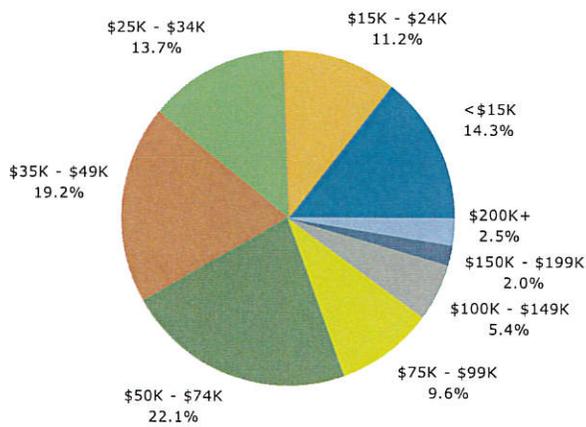
Trends 2013-2018



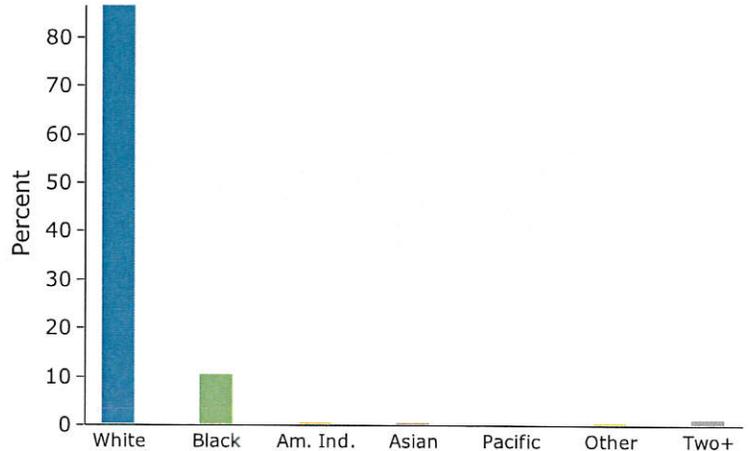
Population by Age



2013 Household Income



2013 Population by Race



2013 Percent Hispanic Origin: 2.0%

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2013 and 2018.



Demographic and Income Profile: Report Analysis - Cameron

Ring: 20 mile radius

Summary	Census 2010	2013	2018
Population	39,886	40,205	40,346
Households	14,255	14,397	14,477
Families	10,003	10,070	10,062
Average Household Size	2.51	2.51	2.50
Owner Occupied Housing Units	10,705	10,685	10,756
Renter Occupied Housing Units	3,550	3,712	3,721
Median Age	40.6	41.1	41.7
Trends: 2013 - 2018 Annual Rate	Area	National	
Population	0.07%	0.71%	
Households	0.11%	0.74%	
Families	-0.02%	0.63%	
Owner HHs	0.13%	0.94%	
Median Household Income	3.15%	3.03%	

Households by Income

	2013		2018	
	Number	Percent	Number	Percent
<\$15,000	2,109	14.6%	1,941	13.4%
\$15,000 - \$24,999	1,576	10.9%	1,143	7.9%
\$25,000 - \$34,999	1,819	12.6%	1,479	10.2%
\$35,000 - \$49,999	2,435	16.9%	2,277	15.7%
\$50,000 - \$74,999	3,262	22.7%	3,620	25.0%
\$75,000 - \$99,999	1,506	10.5%	1,904	13.2%
\$100,000 - \$149,999	1,153	8.0%	1,423	9.8%
\$150,000 - \$199,999	317	2.2%	429	3.0%
\$200,000+	220	1.5%	262	1.8%
Median Household Income	\$44,301		\$51,722	
Average Household Income	\$57,040		\$64,888	
Per Capita Income	\$22,097		\$24,946	

Population by Age

	Census 2010		2013		2018	
	Number	Percent	Number	Percent	Number	Percent
0 - 4	2,311	5.8%	2,277	5.7%	2,293	5.7%
5 - 9	2,537	6.4%	2,432	6.0%	2,305	5.7%
10 - 14	2,643	6.6%	2,591	6.4%	2,464	6.1%
15 - 19	2,559	6.4%	2,412	6.0%	2,351	5.8%
20 - 24	2,083	5.2%	2,333	5.8%	2,237	5.5%
25 - 34	4,887	12.3%	4,956	12.3%	5,123	12.7%
35 - 44	5,381	13.5%	5,234	13.0%	5,025	12.5%
45 - 54	6,325	15.9%	6,090	15.1%	5,658	14.0%
55 - 64	4,976	12.5%	5,355	13.3%	5,557	13.8%
65 - 74	3,287	8.2%	3,590	8.9%	4,198	10.4%
75 - 84	2,020	5.1%	2,000	5.0%	2,151	5.3%
85+	879	2.2%	936	2.3%	984	2.4%

Race and Ethnicity

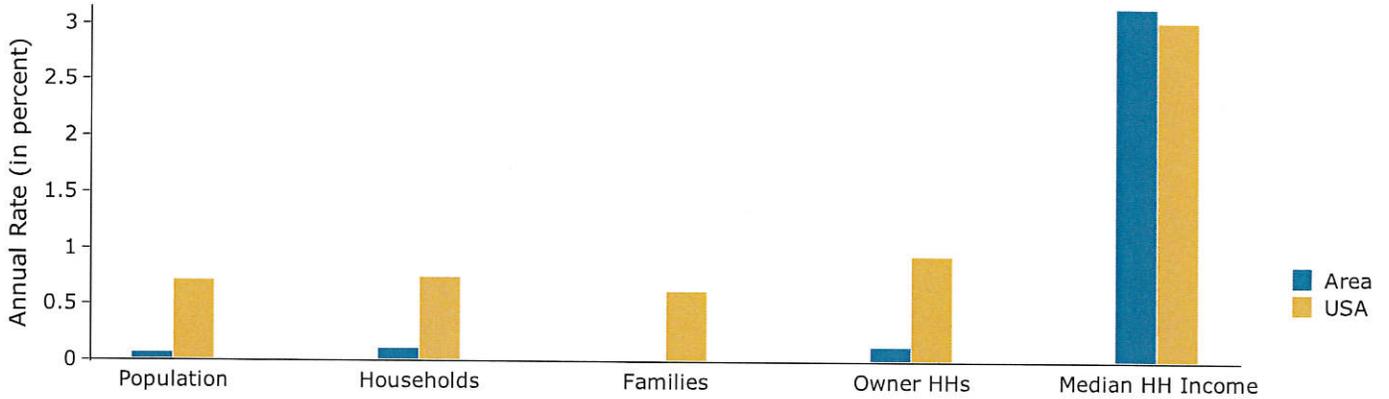
	Census 2010		2013		2018	
	Number	Percent	Number	Percent	Number	Percent
White Alone	37,068	92.9%	36,859	91.7%	36,273	89.9%
Black Alone	1,756	4.4%	2,088	5.2%	2,524	6.3%
American Indian Alone	224	0.6%	235	0.6%	255	0.6%
Asian Alone	103	0.3%	145	0.4%	214	0.5%
Pacific Islander Alone	20	0.1%	24	0.1%	33	0.1%
Some Other Race Alone	174	0.4%	205	0.5%	234	0.6%
Two or More Races	541	1.4%	649	1.6%	813	2.0%
Hispanic Origin (Any Race)	655	1.6%	734	1.8%	837	2.1%

Data Note: Income is expressed in current dollars.

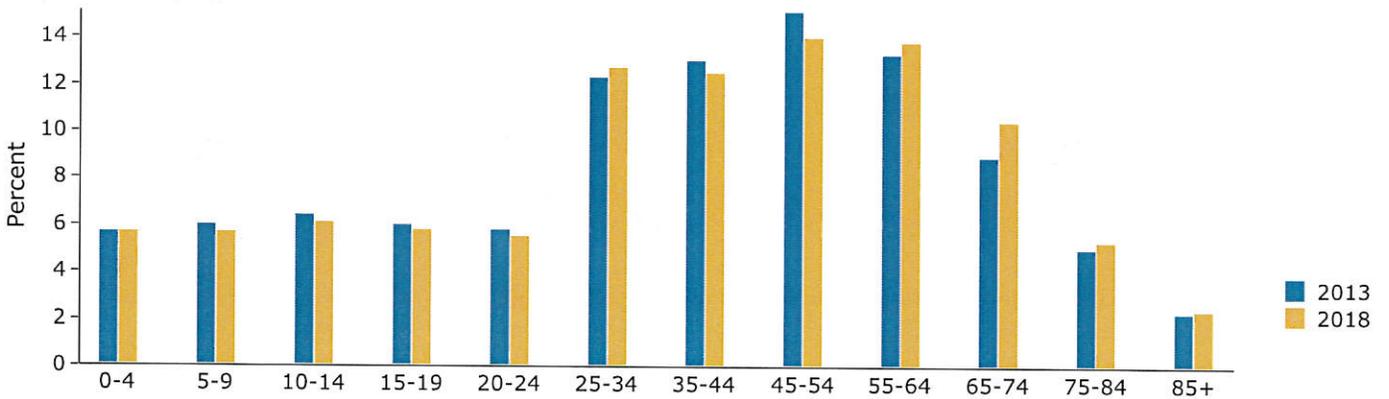
Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2013 and 2018.

Ring: 20 mile radius

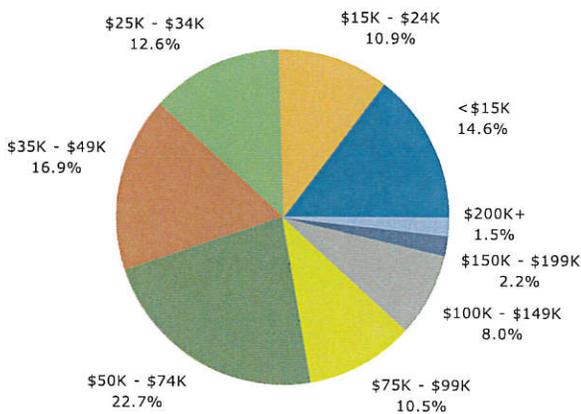
Trends 2013-2018



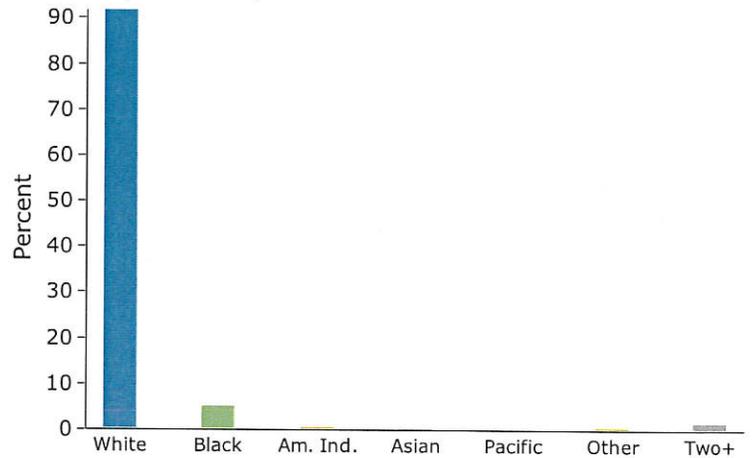
Population by Age



2013 Household Income



2013 Population by Race



2013 Percent Hispanic Origin: 1.8%

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2013 and 2018.



Demographic and Income Profile: Report Analysis - Cameron

Ring: 30 mile radius

Summary

	Census 2010	2013	2018
Population	115,089	116,714	119,023
Households	42,270	42,936	43,830
Families	30,663	31,057	31,545
Average Household Size	2.58	2.58	2.58
Owner Occupied Housing Units	32,661	32,753	33,591
Renter Occupied Housing Units	9,609	10,183	10,239
Median Age	40.1	40.7	41.1

Trends: 2013 - 2018 Annual Rate

	Area	National
Population	0.39%	0.71%
Households	0.41%	0.74%
Families	0.31%	0.63%
Owner HHS	0.51%	0.94%
Median Household Income	2.28%	3.03%

Households by Income

	2013		2018	
	Number	Percent	Number	Percent
<\$15,000	5,062	11.8%	4,651	10.6%
\$15,000 - \$24,999	4,289	10.0%	3,079	7.0%
\$25,000 - \$34,999	4,819	11.2%	3,959	9.0%
\$35,000 - \$49,999	6,352	14.8%	5,823	13.3%
\$50,000 - \$74,999	9,687	22.6%	10,614	24.2%
\$75,000 - \$99,999	5,575	13.0%	6,949	15.9%
\$100,000 - \$149,999	4,802	11.2%	5,796	13.2%
\$150,000 - \$199,999	1,435	3.3%	1,868	4.3%
\$200,000+	915	2.1%	1,090	2.5%
Median Household Income	\$51,569		\$57,730	
Average Household Income	\$65,712		\$74,589	
Per Capita Income	\$25,170		\$28,477	

Population by Age

	Census 2010		2013		2018	
	Number	Percent	Number	Percent	Number	Percent
0 - 4	6,966	6.1%	6,872	5.9%	7,048	5.9%
5 - 9	7,746	6.7%	7,471	6.4%	7,277	6.1%
10 - 14	8,193	7.1%	8,005	6.9%	7,806	6.6%
15 - 19	8,315	7.2%	7,989	6.8%	7,858	6.6%
20 - 24	6,081	5.3%	6,860	5.9%	6,647	5.6%
25 - 34	12,916	11.2%	13,198	11.3%	13,955	11.7%
35 - 44	15,092	13.1%	14,672	12.6%	14,447	12.1%
45 - 54	18,038	15.7%	17,426	14.9%	16,182	13.6%
55 - 64	14,395	12.5%	15,566	13.3%	16,477	13.8%
65 - 74	9,587	8.3%	10,577	9.1%	12,369	10.4%
75 - 84	5,385	4.7%	5,566	4.8%	6,280	5.3%
85+	2,375	2.1%	2,512	2.2%	2,678	2.2%

Race and Ethnicity

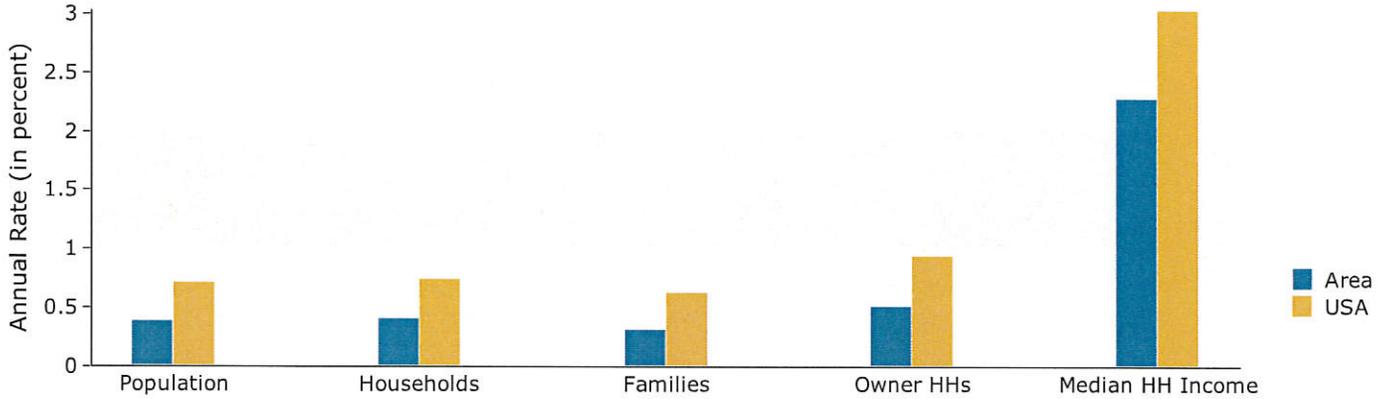
	Census 2010		2013		2018	
	Number	Percent	Number	Percent	Number	Percent
White Alone	108,742	94.5%	109,251	93.6%	109,724	92.2%
Black Alone	2,836	2.5%	3,400	2.9%	4,246	3.6%
American Indian Alone	577	0.5%	603	0.5%	652	0.5%
Asian Alone	560	0.5%	719	0.6%	1,012	0.9%
Pacific Islander Alone	55	0.0%	64	0.1%	89	0.1%
Some Other Race Alone	574	0.5%	682	0.6%	866	0.7%
Two or More Races	1,745	1.5%	1,995	1.7%	2,434	2.0%
Hispanic Origin (Any Race)	2,438	2.1%	2,839	2.4%	3,589	3.0%

Data Note: Income is expressed in current dollars.

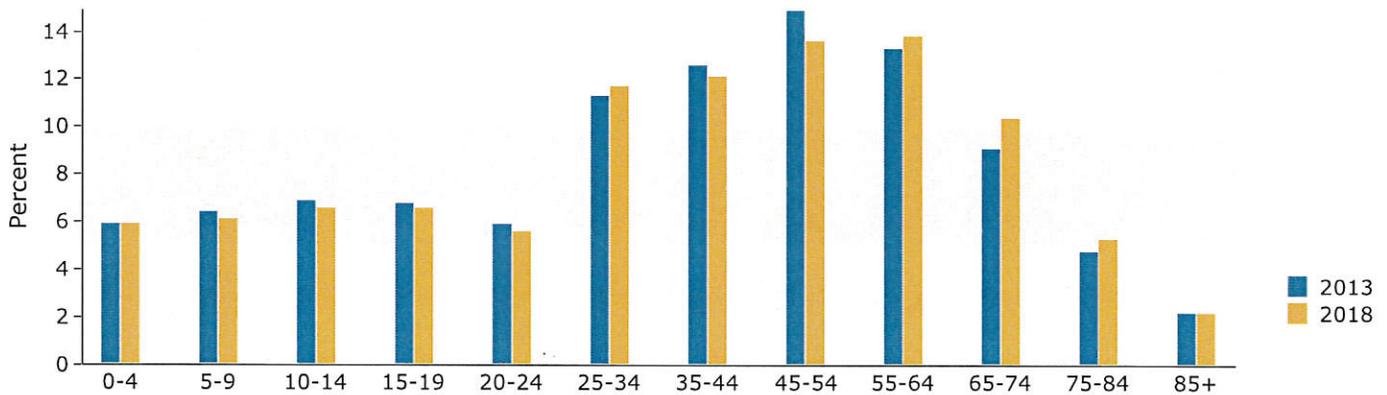
Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2013 and 2018.

Ring: 30 mile radius

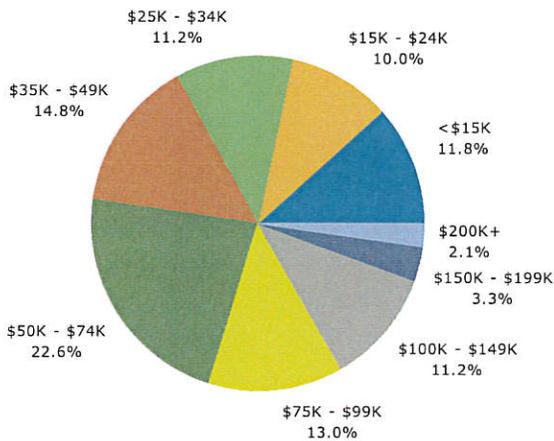
Trends 2013-2018



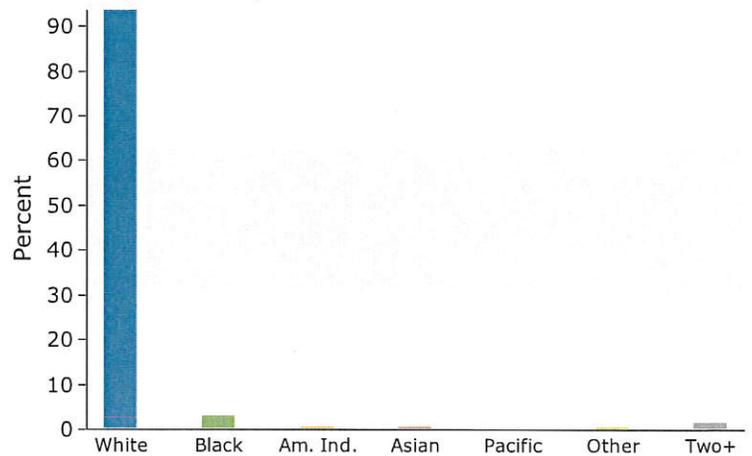
Population by Age



2013 Household Income



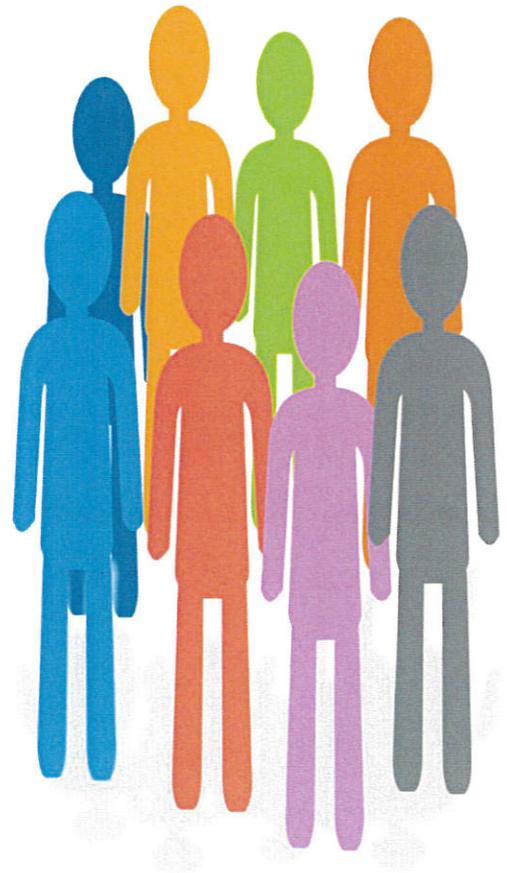
2013 Population by Race



2013 Percent Hispanic Origin: 2.4%

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2013 and 2018.

Income Profile **E**



	2 miles	5 miles	10 miles
Population Summary			
2000 Total Population	8,424	9,977	13,728
2010 Total Population	10,161	11,915	15,997
2013 Total Population	10,117	11,874	15,999
2013 Group Quarters	3,664	3,800	3,837
2018 Total Population	10,048	11,799	15,943
2013-2018 Annual Rate	-0.14%	-0.13%	-0.07%
Household Summary			
2000 Households	2,313	2,883	4,322
2000 Average Household Size	2.43	2.45	2.50
2010 Households	2,684	3,337	4,920
2010 Average Household Size	2.42	2.43	2.47
2013 Households	2,668	3,323	4,924
2013 Average Household Size	2.42	2.43	2.47
2018 Households	2,648	3,303	4,914
2018 Average Household Size	2.41	2.42	2.46
2013-2018 Annual Rate	-0.15%	-0.12%	-0.04%
2010 Families	1,635	2,124	3,294
2010 Average Family Size	3.11	3.06	3.03
2013 Families	1,618	2,107	3,286
2013 Average Family Size	3.12	3.06	3.03
2018 Families	1,591	2,077	3,257
2018 Average Family Size	3.12	3.06	3.03
2013-2018 Annual Rate	-0.34%	-0.29%	-0.18%
Housing Unit Summary			
2000 Housing Units	2,592	3,227	4,779
Owner Occupied Housing Units	56.9%	60.4%	65.7%
Renter Occupied Housing Units	32.3%	28.9%	24.8%
Vacant Housing Units	10.8%	10.7%	9.6%
2010 Housing Units	3,033	3,784	5,559
Owner Occupied Housing Units	50.8%	55.0%	61.3%
Renter Occupied Housing Units	37.7%	33.1%	27.2%
Vacant Housing Units	11.5%	11.8%	11.5%
2013 Housing Units	3,044	3,799	5,588
Owner Occupied Housing Units	49.3%	53.6%	60.2%
Renter Occupied Housing Units	38.4%	33.8%	27.9%
Vacant Housing Units	12.4%	12.5%	11.9%
2018 Housing Units	3,065	3,829	5,620
Owner Occupied Housing Units	48.5%	52.9%	59.8%
Renter Occupied Housing Units	37.9%	33.4%	27.7%
Vacant Housing Units	13.6%	13.7%	12.6%
Median Household Income			
2013	\$39,795	\$41,017	\$42,056
2018	\$45,323	\$47,471	\$49,263
Median Home Value			
2013	\$127,437	\$128,538	\$127,086
2018	\$178,088	\$183,710	\$184,846
Per Capita Income			
2013	\$21,498	\$21,536	\$21,618
2018	\$24,387	\$24,406	\$24,452
Median Age			
2010	37.5	37.9	38.9
2013	37.6	38.0	39.2
2018	37.9	38.3	39.6

Data Note: Household population includes persons not residing in group quarters. Average Household Size is the household population divided by total households. Persons in families include the householder and persons related to the householder by birth, marriage, or adoption. Per Capita Income represents the income received by all persons aged 15 years and over divided by the total population.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2013 and 2018. Esri converted Census 2000 data into 2010 geography.

	2 miles	5 miles	10 miles
2013 Households by Income			
Household Income Base	2,668	3,323	4,924
<\$15,000	15.5%	15.1%	14.3%
\$15,000 - \$24,999	12.4%	11.7%	11.2%
\$25,000 - \$34,999	12.3%	12.4%	13.7%
\$35,000 - \$49,999	23.3%	21.6%	19.2%
\$50,000 - \$74,999	19.0%	20.5%	22.1%
\$75,000 - \$99,999	9.0%	9.2%	9.6%
\$100,000 - \$149,999	2.7%	4.1%	5.5%
\$150,000 - \$199,999	2.4%	2.3%	2.0%
\$200,000+	3.4%	3.0%	2.5%
Average Household Income	\$57,086	\$57,853	\$57,360
2018 Households by Income			
Household Income Base	2,648	3,303	4,914
<\$15,000	14.5%	14.0%	13.1%
\$15,000 - \$24,999	8.9%	8.4%	8.1%
\$25,000 - \$34,999	10.0%	10.0%	11.2%
\$35,000 - \$49,999	21.8%	20.2%	18.3%
\$50,000 - \$74,999	21.8%	23.2%	24.5%
\$75,000 - \$99,999	11.9%	12.1%	12.2%
\$100,000 - \$149,999	3.6%	5.2%	6.9%
\$150,000 - \$199,999	3.5%	3.3%	2.8%
\$200,000+	4.0%	3.6%	3.0%
Average Household Income	\$67,838	\$67,963	\$66,440
2013 Owner Occupied Housing Units by Value			
Total	1,500	2,037	3,365
<\$50,000	5.5%	7.3%	9.9%
\$50,000 - \$99,999	25.7%	24.9%	24.9%
\$100,000 - \$149,999	34.2%	31.2%	28.1%
\$150,000 - \$199,999	16.8%	16.7%	16.6%
\$200,000 - \$249,999	7.5%	8.3%	8.8%
\$250,000 - \$299,999	3.5%	4.1%	4.3%
\$300,000 - \$399,999	3.3%	3.9%	4.0%
\$400,000 - \$499,999	1.4%	1.5%	1.5%
\$500,000 - \$749,999	1.5%	1.4%	1.2%
\$750,000 - \$999,999	0.3%	0.2%	0.2%
\$1,000,000 +	0.5%	0.4%	0.3%
Average Home Value	\$154,131	\$154,956	\$151,329
2018 Owner Occupied Housing Units by Value			
Total	1,487	2,024	3,360
<\$50,000	3.4%	4.2%	5.6%
\$50,000 - \$99,999	13.7%	13.0%	13.1%
\$100,000 - \$149,999	20.0%	18.0%	16.5%
\$150,000 - \$199,999	22.9%	21.8%	21.3%
\$200,000 - \$249,999	16.1%	17.2%	17.8%
\$250,000 - \$299,999	8.8%	10.0%	10.4%
\$300,000 - \$399,999	6.7%	7.6%	8.1%
\$400,000 - \$499,999	2.9%	3.0%	3.1%
\$500,000 - \$749,999	4.0%	3.7%	3.1%
\$750,000 - \$999,999	0.9%	0.8%	0.7%
\$1,000,000 +	0.7%	0.5%	0.4%
Average Home Value	\$214,214	\$214,956	\$209,888

Data Note: Income represents the preceding year, expressed in current dollars. Household income includes wage and salary earnings, interest dividends, net rents, pensions, SSI and welfare payments, child support, and alimony.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2013 and 2018. Esri converted Census 2000 data into 2010 geography.

	2 miles	5 miles	10 miles
2010 Population by Age			
Total	10,161	11,912	15,996
0 - 4	5.1%	5.2%	5.4%
5 - 9	5.1%	5.3%	5.6%
10 - 14	4.9%	5.3%	5.8%
15 - 24	11.6%	11.6%	11.6%
25 - 34	19.1%	18.0%	15.9%
35 - 44	16.2%	15.8%	15.0%
45 - 54	15.2%	15.4%	15.8%
55 - 64	9.1%	9.7%	10.8%
65 - 74	5.7%	6.0%	6.8%
75 - 84	4.9%	4.8%	4.8%
85 +	3.1%	2.8%	2.5%
18 +	82.3%	81.3%	79.9%
2013 Population by Age			
Total	10,117	11,873	16,002
0 - 4	5.0%	5.1%	5.2%
5 - 9	4.9%	5.1%	5.4%
10 - 14	4.9%	5.1%	5.6%
15 - 24	12.1%	12.1%	11.9%
25 - 34	18.9%	17.8%	15.8%
35 - 44	16.4%	15.9%	14.9%
45 - 54	14.7%	14.9%	15.2%
55 - 64	9.7%	10.4%	11.7%
65 - 74	5.6%	6.1%	7.2%
75 - 84	4.7%	4.6%	4.6%
85 +	3.2%	2.9%	2.6%
18 +	82.5%	81.7%	80.6%
2018 Population by Age			
Total	10,049	11,800	15,943
0 - 4	5.1%	5.2%	5.3%
5 - 9	4.6%	4.8%	5.0%
10 - 14	4.6%	4.9%	5.3%
15 - 24	12.4%	12.2%	11.9%
25 - 34	18.3%	17.4%	15.6%
35 - 44	16.7%	16.1%	14.8%
45 - 54	14.2%	14.3%	14.3%
55 - 64	9.9%	10.6%	12.0%
65 - 74	6.3%	6.9%	8.3%
75 - 84	4.6%	4.6%	4.9%
85 +	3.3%	3.0%	2.7%
18 +	82.9%	82.3%	81.3%
2010 Population by Sex			
Males	6,618	7,579	9,674
Females	3,543	4,336	6,323
2013 Population by Sex			
Males	6,607	7,569	9,693
Females	3,510	4,304	6,306
2018 Population by Sex			
Males	6,590	7,555	9,700
Females	3,458	4,244	6,242

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2013 and 2018. Esri converted Census 2000 data into 2010 geography.

	2 miles	5 miles	10 miles
2010 Population by Race/Ethnicity			
Total	10,161	11,914	15,997
White Alone	83.7%	85.2%	88.2%
Black Alone	14.0%	12.4%	9.4%
American Indian Alone	0.5%	0.5%	0.5%
Asian Alone	0.5%	0.4%	0.4%
Pacific Islander Alone	0.0%	0.1%	0.1%
Some Other Race Alone	0.3%	0.3%	0.4%
Two or More Races	1.0%	1.0%	1.0%
Hispanic Origin	2.0%	1.9%	1.8%
Diversity Index	30.8	28.6	24.1
2013 Population by Race/Ethnicity			
Total	10,117	11,874	15,999
White Alone	81.7%	83.4%	86.6%
Black Alone	15.5%	13.8%	10.5%
American Indian Alone	0.6%	0.6%	0.6%
Asian Alone	0.6%	0.6%	0.6%
Pacific Islander Alone	0.0%	0.1%	0.1%
Some Other Race Alone	0.3%	0.4%	0.5%
Two or More Races	1.2%	1.2%	1.3%
Hispanic Origin	2.2%	2.1%	2.0%
Diversity Index	33.8	31.6	26.9
2018 Population by Race/Ethnicity			
Total	10,048	11,799	15,941
White Alone	78.4%	80.4%	84.1%
Black Alone	18.0%	16.0%	12.2%
American Indian Alone	0.6%	0.6%	0.6%
Asian Alone	1.0%	1.0%	0.8%
Pacific Islander Alone	0.1%	0.1%	0.1%
Some Other Race Alone	0.4%	0.5%	0.6%
Two or More Races	1.5%	1.5%	1.6%
Hispanic Origin	2.5%	2.4%	2.3%
Diversity Index	38.4	36.0	31.0
2010 Population by Relationship and Household Type			
Total	10,161	11,915	15,997
In Households	63.9%	68.1%	76.0%
In Family Households	51.8%	56.2%	64.2%
Householder	16.4%	17.8%	20.5%
Spouse	11.9%	13.4%	16.1%
Child	20.7%	22.1%	24.3%
Other relative	1.1%	1.2%	1.4%
Nonrelative	1.8%	1.8%	1.8%
In Nonfamily Households	12.1%	11.9%	11.9%
In Group Quarters	36.1%	31.9%	24.0%
Institutionalized Population	35.8%	31.7%	23.8%
Noninstitutionalized Population	0.2%	0.2%	0.2%

Data Note: Persons of Hispanic Origin may be of any race. The Diversity Index measures the probability that two people from the same area will be from different race/ethnic groups.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2013 and 2018. Esri converted Census 2000 data into 2010 geography.

	2 miles	5 miles	10 miles
2013 Population 25+ by Educational Attainment			
Total	7,404	8,623	11,503
Less than 9th Grade	2.8%	2.8%	3.0%
9th - 12th Grade, No Diploma	15.7%	14.8%	13.0%
High School Graduate	41.8%	42.2%	42.5%
Some College, No Degree	24.5%	23.8%	23.6%
Associate Degree	4.0%	4.7%	5.5%
Bachelor's Degree	6.6%	7.1%	7.8%
Graduate/Professional Degree	4.6%	4.6%	4.6%
2013 Population 15+ by Marital Status			
Total	8,625	10,055	13,412
Never Married	35.2%	32.8%	28.7%
Married	40.0%	43.5%	50.0%
Widowed	7.9%	7.4%	6.7%
Divorced	17.0%	16.2%	14.7%
2013 Civilian Population 16+ in Labor Force			
Civilian Employed	90.1%	90.8%	92.1%
Civilian Unemployed	9.9%	9.2%	7.8%
2013 Employed Population 16+ by Industry			
Total	2,996	3,700	5,643
Agriculture/Mining	0.6%	1.4%	3.6%
Construction	3.6%	5.1%	6.8%
Manufacturing	5.8%	6.1%	7.0%
Wholesale Trade	3.3%	3.2%	2.8%
Retail Trade	15.5%	15.1%	13.9%
Transportation/Utilities	4.9%	4.9%	5.2%
Information	0.8%	0.7%	0.7%
Finance/Insurance/Real Estate	7.6%	7.3%	6.4%
Services	39.9%	39.5%	39.9%
Public Administration	18.1%	16.8%	13.6%
2013 Employed Population 16+ by Occupation			
Total	2,996	3,700	5,642
White Collar	50.2%	50.9%	51.2%
Management/Business/Financial	8.5%	9.1%	10.5%
Professional	15.4%	15.6%	15.4%
Sales	12.1%	12.9%	12.3%
Administrative Support	14.2%	13.3%	13.0%
Services	30.3%	28.5%	25.4%
Blue Collar	19.5%	20.7%	23.4%
Farming/Forestry/Fishing	0.1%	0.3%	0.6%
Construction/Extraction	3.6%	4.0%	5.0%
Installation/Maintenance/Repair	3.0%	3.6%	4.2%
Production	5.1%	5.3%	5.9%
Transportation/Material Moving	7.6%	7.4%	7.7%

	2 miles	5 miles	10 miles
2010 Households by Type			
Total	2,684	3,337	4,921
Households with 1 Person	34.2%	31.6%	28.6%
Households with 2+ People	65.8%	68.4%	71.4%
Family Households	60.9%	63.6%	66.9%
Husband-wife Families	44.0%	47.6%	52.4%
With Related Children	20.3%	21.3%	22.4%
Other Family (No Spouse Present)	17.0%	16.0%	14.5%
Other Family with Male Householder	4.9%	4.9%	4.8%
With Related Children	3.4%	3.4%	3.3%
Other Family with Female Householder	12.1%	11.1%	9.7%
With Related Children	9.6%	8.8%	7.2%
Nonfamily Households	4.9%	4.8%	4.5%
All Households with Children	34.2%	34.3%	33.5%
Multigenerational Households	2.5%	2.7%	3.0%
Unmarried Partner Households	7.3%	7.0%	6.4%
Male-female	6.9%	6.6%	5.9%
Same-sex	0.4%	0.4%	0.5%
2010 Households by Size			
Total	2,683	3,336	4,920
1 Person Household	34.2%	31.6%	28.6%
2 Person Household	29.8%	31.5%	34.2%
3 Person Household	14.4%	14.5%	14.4%
4 Person Household	12.8%	13.0%	13.0%
5 Person Household	5.7%	6.0%	6.0%
6 Person Household	1.9%	2.1%	2.3%
7 + Person Household	1.1%	1.3%	1.4%
2010 Households by Tenure and Mortgage Status			
Total	2,684	3,337	4,920
Owner Occupied	57.4%	62.4%	69.3%
Owned with a Mortgage/Loan	39.2%	42.0%	45.1%
Owned Free and Clear	18.3%	20.4%	24.2%
Renter Occupied	42.6%	37.6%	30.7%

Data Note: Households with children include any households with people under age 18, related or not. Multigenerational households are families with 3 or more parent-child relationships. Unmarried partner households are usually classified as nonfamily households unless there is another member of the household related to the householder. Multigenerational and unmarried partner households are reported only to the tract level. Esri estimated block group data, which is used to estimate polygons or non-standard geography.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2013 and 2018. Esri converted Census 2000 data into 2010 geography.

Top 3 Tapestry Segments	2 miles	5 miles	10 miles
	1. Simple Living	Simple Living	Prairie Living
	2. Rustbelt Traditions	Rustbelt Traditions	Simple Living
	3. Midland Crowd	Midland Crowd	Rustbelt Traditions
2013 Consumer Spending			
Apparel & Services: Total \$	\$3,246,016	\$4,002,135	\$5,626,043
Average Spent	\$1,216.65	\$1,204.37	\$1,142.58
Spending Potential Index	54	53	50
Computers & Accessories: Total \$	\$525,822	\$655,048	\$941,270
Average Spent	\$197.08	\$197.13	\$191.16
Spending Potential Index	79	79	77
Education: Total \$	\$3,050,703	\$3,708,055	\$5,080,324
Average Spent	\$1,143.44	\$1,115.88	\$1,031.75
Spending Potential Index	78	76	71
Entertainment/Recreation: Total \$	\$7,225,167	\$9,183,656	\$13,652,062
Average Spent	\$2,708.08	\$2,763.66	\$2,772.56
Spending Potential Index	83	85	85
Food at Home: Total \$	\$11,249,281	\$14,293,861	\$21,365,344
Average Spent	\$4,216.37	\$4,301.49	\$4,339.02
Spending Potential Index	84	85	86
Food Away from Home: Total \$	\$6,877,660	\$8,595,395	\$12,408,918
Average Spent	\$2,577.83	\$2,586.64	\$2,520.09
Spending Potential Index	81	81	79
Health Care: Total \$	\$9,959,685	\$12,902,640	\$19,841,966
Average Spent	\$3,733.02	\$3,882.83	\$4,029.64
Spending Potential Index	84	87	90
HH Furnishings & Equipment: Total \$	\$3,429,223	\$4,343,226	\$6,416,809
Average Spent	\$1,285.32	\$1,307.02	\$1,303.17
Spending Potential Index	71	73	72
Investments: Total \$	\$2,777,988	\$3,424,901	\$4,686,783
Average Spent	\$1,041.22	\$1,030.67	\$951.82
Spending Potential Index	50	50	46
Retail Goods: Total \$	\$51,268,944	\$65,722,600	\$99,407,887
Average Spent	\$19,216.25	\$19,778.09	\$20,188.44
Spending Potential Index	80	82	84
Shelter: Total \$	\$33,631,903	\$41,616,475	\$58,786,663
Average Spent	\$12,605.66	\$12,523.77	\$11,938.80
Spending Potential Index	78	77	73
TV/Video/Audio: Total \$	\$2,917,480	\$3,677,420	\$5,398,767
Average Spent	\$1,093.51	\$1,106.66	\$1,096.42
Spending Potential Index	85	86	85
Travel: Total \$	\$3,712,610	\$4,686,647	\$6,857,619
Average Spent	\$1,391.53	\$1,410.37	\$1,392.69
Spending Potential Index	76	77	76
Vehicle Maintenance & Repairs: Total \$	\$2,394,158	\$3,028,189	\$4,464,722
Average Spent	\$897.36	\$911.28	\$906.73
Spending Potential Index	82	83	83

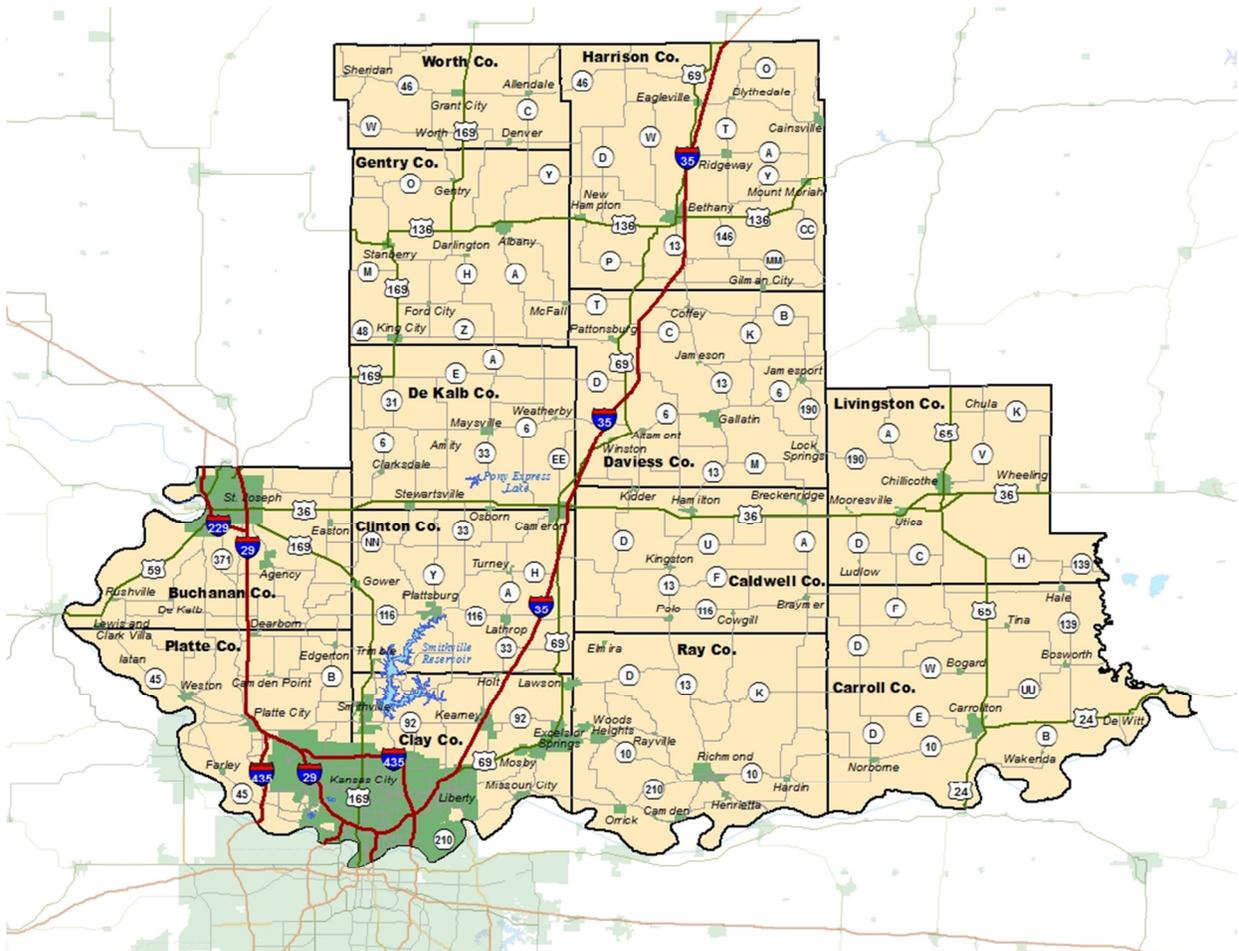
Data Note: Consumer spending shows the amount spent on a variety of goods and services by households that reside in the area. Expenditures are shown by broad budget categories that are not mutually exclusive. Consumer spending does not equal business revenue. Total and Average Amount Spent Per Household represent annual figures. The Spending Potential Index represents the amount spent in the area relative to a national average of 100.

Source: Consumer Spending data are derived from the 2010 and 2011 Consumer Expenditure Surveys, Bureau of Labor Statistics. Esri.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2013 and 2018. Esri converted Census 2000 data into 2010 geography.

Cameron Missouri Labor Basin Labor Availability Analysis - 2015

Buchanan • Caldwell • Carroll • Clay • Clinton • Daviess • DeKalb •
Gentry • Harrison • Livingston • Platte • Ray • Worth



Prepared For

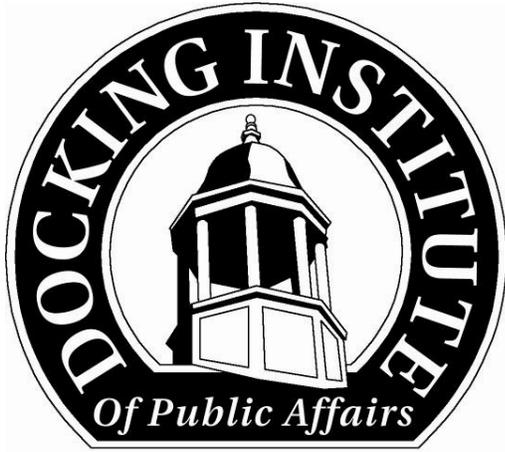
Economic Development of Cameron

By

The Docking Institute of Public Affairs

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Mission:

To Facilitate Effective Public Policy Decision-Making.

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Cameron Missouri Labor Basin Labor Availability Analysis

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Economic Development of Cameron

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Table of Contents

List of Tables	ii
List of Figures	iii
List of Maps	iv
Executive Summary	1
The Cameron Labor Basin	2
The Cameron Labor Basin’s Available Labor Pool	3
Current Skills and Work Experiences	8
Educational Experience, Skills Self-Assessment and Job Satisfaction	13
Considerations for Employment	16
Wage Demands	19
<i>Wage Demands (of those Within Necessary Commute Time)</i>	20
<i>Wage Demands by Occupational Sector (for those Within Necessary Commute Time)</i>	21
Underemployment Among Available Labor Pool Workers	24
Entrepreneurship Among Available Labor Pool Non-Business Owners	27
Methods	30
<i>Explaining the Civilian Labor Force</i>	30
<i>Defining the Available Labor Pool</i>	30
<i>Survey Research Methods</i>	31
Glossary of Terms.....	32
Appendix: Hourly Wage to Annual Salary Conversion Chart	33

List of Tables

Table 1: Age, Gender and Education Levels of Available Labor Pool.....	6
Table 2: Major Occupational Categories of Available Labor	7
Table 3: Current Work Experience plus Previous Work or Training Experience	8
Table 4: Job Satisfaction Among Working ALP and Non-ALP	15
Table 5: Desired Benefits and Current Benefits Offered.....	18
Table 6: Cumulative Wage Demands for Occupational Sectors	21
Table 7: Cumulative Wage Demands Allowing Mobility between General Labor and Service Sector.....	22
Table 8: Highest Level of Education Achieved Among Underemployed	25
Table 9: Highest Level of Education Achieved Among Potential Entrepreneurs	28

List of Figures

Figure 1: The Available Labor Pool for the Cameron Labor Basin	4
Figure 2: Occupational Sectors of Available Labor (Employed Only).....	7
Figure 3: Current Work Experience plus Previous Work or Training Experience	9
Figure 4: Work Experience / Willing to Work in Field.....	10
Figure 5: Work Experience in Distribution Center or Warehouse.....	11
Figure 6: Work Experience in Manufacturing or Processing Plant	11
Figure 7: Work Experience in Trucking	11
Figure 8: Undergraduate College Major	13
Figure 9: Attending / Attended Technical School.....	13
Figure 10: Technical Degree	14
Figure 11: Skills Self-Assessment.....	14
Figure 12: Job Satisfaction among Working Available Labor Pool.....	15
Figure 13: Willingness to Change Fields and Work Various Shifts	16
Figure 14: Available Labor by One Way Commute Minutes	17
Figure 15: Benefits Very Important to Change Employment	18
Figure 16: Available Labor by Hourly Wage	19
Figure 17: Available Labor by Hourly Wage (for those Within Necessary Commute Time).....	20
Figure 18: Employed and Unemployed Members of the Available Labor Pool	24
Figure 19: Underemployed Workers.....	24
Figure 20: Reasons for Underemployment.....	25
Figure 21: Occupational Sectors of Underemployed Workers	26
Figure 22: Willing to Change Job to Better Use Skills/Education	26
Figure 23: Business-Ownership	27
Figure 24: “Seriously Thought About Starting Own Business?”	27
Figure 25: Occupational Sectors of Potential Entrepreneurs	28
Figure 26: Strength of Desire to Own Business.....	29

List of Maps

Map 1: Cameron Labor Basin	2
Map 2: Percent of Total Available Labor in Basin by Zip Code	5
Map 3: Workplaces by Zip Code	12
Map 4: Percent Within Necessary Commute Time by Zip Code	23

Cameron Labor Basin Labor Availability Analysis

Executive Summary

The Cameron Missouri Labor Basin includes the following counties in Missouri: Caldwell, Carroll, Clinton, Daviess, DeKalb, Gentry, Harrison, Livingston, Platte, Ray and Worth. The southern portion of Buchanan County and the northern portion of Clay County are also included in the labor basin. This report assesses the “Available Labor Pool” in this labor basin. The “Available Labor Pool” represents those who indicate they are looking for a new job or are interested in a new job given the right employment opportunities.

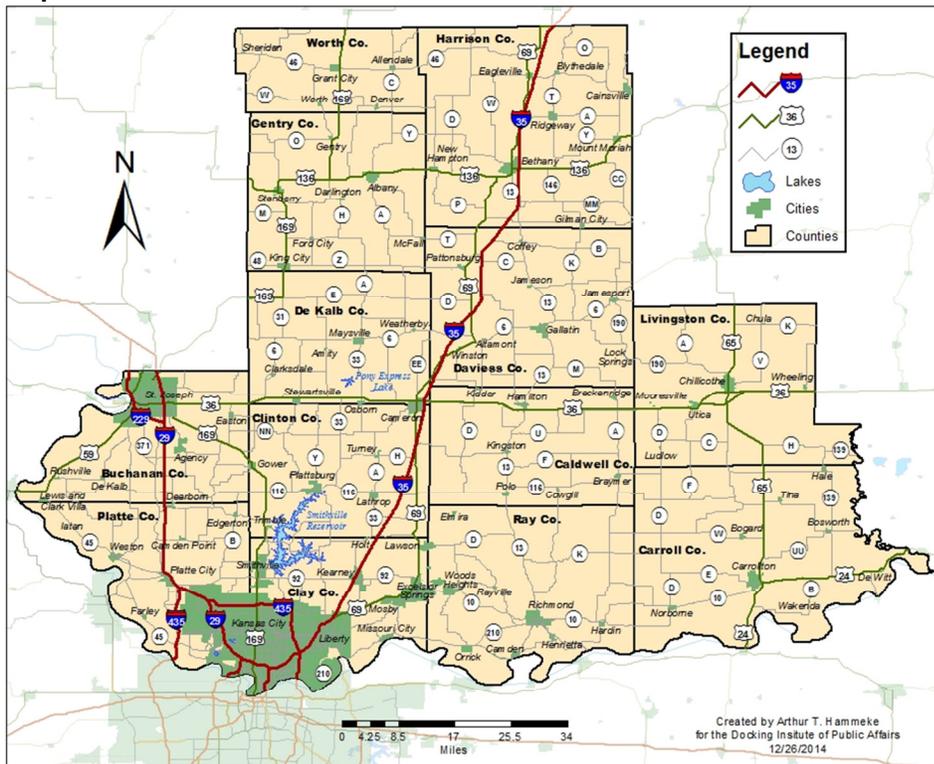
The Docking Institute’s independent analysis of this labor basin shows that:

- The population of the Cameron Missouri Labor Basin is 147,217. The Civilian Labor Force (CLF) is 74,338. The Institute estimates that 40,338 individuals are part of the Available Labor Pool.
- Of the Available Labor Pool an estimated 2,431 (6.0%) non-employed and 7,736 (19.0%) employed individuals are *looking* for new employment, while 7,515 (18.5%) non-employed 22,986 (56.5%) employed individuals are *interested* in a new and/or different job given the opportunities.
- Almost 72% of the Available Labor Pool has at least some college experience and about 97% has at least a high school diploma. The average age for members of the Available Labor Pool is 45 years old and women make up 48.9% of the Available Labor Pool. More than a quarter (26.9%) indicate that they speak “at least a little” Spanish.
- An estimated 5,043 (12.4%) members of the Available Labor Pool currently work in general labor occupations (such as cleaning, construction and delivery); while an additional 6,425 (15.8%) work in government services occupations (such as police and fire) or technical/high skill blue collar occupations (such as welder and computer technician).
- An estimated 13,583 (33.4%) members of the Available Labor Pool currently work in service sector occupations (such as clerical worker, retail sales clerk, office manager, nurse and teacher), while an additional 5,653 (13.9%) work in white-collar professional occupations (such as executive, doctor, attorney and professional sales).
- A very large percentage (83%) of the Available Labor Pool is “willing to work outside of their primary field of employment for a new or different employment opportunity.”
- Almost half (47%) of the members of the Available Labor Pool will commute up to 45 minutes, one way, for an employment opportunity. More than four-fifths (85%) will commute up to 30 minutes, one way, for employment.
- The two most important desired benefits for a new job are on-the-job or paid training and good salary/hourly pay. Good vacation benefits, good retirement benefits, flexible hours/flex time, and good health benefits are also important to Available Labor Pool members.
- An estimated 16,023 people (39% of the Available Labor Pool) are interested in a new job at \$15 an hour, 9,679 (24%) are interested at \$12 an hour and 4,067 (10%) are interested at \$9 an hour.
- Of the 30,704 members in the subset of *employed members* of the Available Labor Pool, 8,628 (28%) consider themselves underemployed.
- Of the 38,106 members in the subset of *non-business owning members* of the Available Labor Pool, 11,889 (31%) indicated a desire to own their own businesses.

The Cameron Labor Basin

The Cameron Missouri Labor Basin includes all or portions of the thirteen counties located in north western Missouri (see Map 1 below). A county is included in a labor basin if it contains communities from which individuals may reasonably commute to the center of the labor basin (Cameron) for an employment opportunity. In the case of the Cameron Missouri Labor Basin, it can be reasonably assumed that individuals may commute from (and within) one of the thirteen counties because these counties contain: 1) communities that are sufficiently isolated but with adequate transportation access leading to Cameron and 2) communities that are within less than an hour's commute time to the center of the labor basin.

Map 1: Cameron Labor Basin



The Cameron Missouri Labor Basin has a total population of approximately 147,217 and a Civilian Labor Force of 74,338. There is an official unemployment rate of about 6%, and this research effort suggests that there is a supply of available labor for a new employer and/or expanded employment.

The Docking Institute's analysis suggests that the basin contains an Available Labor Pool of 40,668 individuals (27.6% of the population). The Available Labor Pool is composed of workers categorized as either 1) currently not employed *but* looking for full-time employment, 2) currently not employed but interested in a new job, 3) currently employed (full- or part-time) *and* looking for other full-time employment, 4) currently employed and not looking, *but* interested in different full-time employment for the *right opportunity*. Please see the Methods section – page 30 – for more information about the Institute's Available Labor Pool analysis methodology and the survey research methods used for this report.

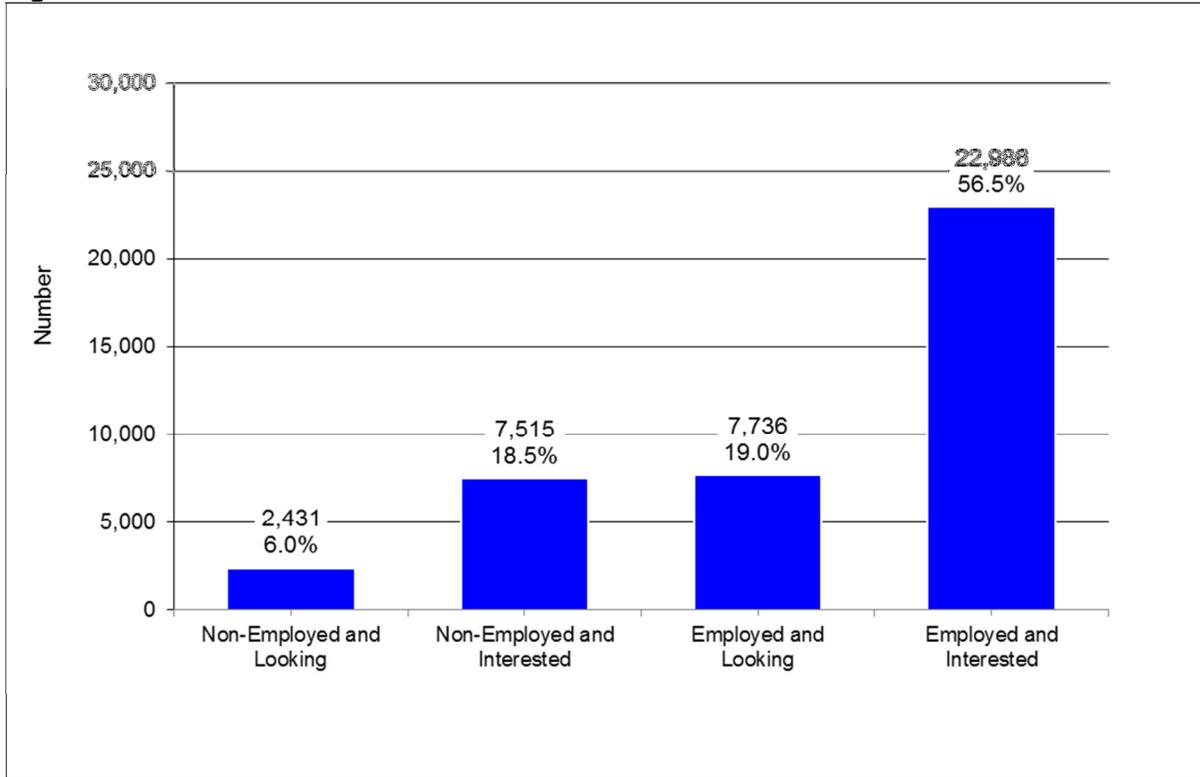
The Cameron Basin's Available Labor Pool

This section of the report assesses the characteristics of the Available Labor Pool in the Cameron Missouri Labor Basin by answering the following questions:

- What proportion of the labor force – employed, unemployed, homemakers and students, retired and disabled – would seriously consider applying for a new full-time employment opportunity?
- What skills do those who would consider a new employment opportunity have?
- What type of jobs have these workers and potential workers had in the past?
- What types of considerations (pay, benefits, commute time) shape their decision-making?
- What are some of the characteristics of the general laborers, skilled blue-collar workers, service and support workers and professional white-collar workers?
- What proportion of the Available Labor Pool is willing to change fields of employment?
- What work shifts are Available Labor Pool members willing to work?
- What is the level of job satisfaction among the Available Labor Pool and non-Available Labor Pool?
- What proportion of the employed Available Labor Pool is considered “underemployed?”
- What are some of the characteristics of those underemployed workers?
- What proportion of the non-business owning Available Labor Pool is considered “potential entrepreneurs?”
- What are some of the characteristics of those potential entrepreneurs?

It is estimated that 2,431 (6.0%) members of the Available Labor Pool) are not employed¹ and *currently looking* for work, while 7,515 (18.5%) are not employed but are *interested* in a job for the right opportunities. In addition, 7,736 (19.0%) employed individuals are *currently looking* for new or different full-time employment, and 22,986 (56.5%) are employed and *interested* in a new or different full-time employment for the right opportunities.

Figure 1: The Available Labor Pool for the Cameron Labor Basin



¹ The terms “not employed,” “non-employed” and “non-working” refer to officially unemployed members of the Civilian Labor Force *as well as* any non-employed/non-working full-time students, homemakers, retirees, and disabled individuals.

Map 2 shows how each zip code in the basin compares to all other zip codes in terms of the percent of total available labor in the Cameron Missouri Labor Basin. Each zip code is grouped into one of five categories specified in the legend. More than 6% of the available labor is located in zip code areas within Clay, Livingston and Ray counties. Between 4% and 6% of the available labor is also located within zip code areas in Caldwell, Clinton, Daviess, De Kalb, Harrison and Platte counties. Between 2% and 3.99% of the available labor pool is also located in zip code areas in Buchanan, Carrell and Gentry counties. Zip Code areas in Worth County contain between 1% and 1.99% of the available labor.

Map 2: Percent of Total Available Labor in Basin by Zip Code

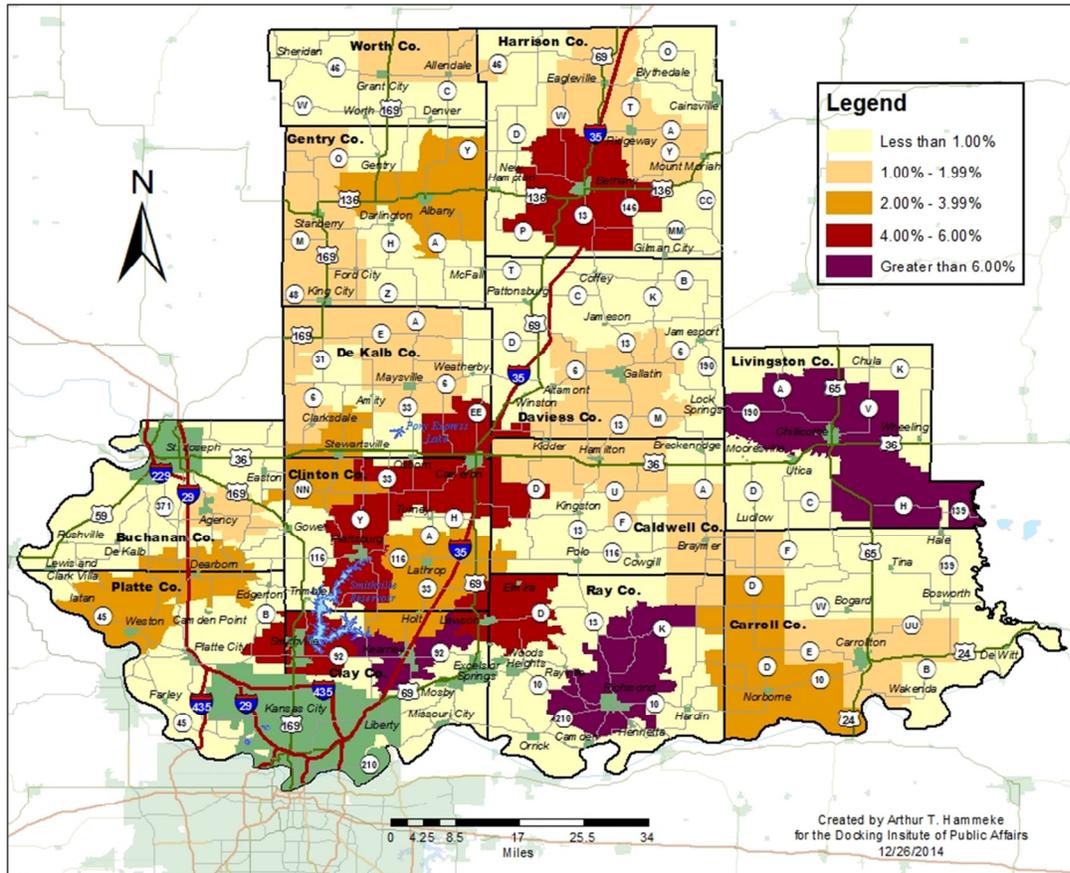


Table 1 shows the gender, age and education levels of the 40,668-member Available Labor Pool. Not quite half (48.9%) of the pool are women and the average age is 45 years old. Most (97.1%) have at least a high school diploma, almost three-quarters (71.9%) have at least some college education, and a third (32.5%) have at least a bachelor's degree. More than a quarter (26.9%) speak at least some Spanish, though most (84.6%) speak Spanish "only a little."

Table 1: Age, Gender and Education Levels of Available Labor Pool

Current Year	Age in 2014		
Range	18 to 75		
Average	45		
Median	45		
Gender	Number	Percent	
Female	19,887	48.9	
Male	20,781	51.1	
Total	40,668	100	
Highest Level of Education Achieved	Number	Percent	Cumulative Percent
Doctoral Degree	244	0.6	0.6
Masters Degree	5,490	13.5	14.1
Bachelors Degree	7,483	18.4	32.5
Associates Degree	6,181	15.2	47.7
Some College (including current students)	9,842	24.2	71.9
High School Diploma	10,248	25.2	97.1
Less HS Diploma	1,179	2.9	100
Total	40,668	100	
"Do you speak Spanish?"	Number	Percent	
"Yes"	10,940	26.9	
<i>Speak Very Well</i>	558	5.1	} These percentages represent portions of 26.9%
<i>Speak Fairly Well</i>	1,127	10.3	
<i>Speak Only a Little</i>	9,255	84.6	
		100	

Total numbers or percentages in table might not match those in text due to rounding.

Table 2 shows the various occupational categories of the 40,668-member Available Labor Pool. General labor occupations represent 12.4% of the entire Available Labor Pool, while highly-skilled blue-collar jobs make up 15.8%. Traditional service-related occupations represent 33.4% of the Available Labor Pool, while professional occupations represent 13.9% of the Available Labor Pool. Almost a quarter (24.5%) is not currently working.

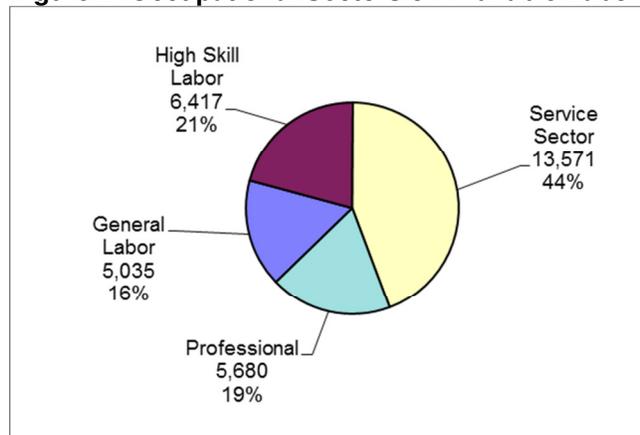
Table 2: Major Occupational Categories of Available Labor

	Number	Percent	Years at Job	
			Mean	Median
General Labor/Delivery	2,928	7.2	8.1	5.8
Manufacturing/Maintenance/Trucking	2,115	5.2	8.1	4.5
Total General Labor	5,043	12.4	8.1	5.2
Mechanic/Welder/Comp Tech	3,863	9.5	11.0	8.0
Crew Management/Protection Services	2,562	6.3	12.3	5.0
Total Highly-Skilled Labor	6,425	15.8	11.7	6.5
Customer Service	4,514	11.1	4.5	2.0
Clerical	1,464	3.6	11.3	8.5
Office or Dept Manager	2,359	5.8	10.4	9.0
Health Aid/Nurse	3,538	8.7	5.6	3.3
Education Aid/Teacher	1,708	4.2	11.8	8.1
Total Service Sector	13,583	33.4	8.7	6.2
Exec Management	2,155	5.3	13.4	9.5
Accounting/Engineering	1,301	3.2	7.5	6.6
Doctor/Professor/Attorney	1,586	3.9	9.1	7.5
Writer/Artist/Musician	610	1.5	9.8	5.0
Total Professional Sector	5,653	13.9	10.0	7.2
Homemaker/Student/Unemployed	4,880	12.0	n/a	n/a
Retired/Disabled	5,083	12.5	n/a	n/a
Total Non-Employed	9,964	24.5		
Total	40,668	100		

Total numbers or percentages in table might not match those in text due to rounding.

Figure 2 shows the occupational sectors of the *employed members* of the Available Labor Pool only. The *percentages* shown in Figure 2 differ from those presented in Table 2 because the table includes non-working Available Labor Pool members.

Figure 2: Occupational Sectors of Available Labor (Employed Only)



Current Skills and Work Experiences

To gain perspective on the types of workers that are available for new and/or different employment in the Cameron Missouri Labor Basin, survey respondents were asked questions assessing work skills and previous work experience. Responses were grouped into the 26 categories listed in Table 3.

Table 3 and Figure 3 (next page) show the current employment status and previous work/training experience of Available Labor Pool members. Table 3 shows the number of workers currently employed in various job categories, as well as the number of workers that have previous work or training experience. The table also shows the sum of working Available Labor Pool members currently employed in a job category *plus* those indicating previous training or experience in that particular field.

For example, 2,148 members of the Available Labor Pool in the Cameron Missouri Labor Basin work as general labors, construction workers, cleaners, and in similar positions. An additional 1,551 Available Labor Pool members in the basin report previous employment experience or training in one of those jobs, for a total of 3,700 individuals.

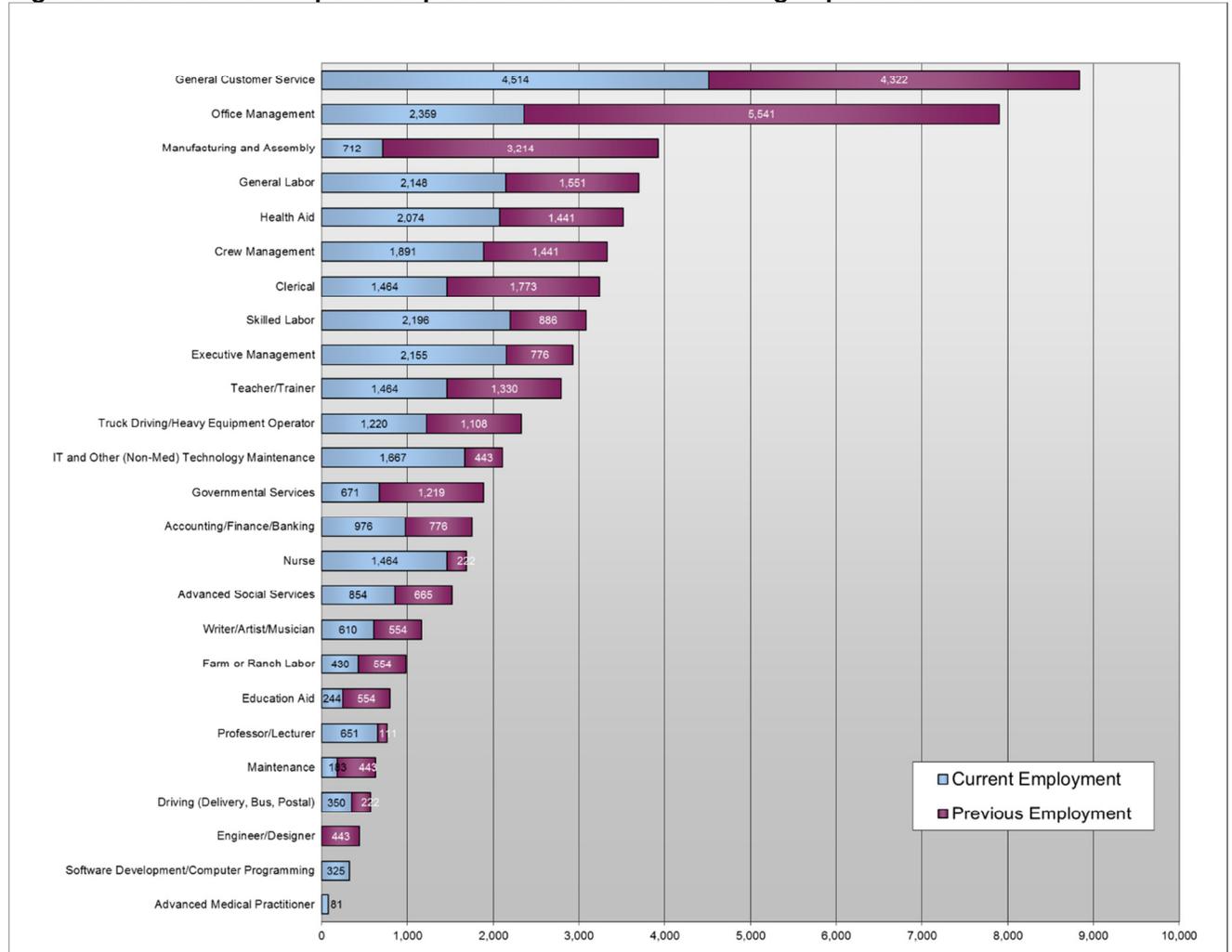
Table 3: Current Work Experience plus Previous Work or Training Experience

	Current Employment* Number	+	Previous Work/Training* Number	=	Current plus Previous Work or Training** Number
Working with Hands					
General Labor	2,148		1,551		3,700
Farm or Ranch Labor	430		554		984
Manufacturing and Assembly	712		3,214		3,925
Maintenance	183		443		626
Driving (Delivery, Bus, Postal)	350		222		571
Truck Driving/Heavy Equipment Operator	1,220		1,108		2,328
Skilled Labor	2,196		886		3,083
Crew Management	1,891		1,441		3,332
Working with People					
General Customer Service	4,514		4,322		8,836
Office Management	2,359		5,541		7,899
Governmental Services	671		1,219		1,890
Executive Management	2,155		776		2,931
Advanced Social Services	854		665		1,519
Working with Numbers					
Clerical	1,464		1,773		3,237
Accounting/Finance/Banking	976		776		1,752
Researcher/Analyst	0		0		0
Working with Technology					
IT and Other (Non-Med) Technology Maintenance	1,667		443		2,111
Software Development/Computer Programming	325		0		325
Engineer/Designer	0		443		443
Providing Health Services					
Health Aid	2,074		1,441		3,515
Nurse	1,464		222		1,686
Advanced Medical Practitioner	81		0		81
Providing Educational Services					
Education Aid	244		554		798
Teacher/Trainer	1,464		1,330		2,794
Professor/Lecturer	651		111		761
Creative Arts					
Writer/Artist/Musician	610		554		1,164
Total	30,704		29,587		60,291

* Retired, disabled, non-working students, homemakers are not included.
 ** An individual member of the ALP is counted only once within each employment category. If jobs are duplicate, they were removed from the Previous Job Category.
 Total numbers or percentages in table might not match those in text due to rounding.

Figure 3 shows the same information as that presented in Table 3, but in graphic format. Many Available Labor Pool members report current work experience or previous work/training as general customer service workers, retail sales clerks, receptionists, food service workers and similar positions that often require some face-to-face interaction with the public. There are 4,514 working Available Labor Pool members currently employed in this category and 4,322 previously employed/trained in this category, for a total of 8,836 individuals².

Figure 3: Current Work Experience plus Previous Work or Training Experience



² If a respondent reports the same job for both current and previous employment, the duplicate is not included in the previous employment category

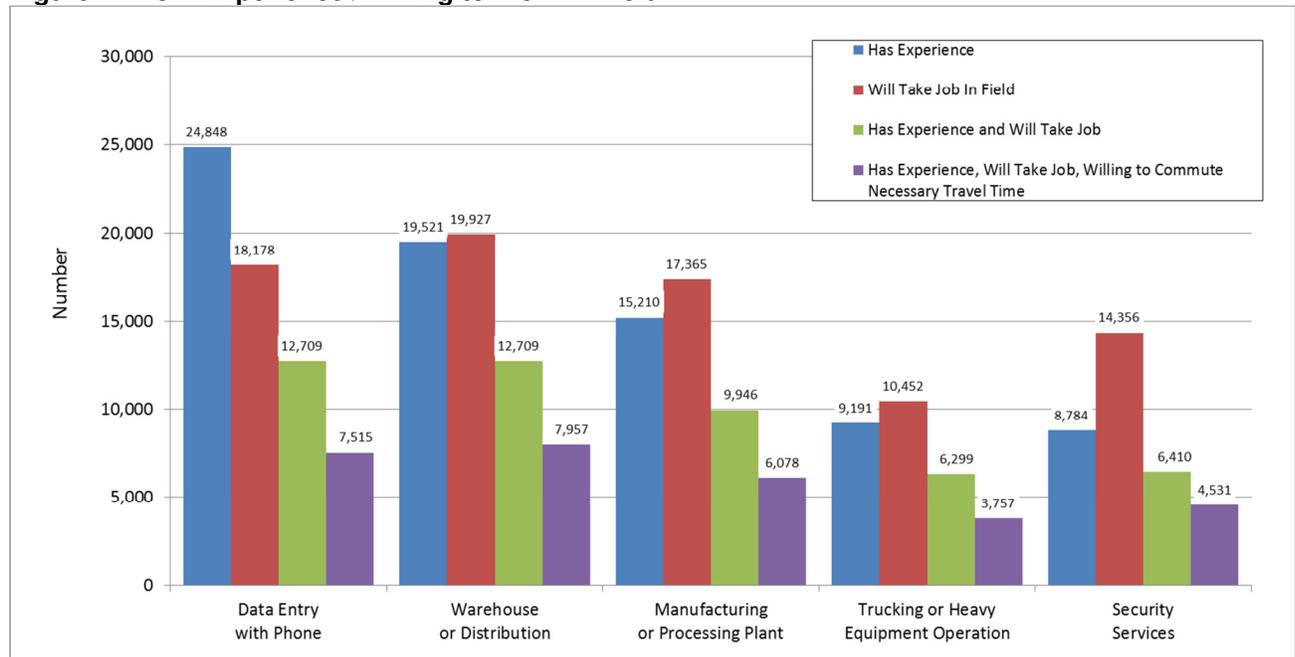
In addition to collecting data regarding the current employment status and previous work or training experience through a series of “open-ended” survey questions (the results of which are shown in the previous table and figure), respondents were asked about the five specific employment areas listed in Figure 4. Respondents were first asked if they had training or work experience in a specific field and then if they would take a job in that field regardless of their prior training or experience.

The figure shows that an estimated 24,848 individuals (or 61% of the Available Labor Pool) report having training and/or experience in data entry with telephone operation, while fewer (18,178 individuals or about 45% of the Available Labor Pool) would consider employment in that field. Approximately 48% of the Available Labor Pool (or an estimated 19,521 individuals) have training and/or experience in warehousing or distribution, while more (49% or 19,927 individuals) indicate that they would take a job in that field.

About 37% of the Available Labor Pool (or an estimated 15,210 individuals) report having training or experience in manufacturing or processing. More (43% or 17,365) report a willingness to take a job in that field.

The third column shows the percent and estimated number that have experience or training in a field **and** are willing to work in that field again. The fourth column shows the estimated numbers that have training/experience **and** are willing to take a job in that field **and** are within the necessary commute for a new or different job. (See page 20 for a definition of “necessary commute time.”)

Figure 4: Work Experience / Willing to Work in Field



Survey respondents indicating current or previous experience in distribution/warehousing, manufacturing and processing, and trucking answered additional questions to assess the type of work they performed at those jobs. Figures 5, 6 and 7 show the responses to those questions.

Figure 5: Work Experience in Distribution Center or Warehouse

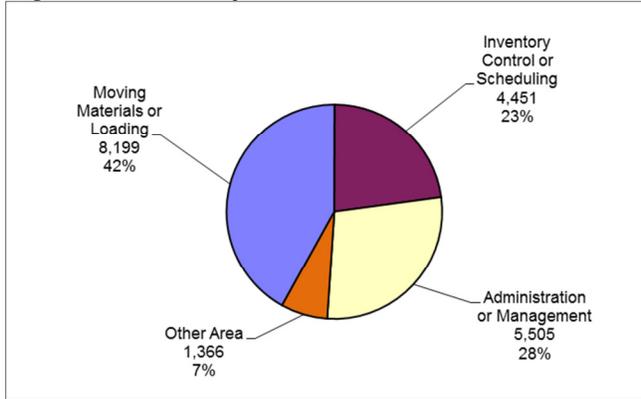


Figure 6: Work Experience in Manufacturing or Processing Plant

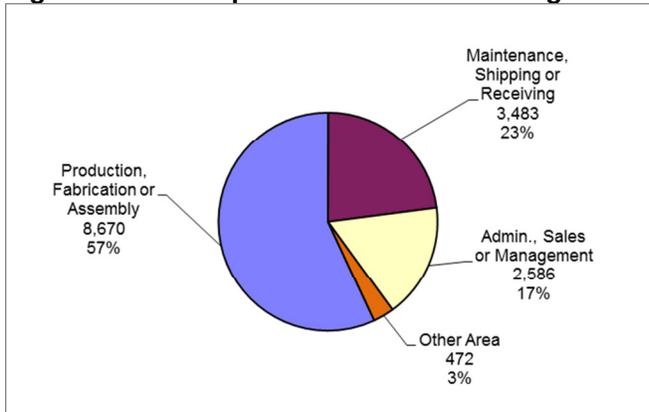
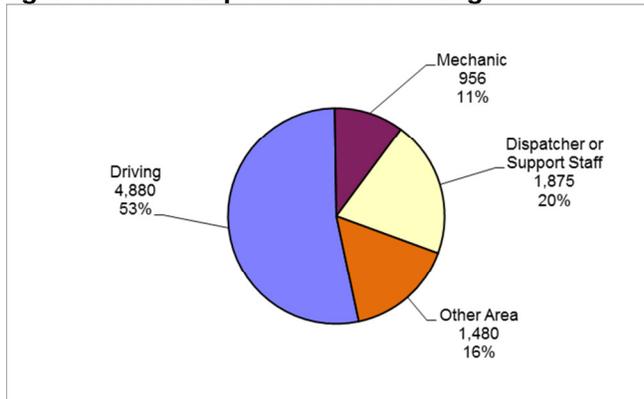
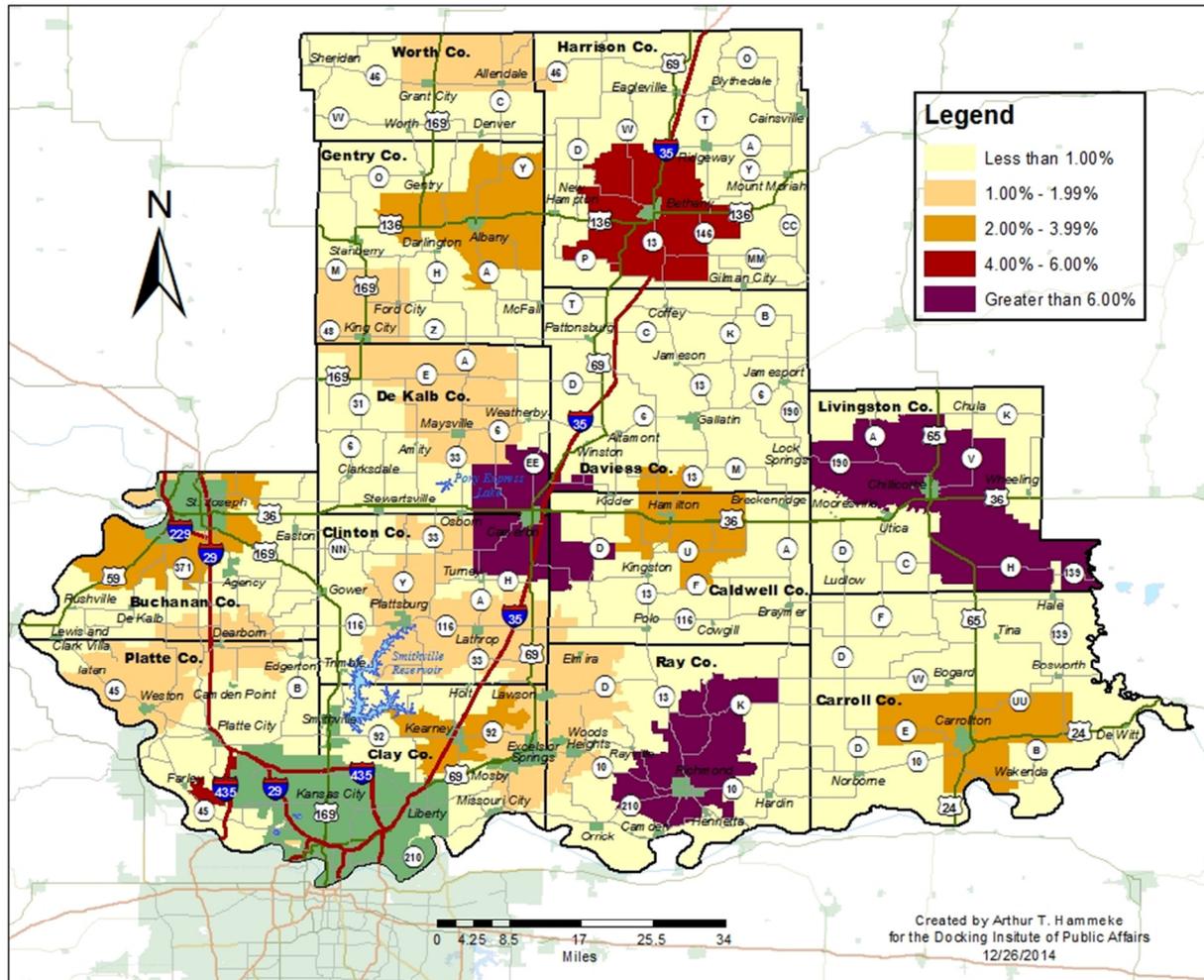


Figure 7: Work Experience in Trucking



Working Available Labor Pool members were asked for the zip code of their workplaces. Map 3 shows the locations of employers within the basin by zip code area. Each zip code is grouped into one of five categories specified in the legend. More than 6% of the workplaces are located in zip code areas in Clinton, De Kalb, Livingston, and Ray counties. Between 4% and 6% of the employers are also located in zip code areas in Harrison County. Between 2% and 3.99% are also located in zip code areas in Buchanan, Caldwell, Carroll, Clay, Daviess and Gentry counties. Between 1% and 1.99% are also located in zip code areas in Platte and Worth counties.

Map 3: Workplaces by Zip Code



Educational Experience, Skills Self-Assessment and Job Satisfaction

Respondents that had completed at least some college or are currently enrolled in a community college, college, or university were asked to provide their major area of study. Answer options included:

Social Sciences: Sociology, Psychology, Anthropology, Politics and Social Work.

Biological Sciences and Health: Biology, Agriculture, Nursing, Pre-med, Pre-vet and Human Performance.

Physical Sciences and Engineering: Physics, Geology, Chemistry and Engineering.

Business and Economics: Management, Accounting, Finance, Marketing and Economics.

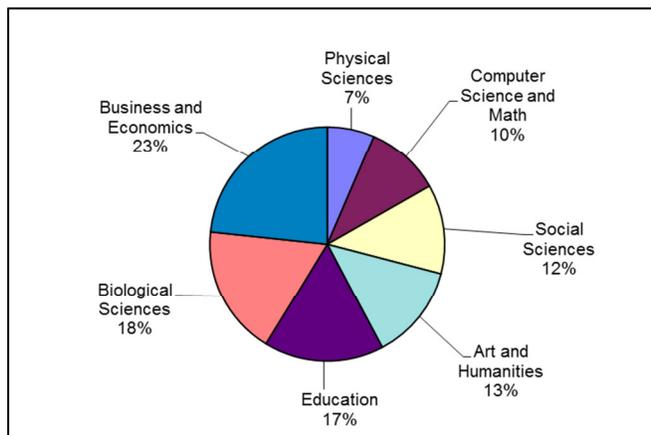
Education: Elementary and Secondary Teaching.

Computer Science and Math: Computer Programming or Technology, Networking, Web Design and Math.

Arts and Humanities: Art, Music, History, Philosophy and Languages.

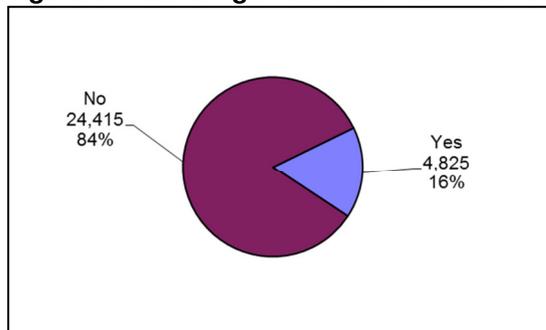
The figure below shows that most Available Labor Pool members indicate a major in Business and Economics (23%), Biological Sciences (18%), Education (17%), Art and Humanities (13%), Social Sciences (12%) and Computer Science and Math (10%).

Figure 8: Undergraduate College Major



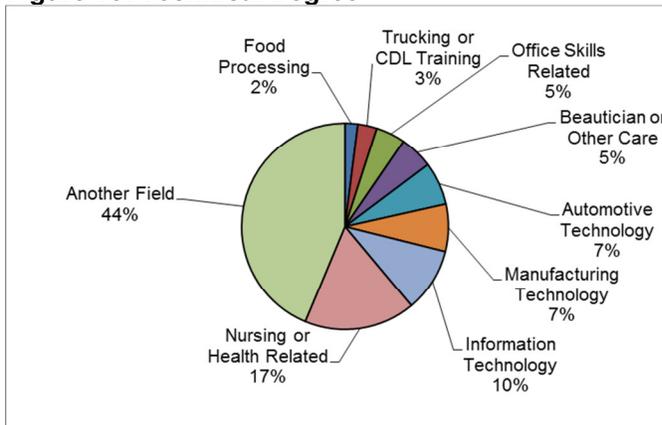
All respondents that had completed at least some college were asked, “Are you attending technical school now or have you received a technical degree?” Figure 8 shows that 16% of the respondents hold a technical degree or are working on one at the present time.

Figure 9: Attending / Attended Technical School



Respondents answering “yes” to the above question were asked if their degree or education was in one of the fields shown in Figure 10. The figure shows that 17% of the respondents that are pursuing a technical degree or that have received a technical degree indicate they are studying (or have studied) nursing or a health-related field. Another 10% are studying (or have studied) information technology, 7% manufacturing technology and 7% automotive technology.

Figure 10: Technical Degree



Survey respondents answered questions assessing their need for training in various skills that employers often desire. Figure 11 shows a majority of Available Labor Pool members report having “strong skills” for a job requiring problem solving abilities (75%), interpersonal abilities (72%), writing abilities (54%), math abilities (52%) and management abilities (53%). Alternatively, many report “needing improvement” in public speaking (30%).

Figure 11: Skills Self-Assessment

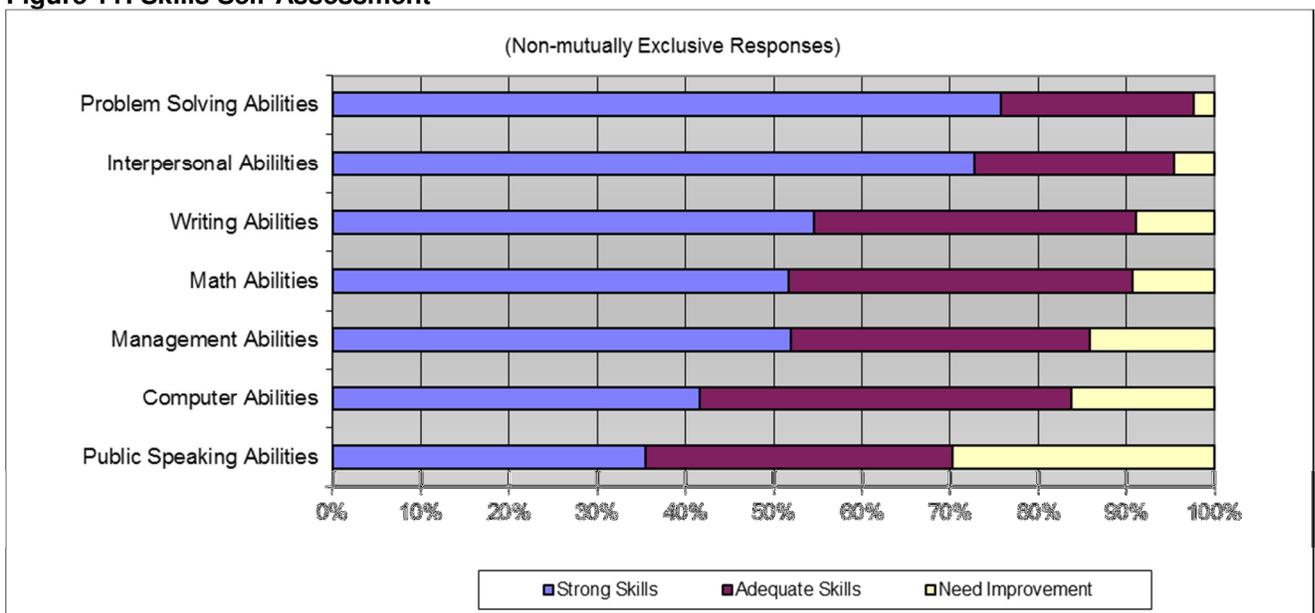


Figure 12 and Table 4 show responses to questions regarding job satisfaction. The figure and table report responses from *working survey respondents* only. The figure shows that about 39% of the working Available Labor Pool respondents “strongly agree” with a statement suggesting that they “enjoy the things I do,” while about 53% “agree” with that statement.

Figure 12: Job Satisfaction Among Working Available Labor Pool

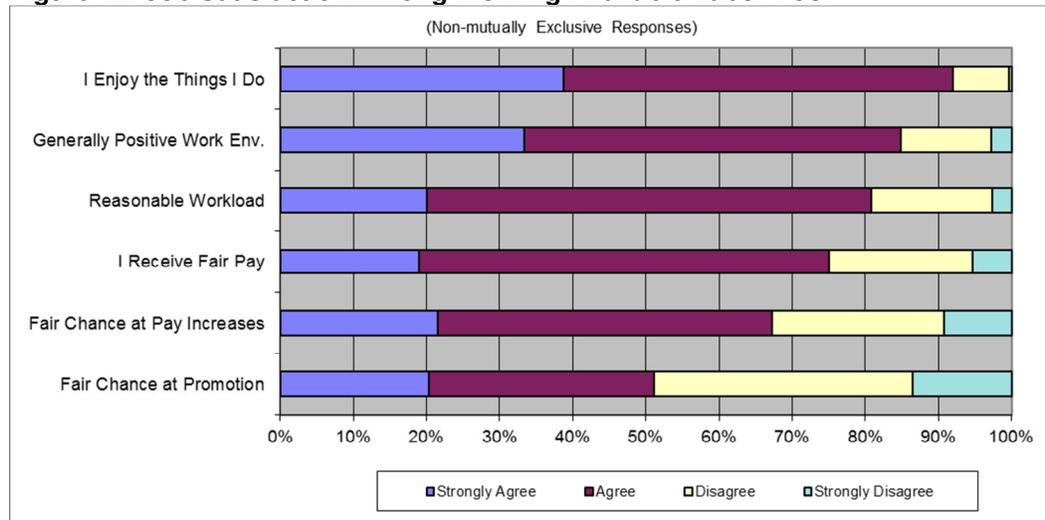


Table 4 shows combined “strongly agree” and “agree” percentages only. The table also shows the responses of working Available Labor Pool members *and* working non-Available Labor Pool members. The table shows that 92% of the working Available Labor Pool members “strongly agree” or “agree” with the statement regarding “enjoying the things I do,” while 98% of the survey respondents that are working non-Available Labor Pool members suggest the same.

The statements with the largest percentages of disagreement between Available Labor Pool members and non-Available Labor Pool workers are with regards to having a “fair chance at pay increases” and having a “fair pay.” About 75% of the working Available Labor Pool respondents indicate that they “strongly agree” or “agree” that they have fair chances at pay increase, whereas almost 17% *more* (or 92%) of the working non-Available Labor Pool workers feel the same way. Additionally, about 51% of working pool members indicated they at least “agree” that they have a fair change at promotion, whereas 15% *more* (or about 66%) of working non-pool members feel the same way.

Table 4: Job Satisfaction Among Working ALP and Non-ALP

	Strongly and Agree	
	ALP Only Percent	Non-ALP Only Percent
I Enjoy the Things I Do	92.0	98.0
Generally Positive Work Env.	84.9	96.9
Reasonable Workload	80.8	92.0
I Receive Fair Pay	75.0	92.3
Fair Chance at Pay Increases	67.3	79.3
Fair Chance at Promotion	51.1	66.2

Total numbers or percentages in table might not match those in text due to rounding.

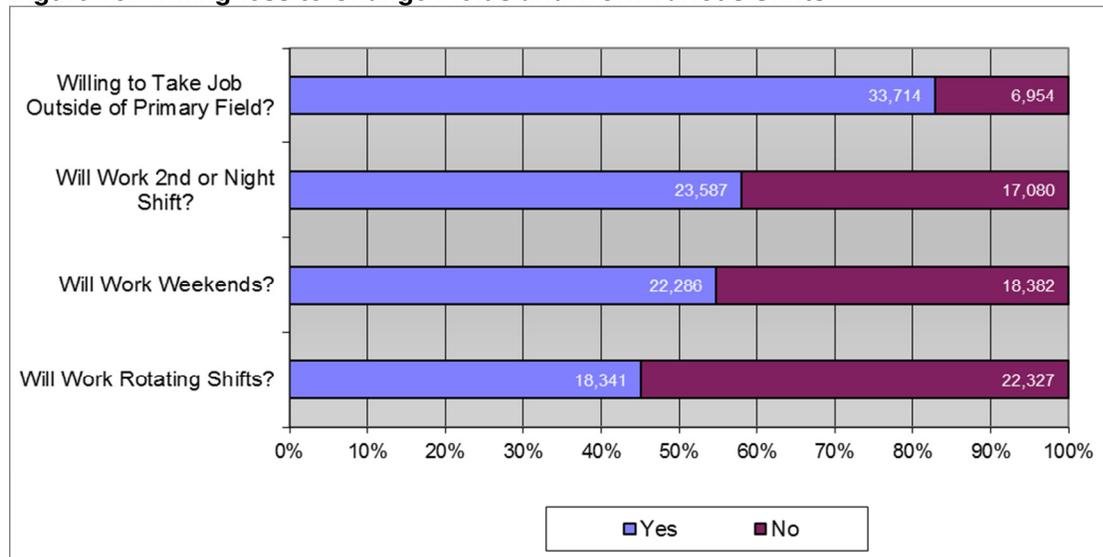
Considerations for Employment

An important consideration for many employers looking to locate or expand operations is whether workers are willing to pursue new employment opportunities. Some workers may be available for new employment but are unwilling to switch from their current job to a different type of position. Figure 13 shows that 33,714 (83%) members of the Available Labor Pool are willing to accept positions outside of their primary fields of employment.

Figure 13 also shows responses to three questions regarding work shifts. Respondents were asked if they would be willing to work a second or night shift, on weekends, and rotating shifts for the right opportunities.

Figure 13 shows that 58% said that they are willing to work a second or night shift for a new or different job, 55% will work weekend shifts for a new or different job, and 45% will work rotating shifts for a new or different job.

Figure 13: Willingness to Change Fields and Work Various Shifts



Another important consideration for many employers is whether workers are willing to commute for a new or different employment opportunity. Figure 14 suggests that the Available Labor Pool in the Cameron Missouri Labor Basin is open to commuting. Almost half (47%) of the members of the Available Labor Pool will commute up to 45 minutes, one way, for an employment opportunity, while about 85% will commute up to 30 minutes for employment. Almost all (95%) will commute up to 15 minutes for employment.

Figure 14: Available Labor by One-Way Commute Minutes

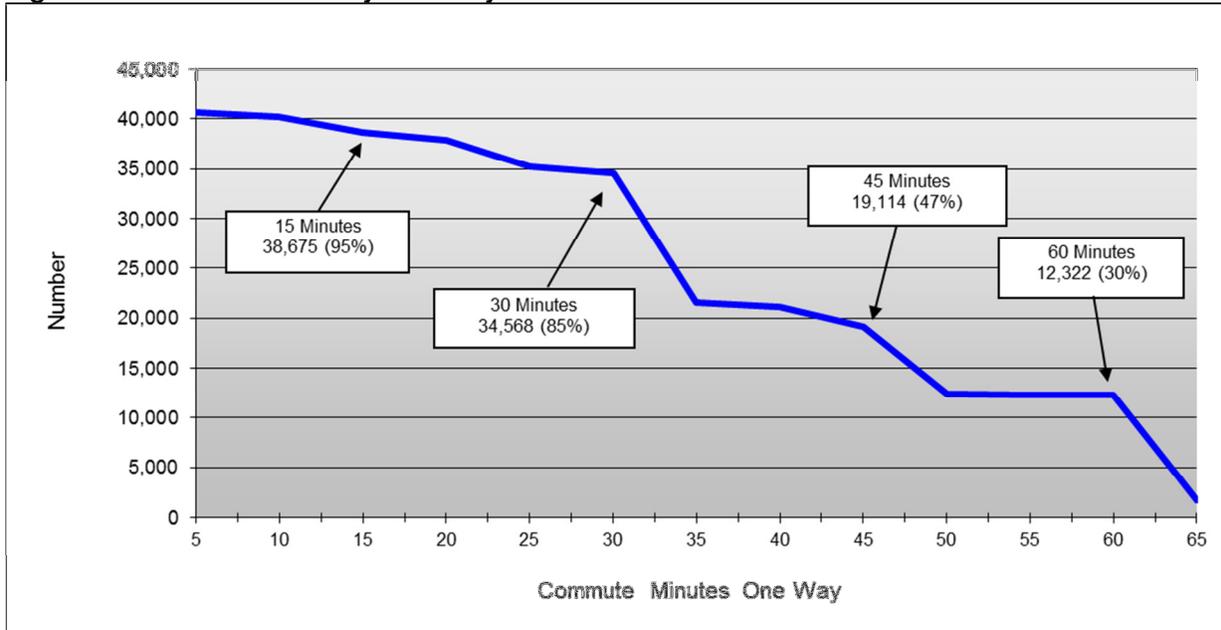


Figure 15 shows various benefits affecting the decisions of current and potential workers to take a new or different job. About 88% considers on-the-job or paid training an important benefit for a new job. Nearly the same (87%) considers good salary/hourly pay an important benefit. Good vacation benefits, good retirement benefits, flexible hours/flex-time, and good health benefits each received more than 75% support from survey respondents.

The two least desired benefits are good educational assistance and transportation assistance, “important” for only 51% and 24.9%, respectively.

Figure 15: Benefits Very Important to Change Employment

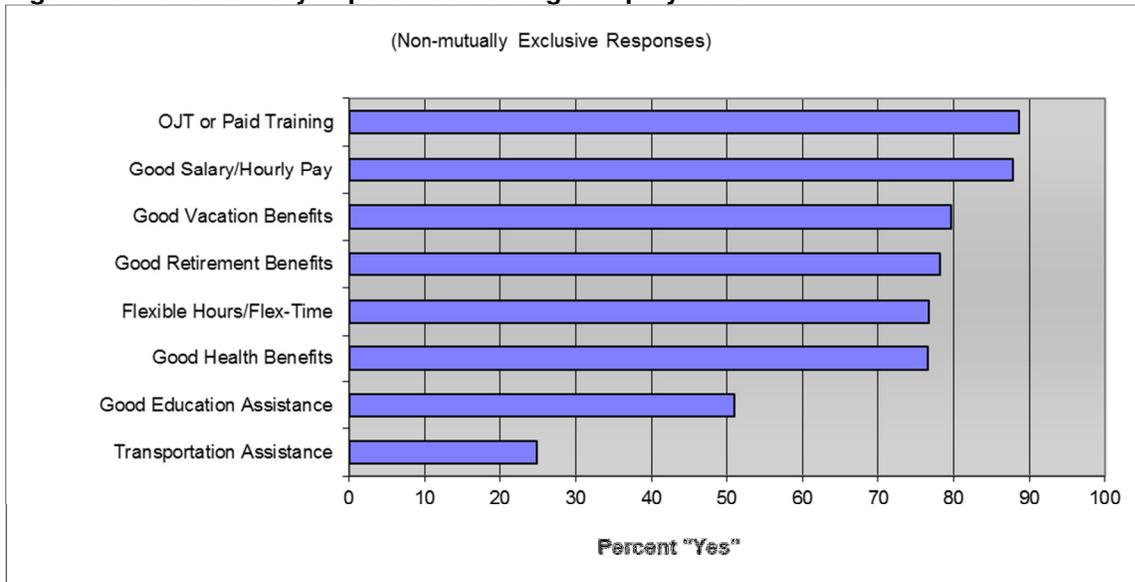


Table 5 lists some of these benefits, as well as percentages of working Available Labor Pool members that are currently offered these benefits. The figures in the left “percent” column indicate the percentages of all Available Labor Pool members that said the benefit is an *important* consideration in taking a new or different job, while the figures on the right show the percentages of *working members* of the Available Labor Pool that are offered the benefit by their current employers.

Table 5: Desired Benefits and Current Benefits Offered

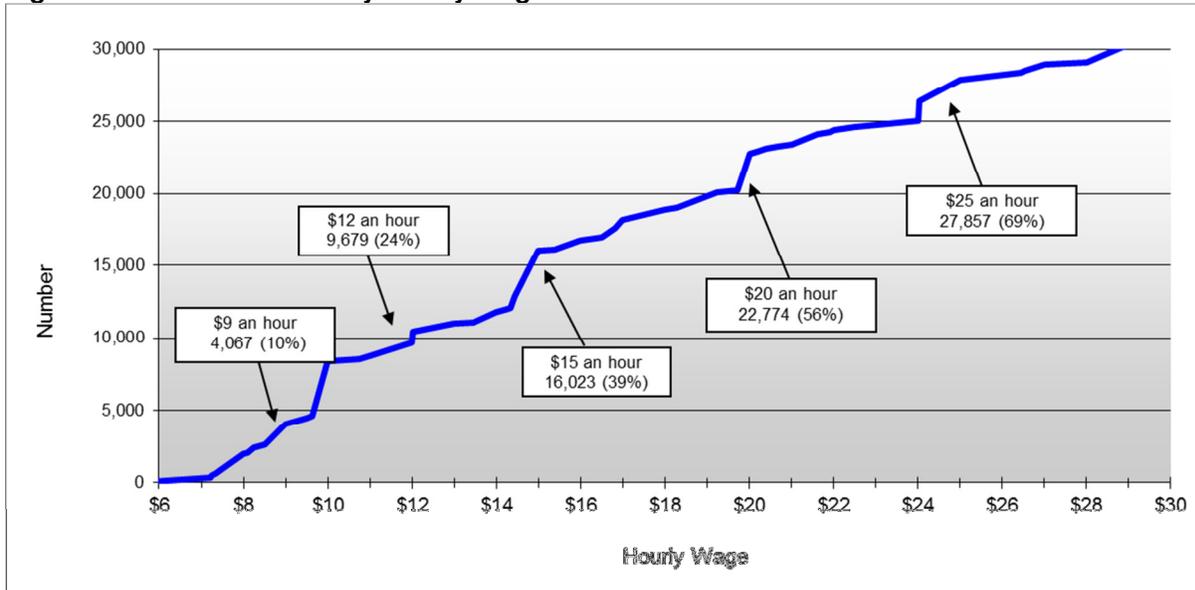
	Benefit Important to Change Jobs Percent	Benefit Currently Offered* Percent
OJT or Paid Training	88.6	81.5
Good Salary/Hourly Pay	87.9	79.8
Good Vacation Benefits	79.6	80.2
Good Retirement Benefits	78.2	68.5
Flexible Hours/Flex-Time	76.7	60.2
Good Health Benefits	76.6	72.2
Good Education Assistance	51.0	44.6
Transportation Assistance	24.9	24.8

* This column represents responses from working ALP members only.

Wage Demands

Wage demands are another important consideration for employers and economic developers. Figure 16 shows desired wages for members of the Available Labor Pool. It is estimated that 27,857 people (or 69% of the available labor) are interested in a new job at \$25 an hour³. An estimated 22,774 (or 56%) members of the labor pool are interested in new employment opportunity at \$20 an hour, while 16,023 (39%) are interested at \$15 an hour. Finally, an estimated 9,679 people (24%) are interested in a new job at \$12 an hour and 4,167 (10%) at \$9 an hour.

Figure 16: Available Labor by Hourly Wage



³ See the Appendix for an hourly wage/annual salary conversion chart.

Wage Demands (of those Within Necessary Commute Time)

To present an even more refined picture regarding the number of workers who would seriously consider a new employment opportunity, the data in this section includes *only those respondents* that are determined to be “willing to travel the necessary commute time” for a new or different job opportunity. “**Necessary Commute Time**” is defined as a travel time stated by the respondent that is equal to or greater than the commute time necessary for the respondent to commute from his or her zip code of residence to the zip code at the center of the labor basin. For example, a respondent that is willing to commute for 30 minutes, one-way, for a new or different job opportunity and that lives an estimated 15 minutes from Cameron is considered “willing to travel the necessary commute time” for a new job. Data from these respondents are included in this section of the report.

Figure 17: Available Labor by Hourly Wage (for those Within Necessary Commute Time)

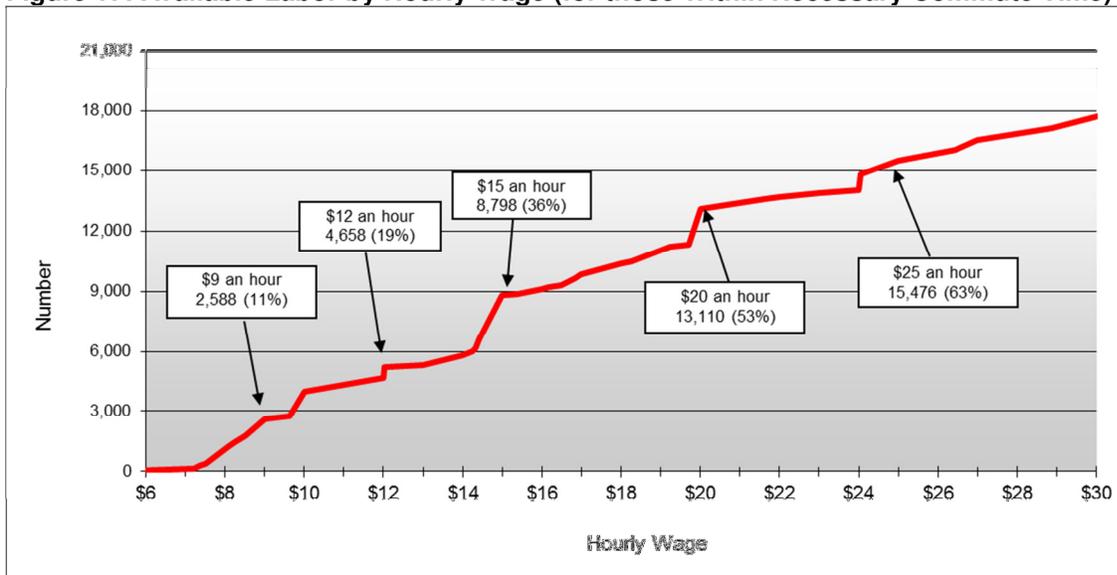


Figure 17 shows the wage demands for the Available Labor Pool members that are “within the necessary commute time.” It is estimated that 15,476 people (or 63%) are interested in a new job at \$25 an hour. Approximately 13,110 (or 53%) are interested in new employment opportunity at \$20 an hour, while 8,798 (36%) are interested at \$15 an hour. Finally, about 4,658 people (19%) are interested in a new job at \$12 an hour and 2,588 (11%) at \$9 an hour.

The figure above suggests the obvious: that the higher the wage, the larger the pool of available labor. For example, 2,588 members of the Available Labor Pool that are “within the necessary commute time” are available for a new or different job at \$9.00 an hour. At \$10.00 an hour, however, the size of the willing to commute available labor increases to 3,990 members. This represents an increase of 1,402 individuals.

The graph also highlights various “wage preference plateaus” that may be of interest to current and potential employers. A wage preference plateau is a situation in which an increase in wage results in an insignificant or small increase in available labor. For example, 4,658 members of available labor are interested in a job at \$12.00 an hour. At \$13.00 an hour there are an estimated 5,320 individuals available. So, while there is certainly an increase in the number of available workers at this higher wage rate, the increase is estimated to be only 662 individuals.

Wage Demands by Occupational Sector (for those Within Necessary Commute Time)

Table 6 shows the four main occupational sectors (employed only) of those within the necessary commute time subset of the Available Labor Pool. The table shows that 28% of the general laborers will take a new or different job at a wage of at \$12 an hour, while 43% are available for new employment at a wage of \$15 an hour. Of the skilled laborers, none are available for new employment at a wage of \$12 an hour, while 4% are available at a wage of \$15 an hour.

Almost a quarter (23%) of the service workers is available at a wage of \$12 an hour, while 40% are available at a wage of \$15 an hour. None of the professional workers are available at a wage of \$12 an hour, while only 3% are available at a wage of \$15 an hour.

Table 6: Cumulative Wage Demands for Occupational Sectors

	General Labor		High Skill Labor		Service Sector		Professional	
	(N= 29) (+/- 18.3% MoE)		(N= 41) (+/- 15.2% MoE)		(N= 69) (+/- 11.8% MoE)		(N= 32) (+/- 17.4% MoE)	
	Number	Cumulative	Number	Cumulative	Number	Cumulative	Number	Cumulative
\$30 <	3,179	100%	4,584	100%	7,615	100%	3,499	100%
\$30	3,097	97%	2,207	48%	6,068	80%	1,373	39%
\$27	2,385	75%	1,992	43%	5,589	73%	1,307	37%
\$24	2,307	73%	1,423	31%	5,103	67%	936	27%
\$21	1,873	59%	1,315	29%	4,884	64%	700	20%
\$18	1,571	49%	945	21%	3,628	48%	421	12%
\$15	1,358	43%	192	4%	3,039	40%	101	3%
\$12	901	28%	0	0%	1,738	23%	0	0%
\$9	410	13%	0	0%	716	9%	0	0%
\$6	0	0%	0	0%	115	2%	0	0%

Table 7 (next page) shows wage demand data for general labor and service sector workers that are willing to change fields of employment and thus, are presumably potential workers for either of these two sectors. Specifically, the table *includes* data from respondents that:

- 1 are willing to commute the necessary distance from his/her community to the center of the labor basin, *and*
- 2 are willing to change their primary field of employment (for example: service sector employment to general labor employment), *and*
- 3a are currently non-employed, *or*
- 3b are employed as general laborers or service sector employees.

Table 7: Cumulative Wage Demands Allowing Mobility between General Labor and Service Sector

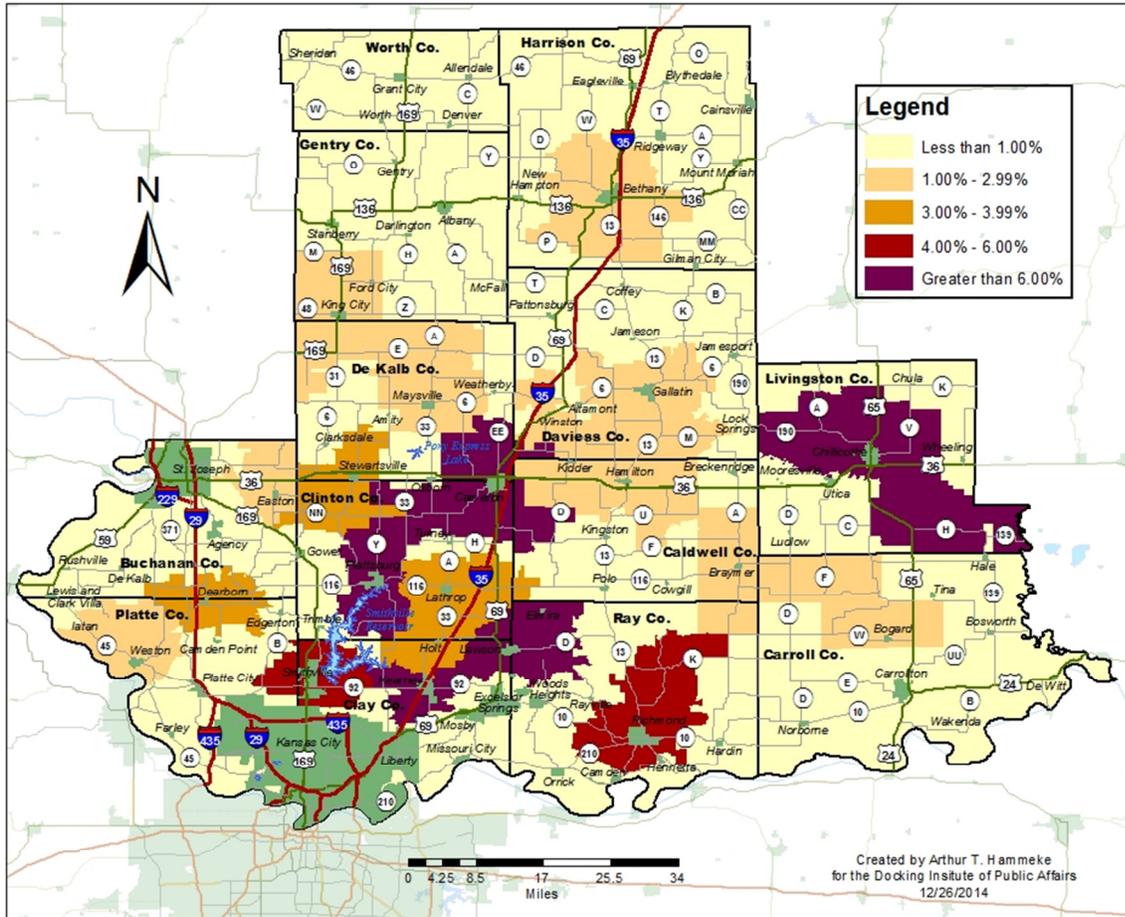
	Mobile General Labor		Mobile Service Sector	
	(N= 116) (+/- 9.1% MoE) Number	Cumulative	(N= 131) (+/- 8.6% MoE) Number	Cumulative
\$30 <	12,832	100%	14,491	100%
\$30	11,072	86%	12,081	83%
\$27	10,654	83%	11,448	79%
\$24	9,785	76%	10,275	71%
\$21	9,414	73%	9,905	68%
\$18	7,360	57%	7,801	54%
\$15	5,448	42%	5,889	41%
\$12	3,415	27%	3,750	26%
\$9	1,580	12%	1,691	12%
\$6	0	0%	111	1%

Table 6 (previous page) shows data representing each occupational sector *independently* and does not include non-working member of the labor pool members. Table 7, on the other hand, allows a general laborer or service sector worker to be classified in both sectors *if* he or she indicates a willingness to change fields of employment (see Figure 13, page 16). Additionally, it is assumed that a non-working pool member will take a job (all things being equal) in either the general labor sector or the service sector.

Highly-skilled blue-collar workers and professional white-collar workers are excluded from Table 7 because it is presumed that, as a general rule, people in occupations such as Doctors, Lawyers, Engineers, Professors, Machinists, Electricians, etc... are unlikely to transfer into lower-skilled general labor and service/support occupations. It is also presumed that, because professional and highly skilled occupations require extensive education and/or training, lower-skilled general laborers and service sector workers are unable to transfer to higher-skilled labor or professional positions - at least in the near term.

Map 4 shows how each zip code in the basin compares to all other zip codes in terms of the percent of available labor in the Cameron Missouri Labor Basin that are *within the necessary commute time* for a new or different job. Zip Codes are grouped into the five categories shown in the legend. More than 6% of those *within the necessary commute time* is located within zip code areas in Caldwell, Clay, Clinton, Daviess and De Kalb counties. Between 4% and 6% is also located in zip codes areas in Platte and Ray counties. Between 3% and 3.99% is also located in zip code areas in Buchanan County. Between 1% and 2.99% is also located in Carroll, Gentry and Harrison counties.

Map 4: Percent Within Necessary Commute Time by Zip Code



Underemployment Among Available Labor Pool Workers

Underemployment — individuals possessing skills and/or training levels that exceed the responsibilities of their current job — is a significant issue in many communities. To assess underemployment in the Cameron Missouri Labor Basin, *employed members of the Available Labor Pool* were presented with a scenario describing underemployment⁴. They were then asked a series of questions assessing if they perceive themselves as underemployed because: 1) their skill level is greater than their current job requires, 2) they possess higher levels of education than is required on the job, 3) they earned a higher income at a similar job previously, or 4) they are limited in the number of hours that they could work.

Of the 30,704 *employed members* of the Available Labor Pool (shown in Figure 18), more than a quarter answered “yes” to one or more of the questions presented above and are considered underemployed. Figure 19 shows that the underemployed workers represent 28% (or 8,628 individuals) of the employed members of the Available Labor Pool.

Figure 18: Employed and Unemployed Members of the Available Labor Pool

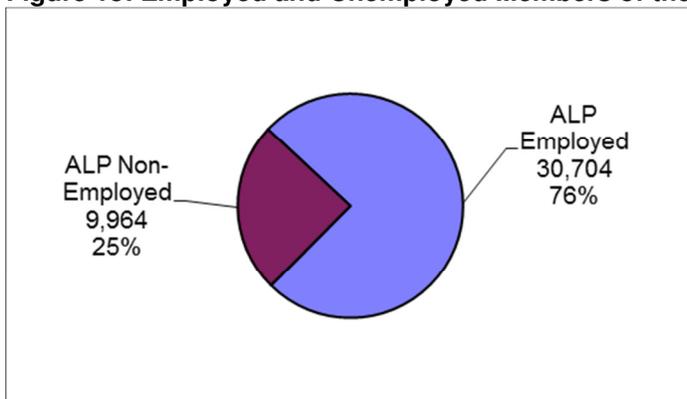
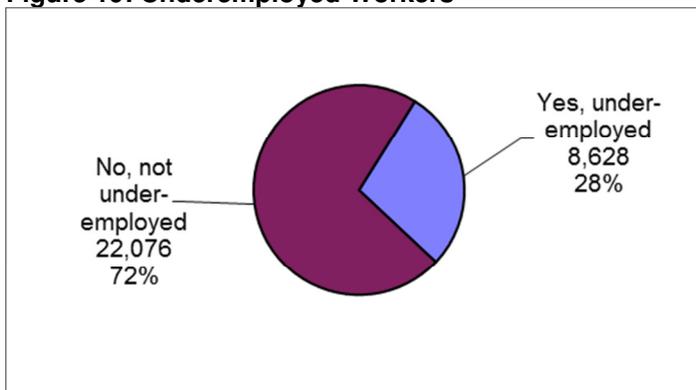


Figure 19: Underemployed Workers



⁴ “Because of circumstances, some workers have jobs that do not fully match their skills, education, or experiences. For example, a master plumber taking tickets at a movie theater would be a mismatch between skill level and job requirements. Do you consider yourself an underemployed worker because....?”

Figure 20 shows the percentages of the positive responses (i.e., “yes” answers) to the various measures of underemployment. About 22% of this subset of the Available Labor Pool consider themselves as underemployed because they had previous but similar jobs that provided more income, about 22% possess education levels exceeding those needed for their current jobs and 19% possess skills that are not being used currently on the job. Almost 14% feel they are not offered enough work hours.

Figure 20: Reasons for Underemployment

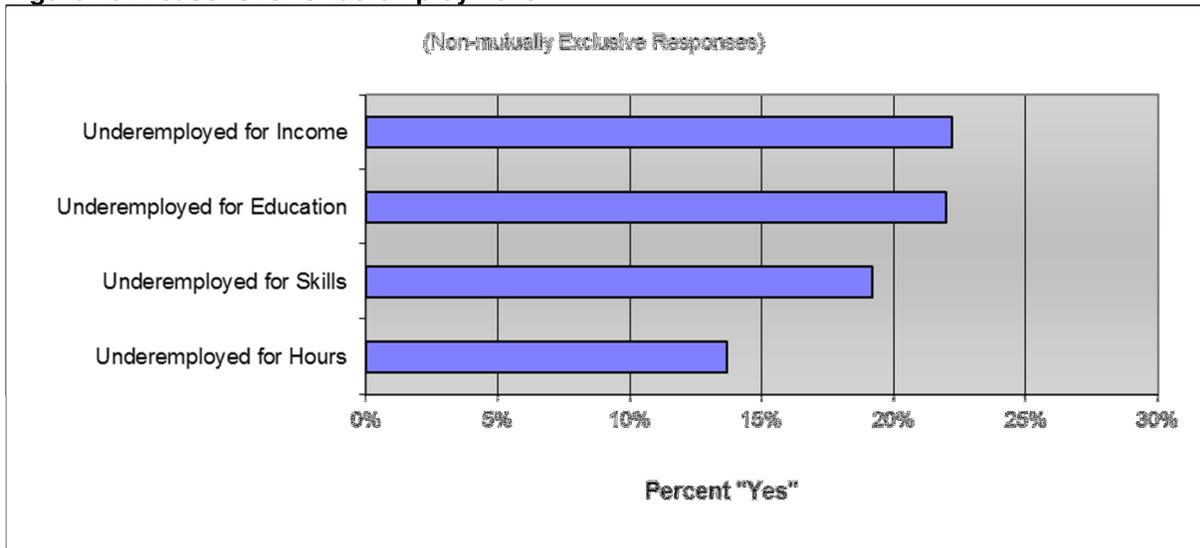


Table 8 and Figure 21 (next page) show some characteristics of the underemployed members of the Available Labor Pool. Table 8 shows that the education level of the underemployed workers compares to the overall Available Labor Pool with about 75.6% having at least some college education and 53.2% having completed at least an associate’s degree. (Table 1 shows that 71.9% of the entire Available Labor Pool has some college experience and 47.7% has completed at least an associate’s degree.)

Table 8: Highest Level of Education Achieved Among Underemployed

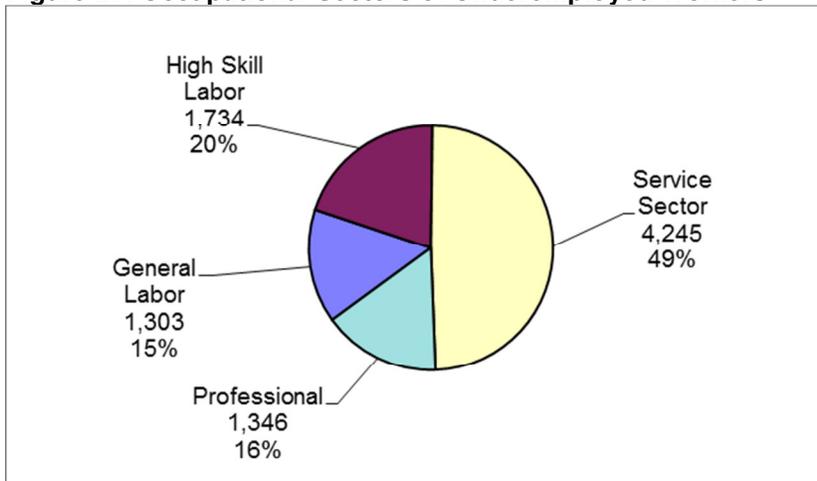
	Number	Percent	Cumulative Percent
Doctoral Degree	0	0.0	0.0
Masters Degree	863	10.0	10.0
Bachelors Degree	2,071	24.0	34.0
Associates Degree	1,657	19.2	53.2
Some College	1,933	22.4	75.6
High School Diploma Only	1,820	21.1	96.7
Less HS Diploma	285	3.3	100.0
Total	8,628	100	

Total numbers or percentages in table might not match those in text due to rounding.

Figure 21 shows that 15% of the underutilized workers are employed as general laborers and 20% are employed as highly skilled blue-collar workers. The highest percentage of underutilized workers are employed as service sector and support workers (49%), while 16% hold professional positions.

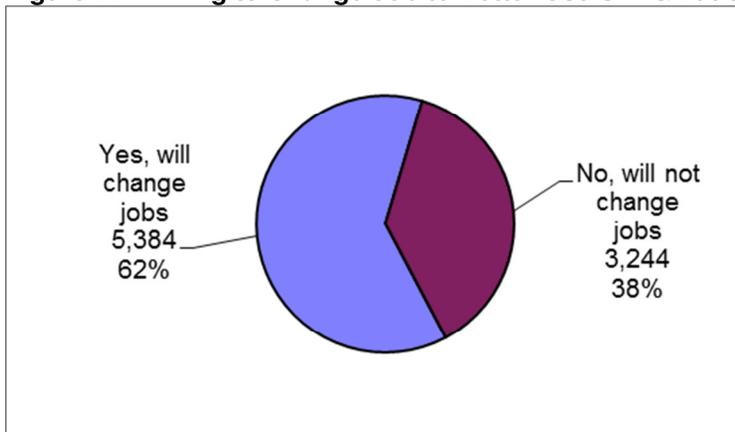
Comparing Figure 21 with Figure 2 (page 7) suggests that fewer professional workers and high skilled laborers consider themselves underemployed than do general laborers and service sector workers. Figure 2 shows that the subset of working Available Labor Pool members consists of: 16% general laborers, 21% highly skilled-laborers, 44% service workers and 19% professionals.

Figure 21: Occupational Sectors of Underemployed Workers



Respondents indicating that they are underemployed were also asked a follow-up question addressing their willingness to change jobs in order for them to better utilize their skills and/or education. Figure 22 shows that a majority – 62% (or 5,384 individuals) – of the underemployed workers are willing to change jobs to address underemployment.

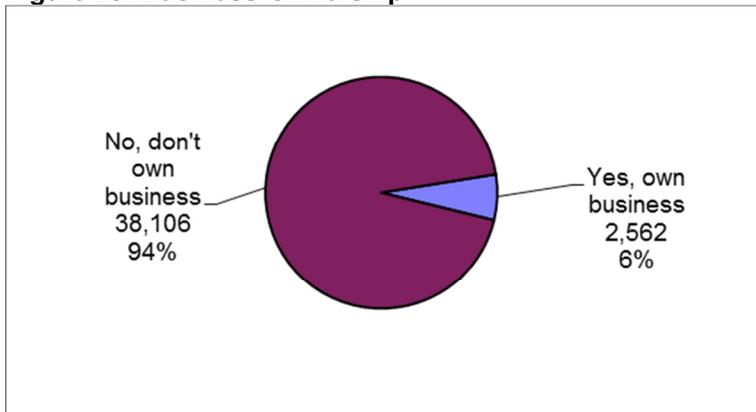
Figure 22: Willing to Change Job to Better Use Skills/Education



Entrepreneurship Among Available Labor Pool Non-Business Owners

The desire for self employment may be another indicator of the types of workers available in the labor basin. Figure 23 shows that of the 40,668-member Available Labor Pool, 6% report owning their own businesses.

Figure 23: Business-Ownership



The *non-business owning members of the ALP* (estimated to be 38,106 or 94% of the entire ALP) were asked the question: “In the last few years have you seriously thought about starting your own business?”

Figure 24 shows that almost a third (31% or 11,889) of the non-business-owning members of the ALP indicates that they had seriously considered this option for new employment. This subset of the ALP can be considered *potential entrepreneurs*.

Figure 24: “Seriously Thought About Starting Own Business?”

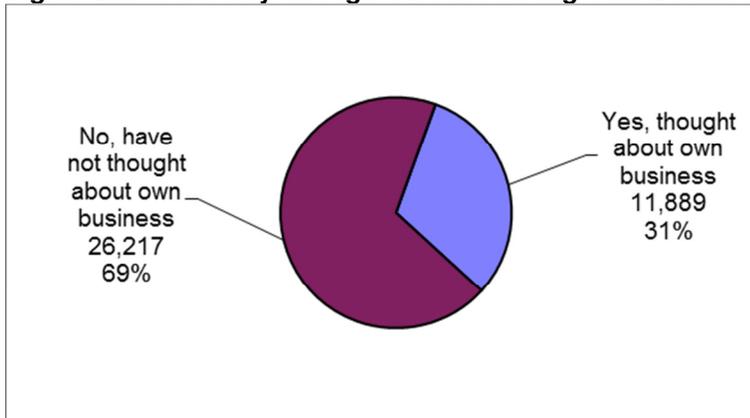


Table 9 and Figures 25 and 26 (next page) show some characteristics of the *potential entrepreneurs*. Table 9 shows that the education level of the potential entrepreneurs compares to the overall Available Labor Pool, with almost half (49.7%) holding at least an associate's degree (Table 1 (page 6) shows 47.7% of the entire ALP holds at least an associate's degree).

Table 9: Highest Level of Education Achieved Among Potential Entrepreneurs

	Number	Percent	Cumulative Percent
Doctoral Degree	0	0.0	0.0
Masters Degree	690	5.8	5.8
Bachelors Degree	2,199	18.5	24.3
Associates Degree	3,020	25.4	49.7
Some College	3,341	28.1	77.8
High School Diploma Only	2,449	20.6	98.4
Less HS Diploma	190	1.6	100.0
Total	11,889	100.0	

Total numbers or percentages in table might not match those in text due to rounding.

Figure 25 shows that 11% of the potential entrepreneurs is currently employed as general laborers and that 11% are currently employed as highly skilled blue-collar workers. Service sector workers make up 22% of the potential entrepreneurs, while 2% hold professional positions.

Figure 25: Occupational Sectors of Potential Entrepreneurs

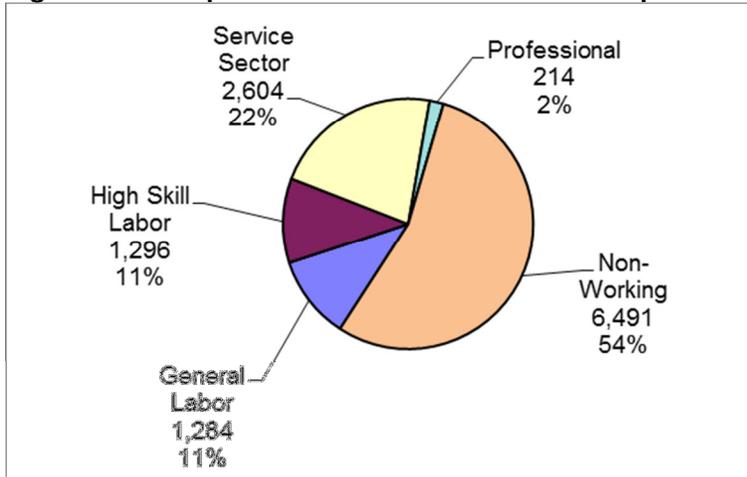
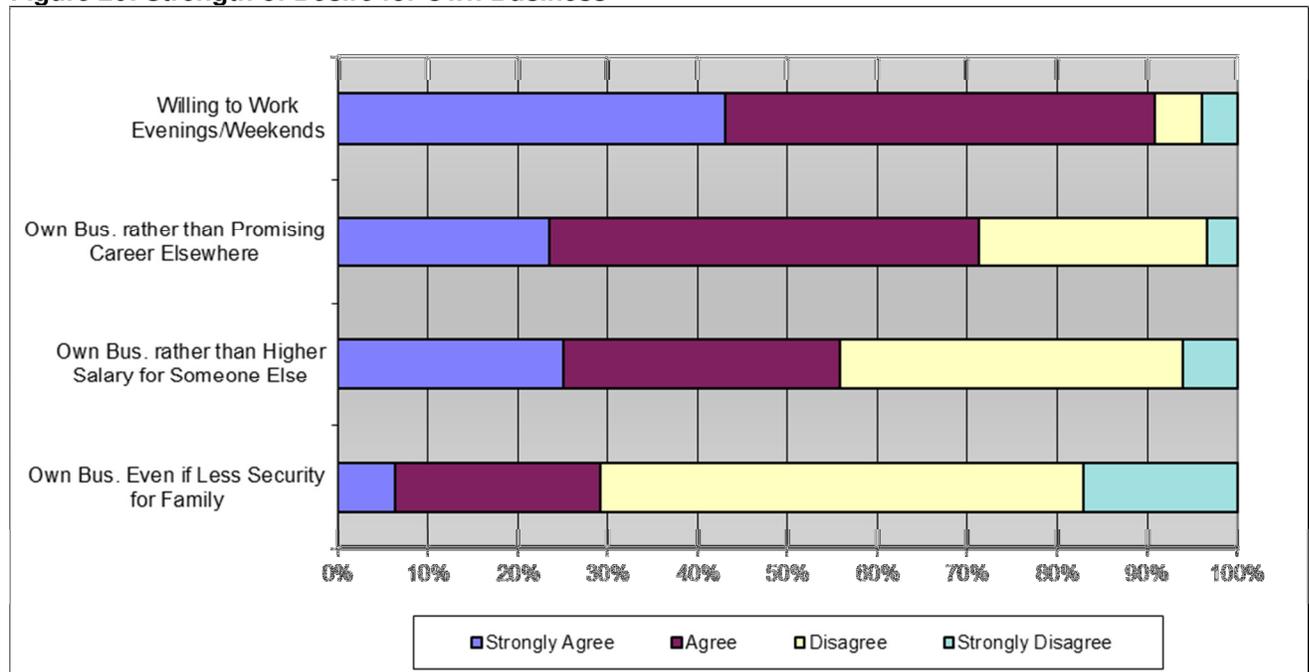


Figure 26 shows the strength of desire to own a business. About 43% of this subset of the ALP says that they “Strongly Agree” with a statement asking if they “are willing to work evenings or on weekends to make their business a success,” while about 48% say that they “Agree.” About 24% “Strongly Agree” with a statement asking if they “would rather own their own business than pursue a promising career elsewhere,” while 48% “Agree.”

About 25% percent “Strongly Agree” with the statement “I would rather own my own business than earn a higher salary working for someone else,” while another 31% “Agree” with that same statement. When presented with the statement, “I am willing to have less security for my family in order to operate my own business,” 6% “Strongly agreed” and 23% “agreed.” More respondents disagreed with this statement than any other, with 54% disagreeing and 17% strongly disagreeing, for a total of 71% in disagreement.

Figure 26: Strength of Desire for Own Business



Methods

The Cameron Missouri Labor Basin has a total population of 147,217, and a Civilian Labor Force of 74,338. An estimated 69,413 people are currently employed and the official unemployment rate is 6%. The Docking Institute's analysis suggests that the basin contains an Available Labor Pool of 40,668 individuals – or 27% of the population. This is slightly higher than other labor basin studies.

Explaining the Civilian Labor Force

Traditional methods of assessing the dynamics of the labor force have concentrated on what the Bureau of Labor Statistics calls the Civilian Labor Force. The Civilian Labor Force represents “the civilian non-institutional population, 16 years of age and over classified as employed or unemployed.” The Bureau of Labor Statistics defines “non-institutional civilians” as those individuals who are not inmates in institutions and who are not on active duty in the Armed Forces; and “unemployed civilians” as civilians available for work and who had “made specific efforts to find employment” in the previous four weeks.

While a review of Civilian Labor Force statistics represents the starting point for understanding the labor force in the Cameron Missouri Labor Basin, there are some limitations associated with these statistics. These limitations occur because the Civilian Labor Force *excludes* individuals who may be willing and able to be gainfully employed, but have not made specific efforts to find employment in the last four weeks. These individuals may include full-time students, homemakers, the unemployed who are no longer seeking employment, military personnel who may be leaving military employment in the near future and retired individuals who may be available for work but have not been looking for work recently.

In addition, most new employers draw their workforce from those who are presently employed, not those who are unemployed. As such, Census-based and Bureau of Labor Statistics data (such as the Civilian Labor Force) do not specifically address the possibility of workers moving from one industry to another in search of other employment opportunities.

Defining the Available Labor Pool

An alternative to the Civilian Labor Force is the “Available Labor Pool⁵.” The Available Labor Pool is composed of workers categorized as either 1) currently not working *but* looking for employment, 2) currently employed (full- or part-time) *and* looking for other full-time employment, 3) currently not working in any manner *but* willing to consider employment for the *right opportunity* and 4) currently employed and not looking, *but* willing to consider different employment for the *right opportunity*.

There are two key differences between the Civilian Labor Force and the Available Labor Pool. First, the Available Labor Pool methodology expands the pool of potential workers by including workers excluded from the Civilian Labor Force⁶. Secondly, the number of potential workers is

⁵ The Available Labor Pool includes potential workers excluded from the Civilian Labor Force (such as full-time students willing to take a job, homemakers who have not yet sought employment, military personnel who may be leaving military employment in the near future, and retired individuals who may be willing and able to be gainfully employed).

⁶ The number that is added to the Civilian Labor Force is derived by taking from the survey the total number of full-time students, homemakers, military, retirees, and long-term unemployed, who state that they are seeking or

then *restricted* to those workers who indicate they are looking for work or that are available for new employment. The advantage of this methodology is that it allows researchers to examine those members of the labor pool who have a propensity to consider a job opportunity given their employment expectations. Even with these restrictions, it should be noted that, in practice, not all members of the Available Labor Pool would apply for a new job opportunity. However, the Available Labor Pool figure for a labor basin reveals to current employers and potential employers better information about the quantity and quality of the labor pool than do Civilian Labor Force data and unemployment statistics. The Available Labor Pool for the Cameron Missouri Labor Basin includes 40,668 individuals. This represents a substantial number of workers and potential workers for employers to draw upon in the Cameron Missouri Labor Basin.

Survey Research Methods

Data for this study were collected from a random digit telephone survey⁷ of adults living in thirteen counties in north central Kansas. Surveying took place from August 20 to September 20, 2014, using a Computer Assisted Telephone Interviewing (CATI) system. Both land-line and cell phone numbers were included in the sample. A total of 1,437 households were successfully contacted during the data collection period, and a randomly selected adult⁸ in each was asked to participate in the study. In 687 households the selected adult agreed to be interviewed. This represents a cooperation rate of 60.3% and a Margin of Error of +/-3.3%.

Of the 867 respondents, 42.4% (or 368) indicated that they were available for new or different employment and/or were looking for a new or different job. This subgroup is considered the Available Labor Pool for the Cameron Missouri Labor Basin. Responses from 368 individuals provide a Margin of Error of +/- 5.1%.

The study sponsors and Institute personnel agreed upon the survey items used, with the former identifying the study objectives and the latter developing items and methodologies that were valid, reliable and unbiased. Question wording and design of the survey instrument are the property of the Docking Institute. A detailed summary of the method of analysis used in this report can be found in Joseph A. Aistrup, Michael S. Walker and Brett A. Zollinger, "The Kansas Labor Force Survey: The Available Labor Pool and Underemployment." *Kansas Department of Human Resources*, 2002.

available for employment and are within a reasonable commute distance to the center of the labor basin, and dividing this number by the total number of respondents. This quotient is then multiplied by the total number of people in the labor basin who are 18 to 65 years old.

⁷ The telephone numbers were assembled by randomly generating suffixes within specific area codes and prefixes. As such, unlisted numbers were included in this sample, minimizing the potential for response bias. Known business, fax, modem, and disconnected numbers were screened from the sample in efforts to reach households only (and to minimize surveyor dialing time).

Up to eight attempts were made to contact each respondent during three calling periods (10 AM to Noon, 2 PM to 4 PM, and 6 PM to 9 PM). Initial refusals were re-attempted by specially trained "refusal converters," which aided in the cooperation rate.

⁸ For land-line number, surveyors requested to "speak with an adult over the age of 17 that has had the most recent birthday" to enable selecting a random adult. Cell phone respondents were asked if they were over the age of 17.

Glossary of Terms

Cameron Missouri Labor Basin – The Cameron Missouri Labor Basin includes the following counties: Caldwell, Carroll, Clinton, Daviess, DeKalb, Gentry, Harrison, Livingston, Platte, Ray and Worth, and the southern portion of Buchanan County and northern portion of Clay County.

Civilian Labor Force – The Civilian Labor Force represents “the civilian non-institutional population, 16 years of age and over classified as employed or unemployed.” The Bureau of Labor Statistics defines “non-institutional civilians” as those individuals who are not inmates in institutions and who are not on active duty in the Armed Forces; and “unemployed civilians” as civilians available for work and who had “made specific efforts to find employment” in the previous four weeks.

Available Labor Pool – The Available Labor Pool is composed of workers and potential categorized as either 1) currently not working *but* looking for employment, 2) currently employed (full- or part-time) *and* looking for other full-time employment, 3) currently not working in any manner *but* willing to consider different employment for the *right opportunity* and 4) currently employed and not looking, *but* willing to consider different employment for the *right opportunity*.

Desired Wage – The desired wage is the hourly wage that a respondent would consider accepting to take a new or different job given the right opportunities. If a respondent offered a yearly salary, the salary was divided by 2,080 to convert the salary to a wage.

Minutes Willing to Travel – “Minutes Willing to Travel” indicates the minutes that a respondent is willing to travel, one way, for a new or different job opportunity given the right opportunities.

Within the Necessary Commute Time – “Necessary Commute Time” is the number of minutes that a respondent indicates he or she is willing to travel that is equal to or greater than the estimated commute time necessary for the respondent to actually commute from his or her zip code of residence to the zip code at the center of the labor basin. For example, a respondent that is willing to commute for 30 minutes, one-way, for a new or different job and that lives an estimated 15 minutes from Cameron is considered to be “within the necessary commute time” for a new job.

Willing to Commute Time Available Labor Pool – The “within the necessary commute time Available Labor Pool” is a subset of the Available Labor Pool that is composed of those members of the Available Labor Pool that are within the necessary commute time for a new or different job opportunity.

Underemployment – Individuals that perceive themselves as possessing skills and/or training levels that exceed the responsibilities of their current job, have educations that exceed those necessary for their current job, have earned a higher salary/hour wage for a previous but similar job, or are unable to work as many hours as desired at their current job.

Job Sectors – “Job sectors” include (with examples shown):

General Labor includes occupations such as cleaning, construction, delivery and maintenance.

High-Skill Blue Collar includes occupations such as police, fire-fighting, postal worker, welder, high-skilled mechanics, welder, computer technician and lab technician.

Service Sector includes occupations such as clerical worker, waitress, retail sales clerk, bookkeeper, para-professional, certified nurse’s assistant, nurse, teacher and small business manager.

Professional White Collar includes occupations such as administrator, business executive, professional salesperson, doctor, lawyer, professor and engineer.

Appendix: Hourly Wage to Annual Salary Conversion Chart

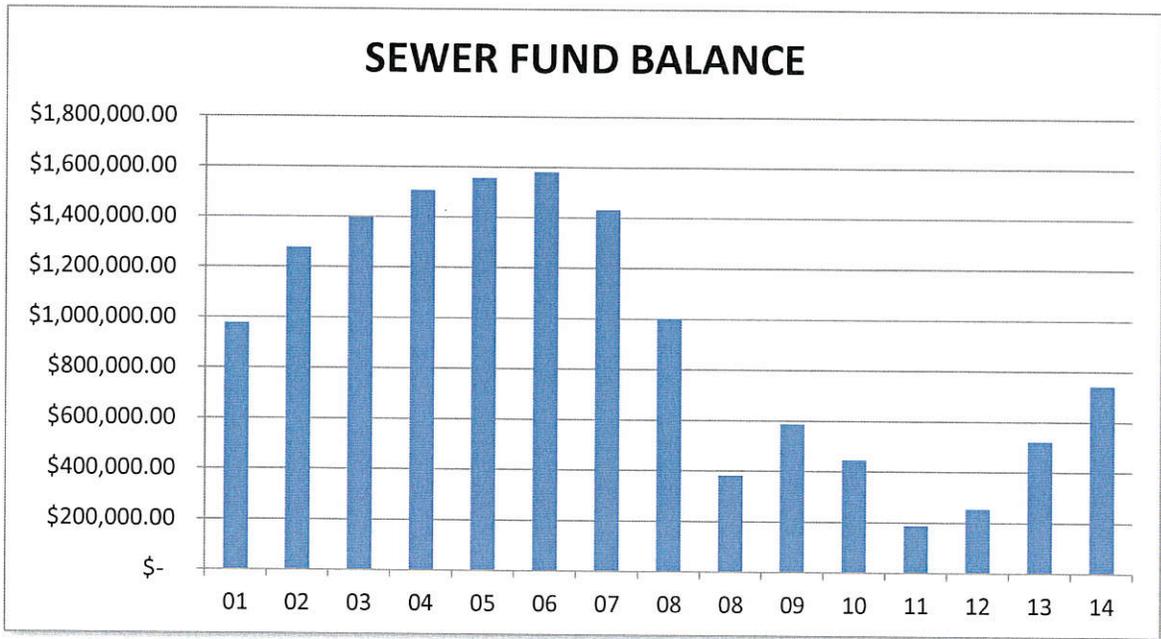
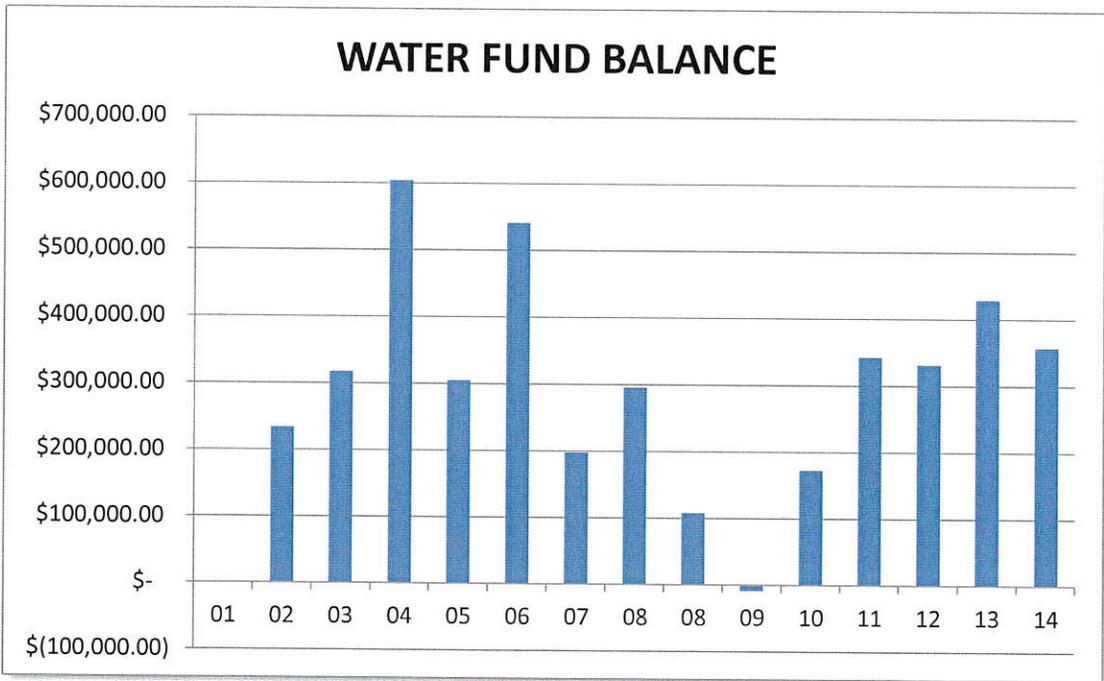
Hourly Wage	Annual Salary	Hourly Wage	Annual Salary
\$5.00	\$10,400		
\$5.50	\$11,440		
\$6.00	\$12,480		
\$6.50	\$13,520		
\$7.00	\$14,560		
\$7.50	\$15,600		
\$8.00	\$16,640		
\$8.50	\$17,680		
\$9.00	\$18,720		
\$9.50	\$19,760		
\$10.00	\$20,800		
\$10.50	\$21,840		
\$11.00	\$22,880		
\$11.50	\$23,920		
\$12.00	\$24,960		
\$12.50	\$26,000		
\$13.00	\$27,040		
\$13.50	\$28,080		
\$14.00	\$29,120		
\$14.50	\$30,160		
\$15.00	\$31,200		
\$15.50	\$32,240		
\$16.00	\$33,280		
\$16.50	\$34,320		
\$17.00	\$35,360		
\$17.50	\$36,400		
\$18.00	\$37,440		
\$18.50	\$38,480		
\$19.00	\$39,520		
\$19.50	\$40,560		
\$20.00	\$41,600		
\$20.50	\$42,640		
\$21.00	\$43,680		
\$21.50	\$44,720		
\$22.00	\$45,760		
\$22.50	\$46,800		
\$23.00	\$47,840		
\$23.50	\$48,880		
\$24.00	\$49,920		
\$24.50	\$50,960		
\$25.00	\$52,000		
\$25.50	\$53,040		
\$26.00	\$54,080		
\$26.50	\$55,120		
\$27.00	\$56,160		
\$27.50	\$57,200		
\$28.00	\$58,240		
\$28.50	\$59,280		
\$29.00	\$60,320		
\$29.50	\$61,360		
		\$30.00	\$62,400
		\$30.50	\$63,440
		\$31.00	\$64,480
		\$31.50	\$65,520
		\$32.00	\$66,560
		\$32.50	\$67,600
		\$33.00	\$68,640
		\$33.50	\$69,680
		\$34.00	\$70,720
		\$34.50	\$71,760
		\$35.00	\$72,800
		\$35.50	\$73,840
		\$36.00	\$74,880
		\$36.50	\$75,920
		\$37.00	\$76,960
		\$37.50	\$78,000
		\$38.00	\$79,040
		\$38.50	\$80,080
		\$39.00	\$81,120
		\$39.50	\$82,160
		\$40.00	\$83,200
		\$40.50	\$84,240
		\$41.00	\$85,280
		\$41.50	\$86,320
		\$42.00	\$87,360
		\$42.50	\$88,400
		\$43.00	\$89,440
		\$43.50	\$90,480
		\$44.00	\$91,520
		\$44.50	\$92,560
		\$45.00	\$93,600
		\$45.50	\$94,640
		\$46.00	\$95,680
		\$46.50	\$96,720
		\$47.00	\$97,760
		\$47.50	\$98,800
		\$48.00	\$99,840
		\$48.50	\$100,880
		\$49.00	\$101,920
		\$49.50	\$102,960
		\$50.00	\$104,000

City Financial and Development

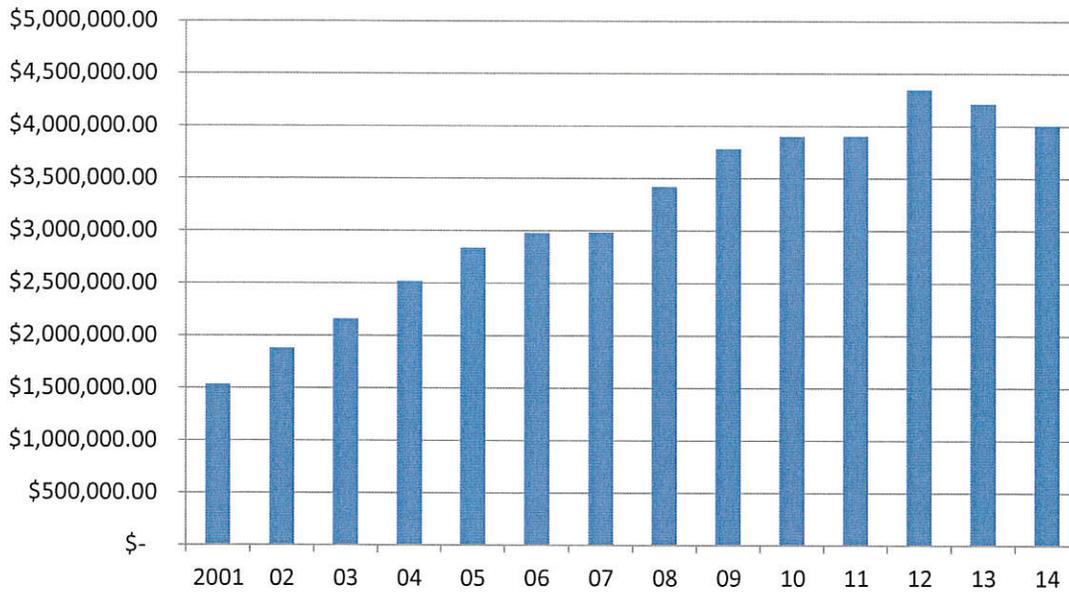
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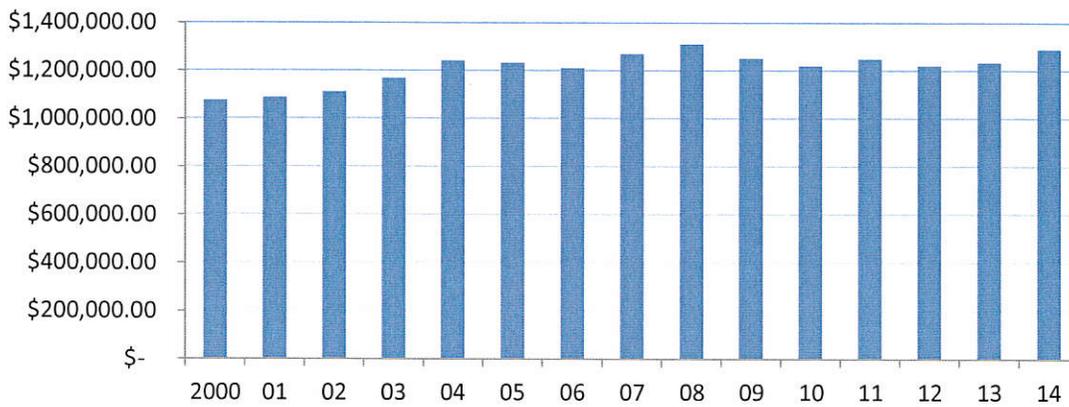


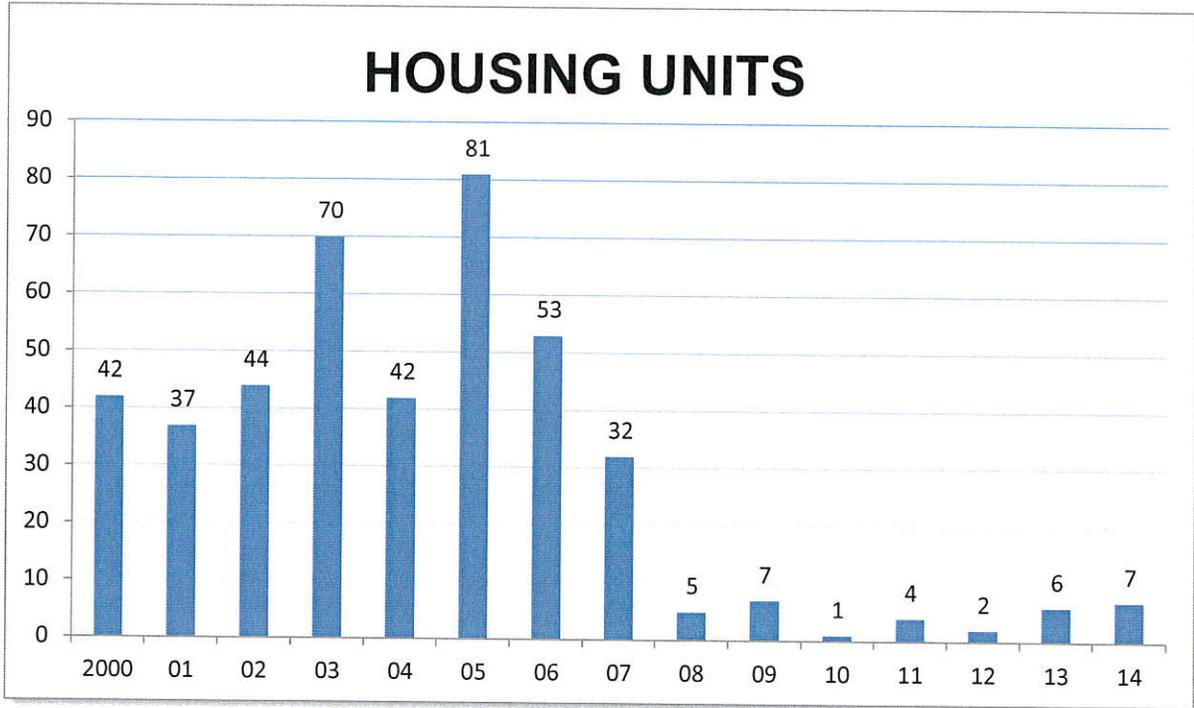


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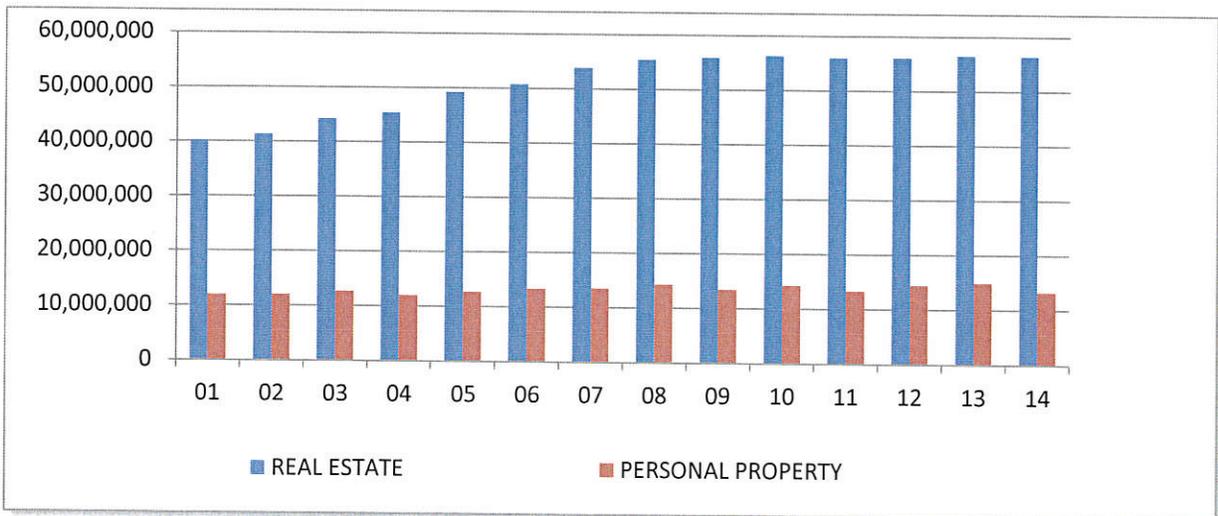


SALES TAX

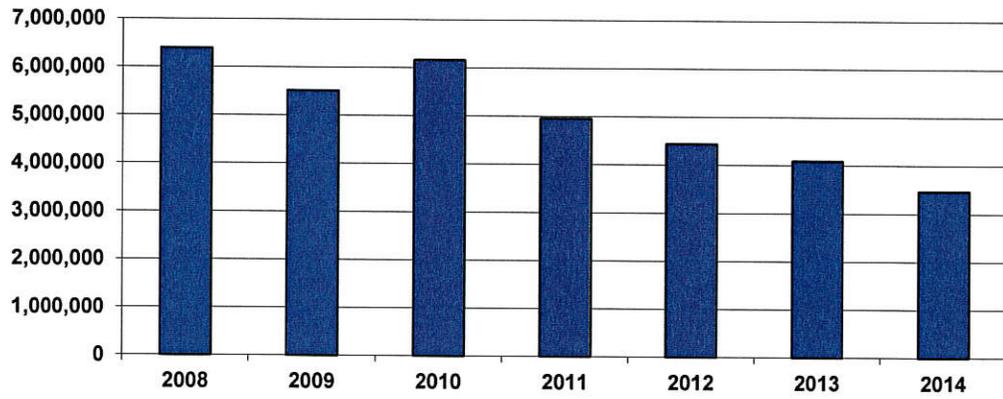




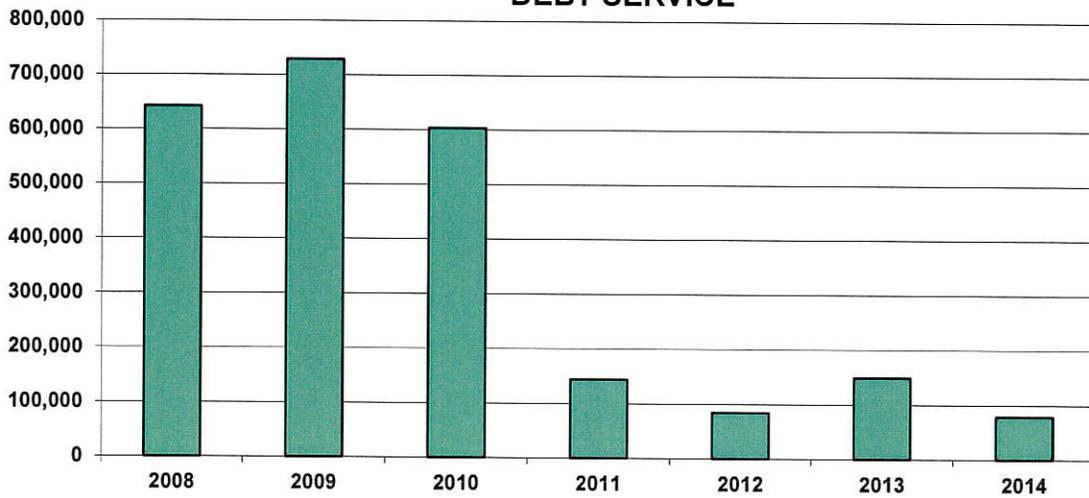
ASSESSED PROPERTY VALUATION



ANNUAL WATER FUND DEBT SERVICE



ANNUAL GENERAL FUND DEBT SERVICE



DEBT SERVICE ALL FUNDS

