



POTOSI STRATEGIC PLAN

2023



Facilitated and Prepared by:
Meramec Regional Planning Commission
4 Industrial Drive
St. James, MO 65559



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PLAN

INTRODUCTION

STRATEGIC PLANNING PROCESS

Strategic planning is a process by which a community can recognize and prioritize their needs and then develop a plan of action to accomplish the identified goals. Using CARES Act funding supported by the Economic Development Administration (EDA), the Meramec Regional Planning Commission (MRPC) selected five communities from the Meramec region to participate in a strategic planning process with the purpose of assisting cities in recovery efforts from the coronavirus pandemic. In addition, this planning work is designed to build resiliency from future significant events. MRPC staff evaluated key community indicators, comparing statistics and data for 2019 and 2021. This information was gathered for the eight counties in the region and served to help identify the counties most impacted by the pandemic. Staff then ranked the counties most at-risk and identified cities within these counties that were impacted by the pandemic. A comparison of taxable sales for each city were reviewed and categorized by < 0%, 0-10% increase, 10-30% increase and over 30% increase between 2019 and 2021. MRPC also reviewed the following community indicators:

- Unemployment Rates
- Overall Employment Numbers and Changes in Labor Force

The main difference between unemployment rates and employment numbers is the unemployment rate measures the percentage within the labor force that is currently without a job, while the participation rate measures the percentage of citizens who are in the labor force. Both are calculated by the Bureau of Labor Statistics (BLS). Ultimately, MRPC finalized the selection of cities by determining which communities also had the structure in place necessary to participate in a strategic planning process. The city of Potosi, located in Washington County, was one of the five communities selected for participation in this strategic planning process. MRPC

staff, with the help of the Washington County Chamber of Commerce and Great Mines Health Center, gathered a variety of community stakeholders to participate in a strategic planning session on June 15, 2022. Over the course of the one-day session, the group, through a SWOT Analysis, identified Potosi's top strengths, weaknesses, opportunities and threats, and worked to create viable action items to address the needs of the community.



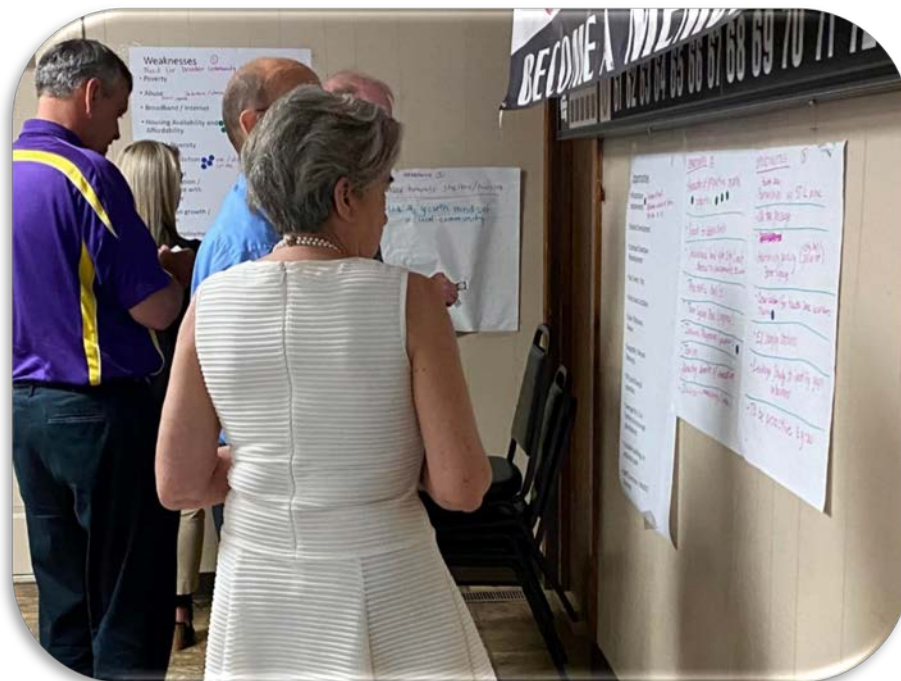
Picture 1: Stakeholders participate in the SWOT Analysis.

It is important to note that this strategic planning process included four key steps leading up to the strategic planning workshop.

- I. Securing City Commitment: The Washington County Chamber of Commerce, along with the city of Potosi, made a commitment to participate with MRPC staff on the planning process.
- II. Identifying Key Stakeholders: The Washington County Chamber of Commerce and the Great Mines Health Center worked with MRPC on identifying key community members to involve in the strategic planning process.
- III. Determining Planning Process and Developing Agenda for Economic Development Strategic Planning Workshop: MRPC staff worked with the Potosi community to develop the planning process for Potosi's strategic plan/workshop. The one-day session was held at the Potosi Elks Lodge, 2218 State Hwy E in Potosi, from 9 a.m. to 3 p.m. June 15, 2022 (*The Potosi Planning Workshop agenda is included in Exhibit I.*)

IV. Developing an Economic Development Community Survey: MRPC staff developed an online community survey to provide opportunities for additional community input into the planning process. This survey focused on the community's perceptions of Potosi's strengths, weaknesses, opportunities and threats. (*The Potosi Economic Development Survey is included in Exhibit II.*) Prior to the planning session, MRPC staff collected the results of the survey, sharing the results of the survey at the strategic planning workshop. In addition, staff integrated the survey content into the overall strategic plan. (*The Potosi Community Survey Results are included in Exhibit II.*)

Based on the specific nature of the one-day planning session, a separate vision, mission, and purpose was not created for the document. However, the city of Potosi has a focus of bringing in new industry and discovering ways to help existing businesses grow and excel in the community. Additionally, the completion of the planning process and the adoption of the final plan will help guide future development and focus on initiatives to improve everything from aesthetics to the economy of Potosi.



Picture 2: Stakeholders prioritize identified strengths for the community.

PLANNING STAKEHOLDERS

The following stakeholders provided survey responses and participated in the SWOT and action planning process.

- *Joseph Blount, Mayor of Potosi*
- *Alex McCaul, School Superintendent*
- *Krista Snyder, IDA Director*
- *Sonya White, Senior Center Director*
- *Mary Wright, Realtor*
- *Stacy Sisk, CS Design*
- *Michele Meyer, Administrator, Washington County Memorial Hospital*
- *Greg Roebach, CEO, Great Mines Health Center*
- *Kris Richards, Editor, Independent-Journal*
- *Kelly Brueggen, Community Champion, Washington County Memorial Hospital*
- *Debby Bust, Director, Washington County Community Partnership*
- *T.R. Dudley, President, Washington County Chamber of Commerce*
- *Xanthia McCaul, Owner, Sonder Studio*
- *Chris and Denise Reed, Owners, Reeds Relics*

Meramec Regional Planning Commission

- *Bonnie Prigge, Executive Director*
- *Anne Freand, Planning Manager*
- *Scott Hayes, Community Development Specialist*
- *Nolan Shannon, Planning Intern*

POTOSI DATA

The city of Potosi was founded in 1826 and is located in Washington County, MO. Situated at the intersection of Missouri Highways 8 and 21, Potosi is a fourth-class city with a mayor and four alderpersons. A majority of the highways in the area are maintained by the Missouri Department of Transportation (MoDOT), and Washington County Airport is located in Potosi with the next nearest airports being Bonne Terre Municipal Airport at Bonne Terre (18 miles) and the Farmington Regional Airport at Farmington (26 miles). The closest international airport is in St. Louis, approximately 1.5 hours north of Potosi. Burlington Northern Santa Fe railroad also operates the most miles of track in the area. The rail line follows the general route of I-44, northwest of Washington County. Top employers in Potosi include the Potosi School District, Purcell Tire and Rubber Co., Red Wing Shoe Co., and Washington County Memorial Hospital. Potosi Correctional Center is also a major employer within the area; however, it is technically located in Mineral Point, approximately 0.5 mile from Potosi city limits.

As of the 2020 decennial census, the city of Potosi is home to 2,572 people, a decrease of 3.4% since the 2010 decennial census. Consistent with Potosi's population, the Meramec Region, Washington County and the cities of Steelville in Park Hills, all experienced declines in population averaging about 4.5%. Steelville, however, saw a marked decrease of 10% over the same timeframe.

Table 1: 2010 & 2020 Decennial Census Population Comparison

Location	2020 Decennial	2010 Decennial	Percent Change
Potosi	2,572	2,660	-3.4%
Park Hills	8,512	8,759	-2.9%
Steelville	1,485	1,642	-10%
Washington County	24,819	25,195	-1.5%
Missouri	6,124,160	5,988,927	2.2%

Source: 2010 & 2020 Decennial Census data. <http://data.census.org>

Preliminary reviews of 2020 decennial census numbers have spurred discussions of undercounts and reviews of final population numbers. Therefore, this report also provides population counts for non-decennial census years.

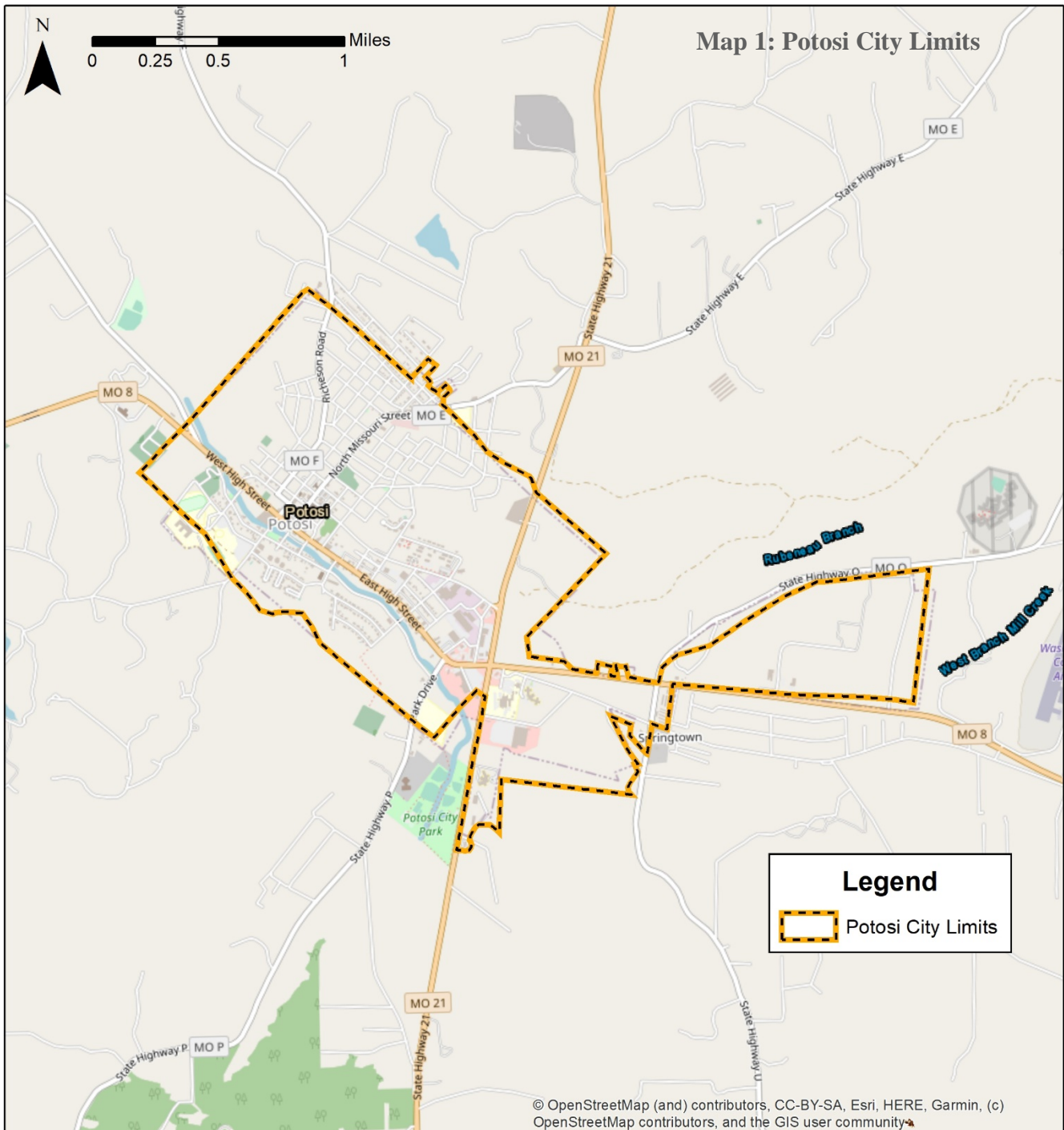
Table 2: Population Comparison between 2020 Decennial and 2021 ACS Data


Location	2021 ACS	2020 Decennial	Net Difference
Potosi	2,563	2,538	25
Park Hills	8,708	8,587	121
Steelville	1,607	1,472	135
Washington County	23,791	23,514	277
Missouri	6,168,187	6,154,913	13274
Source: 2020 Decennial & 2020 American Community Survey data. http://data.census.org			

The American Community Survey (ACS) provides detailed population and housing information for local community leaders and businesses on an annual basis. It takes a sampling of addresses in each state and then provides estimates for a variety of geographies. Each estimate is also given a margin of error. While certain ACS data may have a larger margin of error over others, it is usually the best available data to many communities when reviewing topics such as education, employment, transportation, etc. In comparison to the 2020 decennial population data, the following table provides a review of population estimates between the 2010 and 2021 ACS. Differences in the numbers between the ACS and decennial census highlight some of the reasons for concern, as the 2021 ACS estimate for Steelville shows a population of 1,607 people compared to the 1,472 people in the 2020 decennial census—a 9.2% increase over two years. Currently, there is not a clear answer as to the difference in numbers. It is noted that the 2020 decennial count occurred during the COVID-19 pandemic, which severely limited face-to-face interaction.

Table 3: 2010 & 2021 American Community Survey Population Estimates

Location	2021 ACS	2010 ACS	% Change
Potosi	2,563	2,767	-7.4%
Park Hills	8,708	8,626	1.0%
Steelville	1,607	1,390	15.6%
Washington County	23,791	24,981	-4.8%
Missouri	6,168,187	5,922,314	4.2%
Source: 2010 & 2021 American Community Survey data. http://data.census.org			



<p>4 Industrial Dr. St. James, MO 65559</p>	<h2 style="text-align: center;">Potosi, Missouri</h2> <p style="text-align: center;">This map was created by the Meramec Regional Planning Commission's GIS Department. To the best of the author's knowledge, the data presented here is accurate. However, the author or MRPC assumes no responsibility for the accuracy of the data presented on this map.</p>	
<p>Date: 6/6/2022</p>		

The educational level of the residents of Potosi has steadily increased over the last ten years when reviewing American Community Survey (ACS) data. The percentage of individuals 25 years and over with a high school diploma increased between 2010 and 2021 (30.3% to 38.4%). The percentage of individuals with associate and bachelor's degrees increased for the same timeframe (12.5% to 16.2%). The cities of Park Hills and Steelville saw fluctuations in the percentage of individuals with high school diplomas and some college, no degree in the last decade. Park Hills saw a decrease (4.0%) in those who have high school degrees and an increase (8.7%) in those who have some college and no degree. Steelville experienced a decrease (1.1%) in those who have high school degrees and a decrease (1.1%) of those who have some college, no degree. Based on the 2021 ACS statistics, just over a fifth (21.2%) of Potosi's residents 25 years and older have no high school diploma.

Table 4: Educational Attainment % Population High School Graduate or Higher

Location	High School and Above Percent 2021	High School and Above Percent 2011	Percent Change
Potosi	81.6%	71.9%	8.3%
Park Hills	88.0%	81.3%	9.0%
Steelville	78.7%	75.5%	13.2%
Washington County	80.5%	70.4%	6.3%
Missouri	91.0%	86.5%	4.8%
Source: 2021 and 2010 American Community Survey data. http://data.census.org			

The city has 1,243 total housing units that are mostly occupied (1,033) and the majority of these are detached single units (889). Of the 1,243 housing units, 132 were built prior to 1940. While many of these structures may be properly maintained, it is likely that a portion of the properties would be targets for renovations and/or possible demolitions in the community depending on current structural conditions. The average household size in Potosi is 2.4, just under Missouri's average of 2.5.



Pictures 3 & 4: Examples of single-family homes in Potosi, ranging from newer construction (left) to homes built in the early 20th century. Source: MARIS & Google Maps

According to 2021 American Community Survey data, the median home value in Potosi is \$98,600. This is a 14.8% increase from 2011. This growth in median home value is similar to Park Hills, but is less than Washington County and the rest of the state.

Table 5: Comparison of Median Home Value between 2011 and 2021 using ACS data

Location	2021 Median Home Value	2011 Median Home Value	Percent Change
Potosi	\$98,600	\$86,100	14.5%
Park Hills	\$87,000	\$75,600	15.8%
Steelville	\$76,300	\$78,400	-2.7%
Washington County	\$103,000	\$81,500	26.4%
Missouri	\$171,800	\$138,900	23.7%
Source: 2012 & 2021 ACS 5-Year Estimates, US Census			

According to 2021 American Community Survey data, the vacancy rate in Potosi is 16.9%. The divide between rented and occupied units is roughly equal and has a higher percentage of renters than most of the compared areas, except for Steelville which has 60.6% of occupied units occupied by renters.

Table 6: Housing Characteristics, Including Vacancy, Owner, and Rental

Location	Total Housing Units	Occupied Units	% Vacant Units	% Owner Occupied Units	% Renter Occupied Units
Potosi	1,243	1,033	16.9%	52.9%	47.1%
Park Hills	3,647	3,135	14.0%	61.9%	38.1%
Steelville	745	616	20.9%	39.4%	60.6%
Washington County	10,769	8,801	18.3%	78.3%	21.7%
State of Missouri			12.5%	67.6%	32.4%
Source: 2021 ACS 5 Year Estimates Data Profiles. http://data.census.org					

According to 2021 American Community Survey, 22.1% of Potosi's individuals are living below the poverty level, which is a 3.8% decrease from 2012. Almost half of those individuals (40.5%) are below the age of 18. Steelville saw a 15.1% decrease in individuals living below the poverty level; Park Hills had a 4.1% decrease of individuals living below the poverty level between 2012 and 2021.

Table 6: Comparison of Poverty using 2021 & 2012 ACS data

Location	2012 Population Below Poverty		2021 Population Below Poverty		Percent Change	2021 Age Under 18 Below Poverty	2021 Age 18-64 Below Poverty	2021 Age 65 & Over Below Poverty
	Number	%	Number	%	%	%	%	%
Potosi	716	28.3%	528	22.1%	-6.2%	0.7%	7.8%	2.1%
Park Hills	2,034	23.7%	1,689	19.6%	-4.1%	14.4%	13.3%	1.7%
Steelville	531	31.0%	227	15.9%	-15.1%	17.6%	16.9%	8.7%
Washington County	5,697	23.7%	4,350	19.2%	-4.5%	7.1%	16.3%	2.7%
Missouri	869,036	15.0%	762,023	12.8%	-2.2%	16.9%	12.3%	8.9%
Source: 2012 & 2021 ACS 5-Year Estimates, US Census								

Median household incomes in the city increased approximately 22% from 2010 to 2021, below the increases of Steelville (29%) and the state of Missouri (34%), respectively. Most of the communities in the area appear to have seen significant increases in income and Washington County as a whole has seen a 25% increase in income since 2010.

Table 7: Median Household Income Between 2010 & 2021 ACS data

Location	2021 Median Household Income	2010 Median Household Income	Percent Change
Potosi	\$33,865	\$26,941	26%
Park Hills	\$46,427	\$31,607	47%
Steelville	\$37,167	\$28,779	29%
Washington County	\$44,955	\$35,901	25%
Missouri	\$61,847	\$46,262	34%
Source: 2010 & 2021 ACS 5-Year Estimates, US Census			

The city of Potosi had an 18.5% jump in local sales tax revenues between the 2019 and 2020 fiscal years (July 1 – June 30) with the annual rate increase slowing since 2020. Property tax revenue has increased steadily over the past four years with the greatest jump occurring in the

last complete fiscal year. Assessed valuations experienced decline between 2019 and 2020; however, the past two years have seen growth.

Table 8: Sales and Property Tax Revenues

Fiscal Year	Local Sales Tax Revenue	Property Assessed Valuation	Property Tax Revenues
2019	\$1,632,933	\$27,428,796	\$178,589
2020	\$1,935,055	\$27,385,293	\$183,676
2021	\$2,207,308	\$ 28,233,410	\$185,691
2022	\$2,268,123	\$30,350,029	\$199,612
Source: Missouri Department of Revenue, Tax and Fee Distribution Cities and Missouri State Auditor, Property Tax Rates Report			

Potosi's civilian labor force (16 years and older) totals 1,010 people, which is only 49.2% of the available population. This means that 50.8% of the same age group is not in the labor force, which is a 2.3% increase since 2010. These numbers are comparable to other communities within Washington County but are not consistent with the state, which has 63.2% of its civilians working or actively looking for work. Unemployment in the city of Potosi was listed at 6.4% based on the 2021 ACS; however, the average 2021 unemployment rate for Washington County, based on the U.S. Bureau of Labor Statistics was 4.8%. For the pre-pandemic period (Sept. 1, 2019 – Feb. 29, 2020), the county experienced an average of 4.2% unemployment based on U.S. Bureau of Labor Statistics information. From March 1, 2020 to the end of July 2021, the county has averaged an unemployment rate of 6.04%, with a high of 12.1% in April 2020. Overall, the rates have improved over the course of 2021 and 2022.

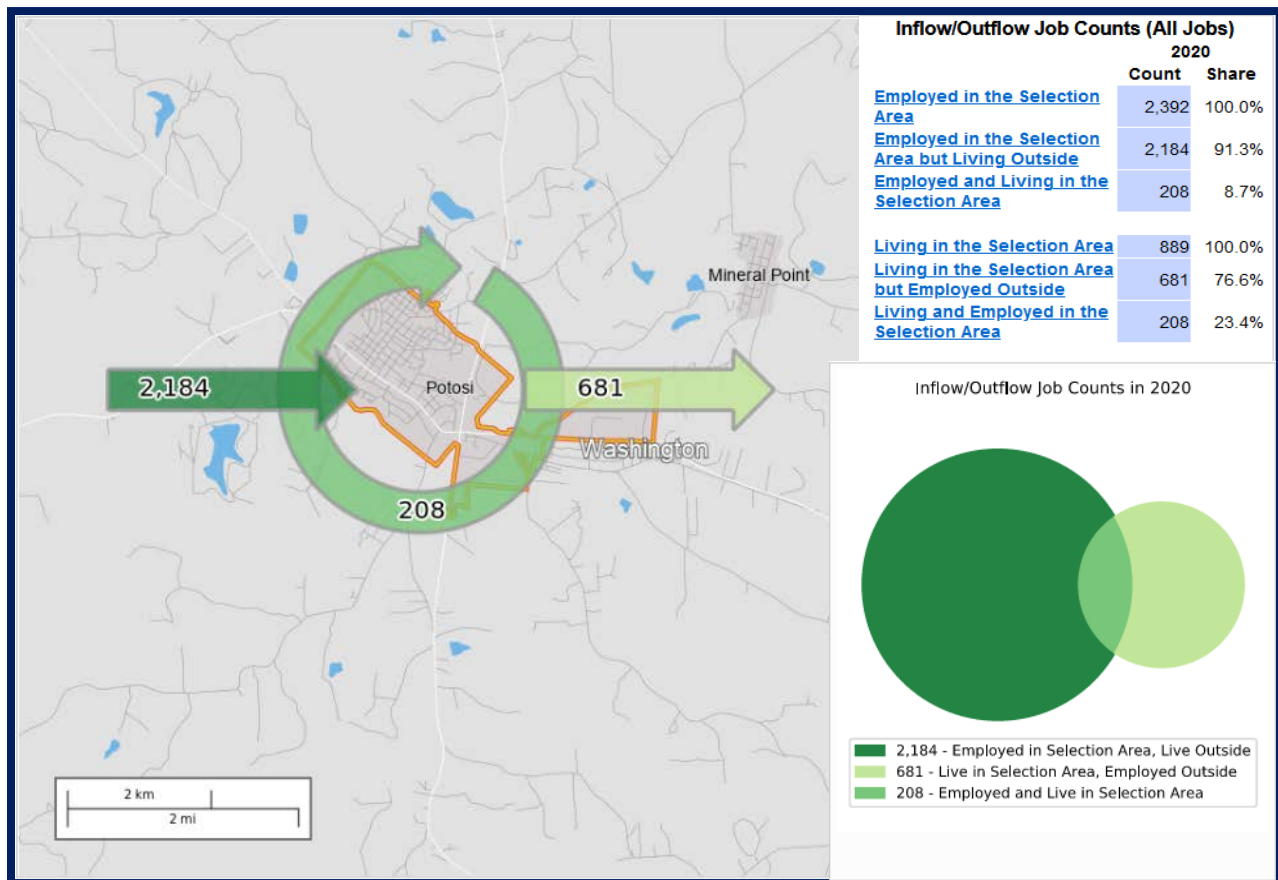
In Potosi, of the civilian population currently over 16 years old (2,052), 1,009 are currently employed per 2021 ACS data. Management, business, science and arts occupations employ the most people of any other industry sector at about 256, which is 27% of the working population. The next highest employing industry is production, transportation and material moving occupations at about 213 people, 23% of Potosi's working population. The largest employer, the Potosi School District currently employees approximately 300 people. The next largest employer in the immediate vicinity of city limits, Potosi Correctional Center, employs 266 people. The third largest single employer is Washington County Memorial Hospital, which employs 255 people as of 2021. Per recent information from the Missouri Economic Research and Information Center, which includes Washington County, jobs that are the most available in the area include

food prep and service workers, cashiers, waiters and waitresses, personal aides, laborers (freight, stock, and material movers), and custodians.

Table 9: Employment by Occupational Sector

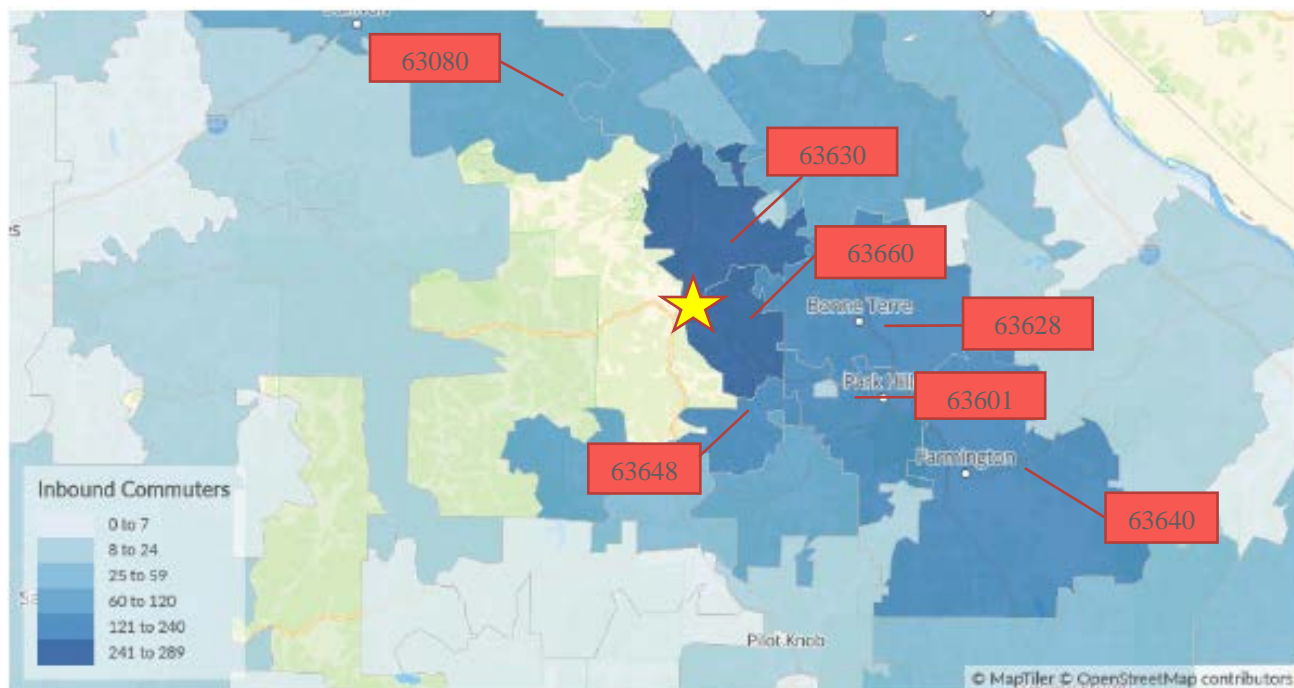
Occupational Sector	Employees 16 years and over	Percentage of workforce
Management, business, science, and arts occupations	256	27.1%
Service occupations	203	21.5%
Sales and office occupations	167	17.7%
Natural resources, construction, and maintenance occupations	105	11.1%
Production, transportation, and material moving occupations	213	22.6%
Source: 2021 ACS 5-year estimates, US Census		

The U.S. Census OnTheMap Inflow/Outflow Analysis provides a visual representation of those within the city of Potosi and their commuting characteristics. The most recent analysis is from 2020. The following map shows that 2,184 individuals are employed in Potosi but live outside the city limits, 681 live in Potosi and travel outside of the city for work, and 208 people live and work within the community.



Additional commuter data for the Potosi area was gathered from Lightcast.io, an economic modeling workforce data source. The following data is based on Census statistics for the 63664 zip code in Potosi, which covers a larger geographical area, but provides a more recent (2022) visual depiction for the community.

Map 3: 2022 Inbound Commuters to the 63664 Potosi Zip Code



Source: www.lightcast.io Statistics from Missouri Economic Research and Information Center

Data shows an overall total of 2,581 inbound commuters to Potosi (marked with yellow star) and a total of 2,216 outbound commuters from Potosi to other areas. This leaves a net gain of 365 inbound commuters meaning that more people travel to and away from Potosi for work. The largest number of inbound commuters (about 530) come from adjacent zip codes 63630 and 63660. The cities that receive the largest number of outbound commuters from Potosi (326 total) are Farmington (63640) and Sullivan (63080).

Table 10: Top 5 Zip Codes for Inbound/Outbound Commuters

City	Zip Code	Inbound Commuters	Outbound Commuters	Net Commuters
Mineral Point	63660	289	63	226
Cadet	63630	241	61	180
Park Hills	63601	160	116	44
Farmington	63640	154	185	-32
Bonne Terre	63628	136	85	52

Source: www.lightcast.io. Statistics from Missouri Economic Research and Information Center

SWOT ANALYSIS

The Meramec Regional Planning Commission led the participants in a SWOT Analysis (Strengths, Weaknesses, Opportunities and Threats) to assist the city of Potosi and its stakeholders in making more careful and informed decisions for the city's future. The SWOT addresses what the city is lacking, identifies ways to mitigate community risks and recognizes means to take the most advantage of chances for long-term success. The following items were prioritized by the participants and are listed in priority order for each category.

Potosi Strengths		
Priority Ranking	Community Strengths Identified	
# 1	Washington County Memorial Hospital	
# 2	Excellent health care services	
# 3	Lower cost of living	
# 4	Strong non-profit network	
# 5	Outdoor recreation (hiking, canoeing, hunting, parks)	
# 6	Collaborative spirit/tight knit, strong community	

Potosi Weaknesses	
Priority Ranking	Community Weaknesses Identified
# 1	Housing availability and affordability
# 2	Drug addiction
# 3	Lack of attractions/family friendly amenities
# 4	Lack of growth mindset in community

Potosi Opportunities	
Priority Ranking	Community Opportunities Identified
# 1	Annexation of properties adjacent to city
# 2	Infrastructure improvements
# 3	TIFs and financial incentives
# 4	To be proactive and grow

Potosi Threats	
Priority Ranking	Community Threats Identified
# 1	Hospital/Redwing/Prison closing
# 2	Lack of affordable housing
# 3	Loss of ½ c ED tax
# 4	Lack of transportation
# 5	Outmigration of families/workers due to housing/wages

FOCUS AREAS, OBJECTIVES & STRATEGIES

The areas of focus, objectives and strategies identified in this section were based on items identified in the SWOT Analysis, as well as input from various stakeholders during the one-day strategic planning session held in June 2022.

FOUR FOCUS AREAS FOR POTOSI

- 1. Strengthen Economy***
- 2. Support Healthy Communities***
- 3. Expand Housing Opportunities***
- 4. Grow Potosi***

FOCUS 1: STRENGTHEN ECONOMY

Employment in the city of Potosi is heavily concentrated in three sectors:

Professional/Management, Services, and Sales/Office. Numbers from the 2021 ACS indicate that over 66% of civilians 16 years and over are employed in one of these three areas. The local economy is also impacted by large employers in and around the community, including the Potosi Correctional Center and Potosi R-3 School District, which have seen both positive and negative impacts in Potosi. In order to withstand major economic disruptions—whether triggered by a nationwide recession or global pandemic — employment must be diversified within the city.

OBJECTIVE 1: DEVELOP RENEWED SUPPORT OF A ½ CENT ECONOMIC DEVELOPMENT TAX

STRATEGY 1: Advertise importance of tax throughout Washington County

STRATEGY 2: Place tax on upcoming election ballot and secure passage

OBJECTIVE 2: UTILIZE FINANCING INCENTIVES INCLUDING TIFs, CIDs, NIDs, etc.

STRATEGY 1: Explore development incentives related to the Opportunity Zone and Enhanced Enterprise Zone

STRATEGY 2: Educate elected officials and the public on the opportunities provided by special taxing districts

STRATEGY 3: Pursue TIF for projects at the northeast corner of Purcell Drive

OBJECTIVE 3: ENCOURAGE BUSINESS DEVELOPMENT WITHIN THE INDUSTRIAL PARK

STRATEGY 1: Support the expansion of existing businesses within the industrial park

STRATEGY 2: Continue pursuing grants to improve infrastructure within the industrial park

STRATEGY 3: Market availability of certified site statewide and nationally



FOCUS 2: SUPPORT HEALTHY COMMUNITIES

Rising concerns over available workforce and increased drug usage have become indicators for Washington County's lower health outcomes. Based on CountyHealthRankings.org, Washington County is among the least healthy counties in the state. Unfortunately for Potosi and the surrounding area, the county has a higher number of premature deaths, individuals with poor health, poverty rates and unemployment. Education on the impacts of drugs, increases in the availability of healthcare, and renewed interest in improving the community by local residents are all ways that can positively impact the health of Potosi.

OBJECTIVE 1: INCREASE EDUCATION OF COMMUNITY REGARDING THE IMPACT OF DRUGS

STRATEGY 1: Continue work with MRPC involving opioid education

STRATEGY 2: Provide outreach to community members to help reduce the stigma surrounding substance misuse

STRATEGY 3: Increase education and resources on treatment for drug-use, addiction

STRATEGY 4: Work with Washington County on identifying projects using opioid settlement funds

OBJECTIVE 2: IMPROVE ACTIVE LIVING OPPORTUNITIES IN THE CITY

STRATEGY 1: Pursue the completion of an Active Transportation Plan for the city of Potosi

STRATEGY 2: Include improvements to sidewalks and trails in city planning initiatives

STRATEGY 3: Continue work on city park improvements that promote healthy living and active lifestyles

OBJECTIVE 3: INCREASE THE NUMBER OF HEALTHCARE WORKERS IN POTOSI

STRATEGY 1: Continue work with Great Mines Health Center and other area partners who are providing educational opportunities and scholarships for healthcare workers in the region

STRATEGY 2: Look for additional funding resources to continue efforts to build healthcare workforce



Picture 6: View of Great Mines Health Center.

OBJECTIVE 4: SUPPORT COMMUNITY ACTIVITIES

STRATEGY 1: Increase and promote volunteerism among residents

STRATEGY 2: Sponsor additional community events, such as music festivals

STRATEGY 3: Support diversity of all kinds in the city of Potosi

FOCUS 3: EXPAND HOUSING OPPORTUNITIES

Over the past decade, Potosi has seen a 2.9% decrease in the percentage of housing units used as rentals with 47.1% of the homes in the community now used as rentals. While this trends in a positive direction, most residentially healthy communities experience 60% or more owner-occupied versus rental rates. In Potosi, 52.9% of the homes are owner-occupied. Quality affordable housing is a key to continued community growth and provides additional opportunities for homeownership. The number of total housing units in Potosi has decreased

from 1,154 in 2011 to 1,033 in 2021 and combined with high rate of housing units used as rentals, there are fewer homes available. Of the 1,033 housing units, 868 (84%) were built prior to 1980 and it is likely that a portion of these properties need renovations. Property maintenance and enforcement should play a key role in improving the quality of housing, general community aesthetics, and is ultimately a key factor in attracting new residents to the city.

OBJECTIVE 1: INCREASE AVAILABLE HOUSING

STRATEGY 1: Conduct housing needs assessment

STRATEGY 2: Develop multi-family options and incentives for in-fill

STRATEGY 3: Explore the needs of transitional housing for people in recovery from substance misuse

OBJECTIVE 2: IMPROVE QUALITY OF HOUSING

STRATEGY 1: Address dilapidated housing and research options to encourage property maintenance of housing stock

STRATEGY 2: Encourage development of quality/market rate housing

STRATEGY 3: Review housing codes and ordinances and make necessary updates

FOCUS 4: GROW POTOSI

Continued growth in the city of Potosi will rely upon not only new and more competitive employment opportunities, but also on the physical growth of the community and available infrastructure investments. Extra effort and attention should be paid to educate, train, and incentivize students and residents in order to keep the educated workforce in the city of Potosi.

OBJECTIVE 1: UPDATE COMPREHENSIVE PLAN AND CITY ORDINANCES

STRATEGY 1: Determine scope of comprehensive plan

STRATEGY 2: Pursue grant opportunities to fund necessary planning

STRATEGY 3: Review and prioritize ordinances that require updates

**OBJECTIVE 2: MAINTAIN, IMPROVE AND UPGRADE PUBLIC
INFRASTRUCTURE**

STRATEGY 1: Create a Capital Improvement Plan for Infrastructure

STRATEGY 2: Pursue grants to help fund needed infrastructure improvements

STRATEGY 3: Continue necessary improvements to the Washington County
Airport to support growth in the community

OBJECTIVE 3: CONSIDER ANNEXATION TO EXPAND CITY BOUNDARIES

STRATEGY 1: Create a map and plan that highlights areas for expansion of city
limits

STRATEGY 2: Identify necessary expansion needs for infrastructure to support
annexed properties

OBJECTIVE 4: INCREASE EMPLOYMENT OPPORTUNITIES

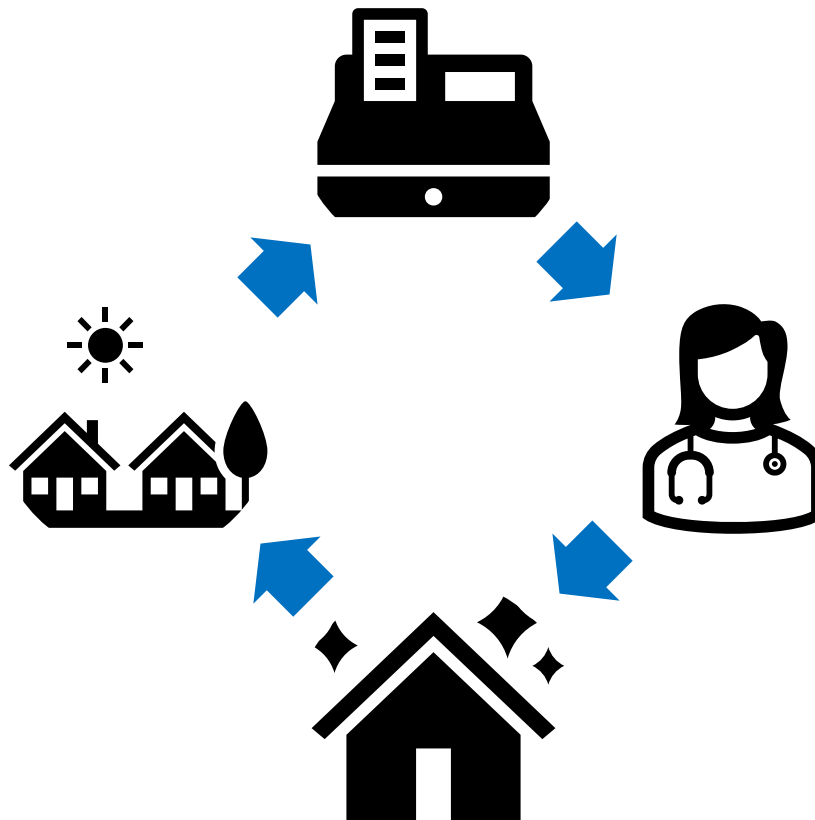
STRATEGY 1: Support Job Centers of the Future

STRATEGY 2: Advertise local job opportunities in schools

STRATEGY 3: Pursue new retail and entertainment businesses

ACTIONS IDENTIFIED

The action plan answers the question “How do we get there?” and is based primarily on the prioritized weaknesses and opportunities identified during the SWOT Analysis. While the action plan should provide a guide to prioritizing resources and efforts, it should not be used to limit the identification and implementation of other activities that support the strategic direction for the city of Potosi. The scope of this plan follows a five-year timeframe and highlights four major areas of focus (Economy, Healthy Communities, Housing and Community Growth).



FOCUS: Strengthen Economy

Objective 1: Develop renewed support of a ½ cent economic development tax

Strategies	Action Items	Partners and Stakeholders	Timeline
Advertise importance of tax throughout Washington County	Create marketing campaign throughout the county to highlight the benefits of the tax, include social media, newspaper postings, etc.		
Place tax on upcoming election ballot and secure passage	Work with county officials to place the item on a ballot within a year to ensure enough time for proper education		

Objective 2: Utilize financing incentives including TIFS, CIDS, NIDs, etc.

Strategies	Action Items	Partners and Stakeholders	Timeline
Explore development related to the Opportunity Zone and Enhanced Enterprise Zone	Continue work with the MO Department of Economic Development and Washington County IDA to identify ways to market the Opportunity Zone and EEZ statewide and nationally Identify potential projects that meet the NAICS code requirements for development within the zones		
Educate elected officials and the public on the opportunities provided by special taxing districts	Create an educational campaign throughout the county to highlight the benefits of special taxing districts and the types of projects funded		
Pursue TIF for projects at the northeast corner of Purcell Drive	Form a committee of citizens and elected officials to begin discussions of creating a redevelopment plan for the area that includes Purcell Drive Identify reasons why the area would not be redeveloped unless the incentive is implemented		

Objective 3: *Encourage business development within the industrial park*

Strategies	Action Items	Partners and Stakeholders	Timeline
Support the expansion of existing businesses within the industrial park	Meet with existing industrial park businesses to identify barriers to expansion and work to address those needs		
Continue pursuing grants to improve infrastructure within the industrial park	Work with MRPC to identify potential grant and other funding opportunities for continued upgrades to the industrial park		
Market availability of certified site statewide and nationally	Work with MO Department of Economic Development on a marketing campaign to include mapping of available sites		

FOCUS: Support Healthy Communities

Objective 1: *Increase education of community regarding the impact of drugs*

Strategies	Action Items	Partners and Stakeholders	Timeline
Continue work with MRPC involving opioid education	Partner with MRPC, the school district, local police departments and other agencies to provide evidence-based programs in Potosi's schools, jails, etc.		
Provide outreach to community members to help reduce the stigma surrounding substance misuse	Work with area agencies to host awareness events that help reduce the stigma, including but not limited to: community conversations, awareness walks, and youth forums		
Increase education and resources on treatment for drug-use, addiction	Partner with local community service providers including the Pulaski County Health Department and MRPC to provide education and training workshops on prevention and treatment for substance use disorder Partner with MRPC and the school district, local police department and		

	other agencies to sponsor and provide education on the use of Narcan for opioid overdoses		
Work with Washington County on identifying projects using opioid settlement funds			

Objective 2: *Improve active living opportunities in the city*

Strategies	Action Items	Partners and Stakeholders	Timeline
Pursue the completion of an Active Transportation Plan for the city of Potosi	<p>Work with MRPC on an Active Transportation Plan (ATP)</p> <p>Implement the plan as proposed</p> <p>Expand the ATP and develop a master plan for walking/biking to address the entire community</p>		
Include improvements to sidewalks and trails in city planning initiatives	<p>Prioritize sidewalk and trail needs and/or planned projects</p> <p>Work with MRPC staff to determine applicable grant programs and pursue funding opportunities such as the TAP, RTP, etc.</p>		
Continue work on city park improvements that promote healthy living and active lifestyles	<p>Ensure city park improvements are included in any capital improvement plans</p> <p>Work with MRPC to identify grant opportunities for park improvements</p>		

Objective 3: *Increase the number of healthcare workers in Potosi*

Strategies	Action Items	Partners and Stakeholders	Timeline
Continue work with Great Mines Health Center and other area partners who are providing educational opportunities and scholarships for healthcare workers in the region	Assist Great Mines Health Center and area agencies in identifying potential students to receive grant funding for healthcare worker jobs Assist in the development of a sustainability plan to keep healthcare workers in the community		
Look for additional funding resources to continue efforts to build healthcare workforce	Work with MRPC to identify potential grant and other funding opportunities to grow the healthcare workforce in Potosi		

Objective 4: *Support Community Activities*

Strategies	Action Items	Partners and Stakeholders	Timeline
Increase and promote volunteerism amongst residents	Organize community meeting of local organizations, faith community, local government to determine need for community volunteerism and create a plan that will promote working together to increase volunteerism across the community Identify community need for volunteers, training, and create a recruitment plan including how to advertise needs to the community Consider creating regular (perhaps annual awards) community recognition for volunteers/ volunteerism		

	<p>Create an annual “volunteer” day that promotes community volunteerism across the entire community</p> <p>Consider sharing volunteer needs between organizations for all partnering agencies/organizations to post on their websites and in their place of business</p>		
Sponsor additional community events, such as music festivals	<p>Identify lead community organization/create a community coalition to organize and plan ongoing and annual community events</p> <p>Review past community events, including music festivals, and determine which to replicate</p> <p>Research other festivals and events that other communities have successfully organized and identify key opportunities for Potosi area</p> <p>Identify key sponsors/organizations/businesses that may be potential sponsors for community events</p>		
Support diversity of all kinds in the city of Potosi	<p>Work with local support agencies to identify and welcome international transplants to the community</p> <p>Host events that support diversity and inclusion</p>		

FOCUS: Expand Housing Opportunities

Objective 1: Increase available housing

Strategies	Action Items	Partners and Stakeholders	Timeline
Conduct housing needs assessment	<p>Create a Housing Task Force</p> <p>Determine scope of study and options for implementing</p>		

	Research and seek out necessary funding to complete the assessment		
Develop multi-family options and incentives for in-fill	Encourage local developers to consider construction of multi-family/rental units in vacant lots and lots with dilapidated units		
Explore the needs of transitional housing for people in recovery from substance misuse	<p>Review city zoning ordinances to establish appropriate locations permitted for such use</p> <p>Meet with local housing support agencies to establish existing and potential locations for various types of additional transitional housing</p>		

Objective 2: *Improve quality of housing*

Strategies	Action Items	Partners and Stakeholders	Timeline
Address dilapidated housing and research options to encourage property maintenance of housing stock	<p>Enforce ordinances and address nuisances. Hire staff or assign duties to an existing staff member</p> <p>Explore the pros and cons of housing inspections, along with costs</p> <p>Research rental occupancy inspections</p> <p>Research funding opportunities, including potential fees, to support cost of inspections</p>		
Encourage development of quality/market rate housing	<p>Review existing rental units and potential areas for development within Potosi</p> <p>Work with local developers, banks and realtors to promote development of additional rental housing</p>		

Review housing codes and ordinances and make necessary updates	Establish a review committee that takes into account current residential building code requirements and identifies issues with the code that need updates		
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FOCUS: Grow Potosi

Objective 1: Update Comprehensive Plan and city ordinances

Strategies	Action Items	Partners and Stakeholders	Timeline
Determine scope of comprehensive plan	Investigate comprehensive plan process and determine content Garner support for a comprehensive plan		
Pursue grant opportunities to fund necessary planning	Work with MRPC to investigate funding opportunities for the development of an updated comprehensive plan		
Review and prioritize ordinances that require updates	Consider updating the city ordinances as part of the planning process		

Objective 2: Maintain, improve and upgrade public infrastructure

Strategies	Action Items	Partners and Stakeholders	Timeline
Create a Capital Improvement Plan for Infrastructure	Create capital improvement plan to support needed public infrastructure improvements Work with City Engineering firm to determine long-term planning needs and plan development cost Pursue funding for the cost of the development of the plan		

Pursue grants to help fund needed infrastructure improvements	Prioritize city infrastructure needs and work with MRPC staff to determine applicable grant programs and pursue funding opportunities for infrastructure improvements			
Continue necessary improvements to the Washington County Airport to support growth in the community	Extend the runway to 5,000 ft. to accommodate larger plans Construct additional T-Hangers for planes			

Objective 3: Consider annexation to expand city boundaries

Strategies	Action Items	Partners and Stakeholders	Timeline
Create a map and plan that highlights areas for expansion of city limits	Meet with city officials and local stakeholders to identify areas surrounding Potosi that could be annexed in the future and then prioritize each area Review annexation procedures to ensure the process is clear and concise Include a new annexation plan map in the updated Comprehensive Plan		
Identify necessary expansion needs for infrastructure to support annexed properties	Map available utilities in proposed annexation areas Work with MRPC to identify possible funding solutions for the expansion of infrastructure needs provided by the city (water, sewer, gas, wastewater, etc.)		

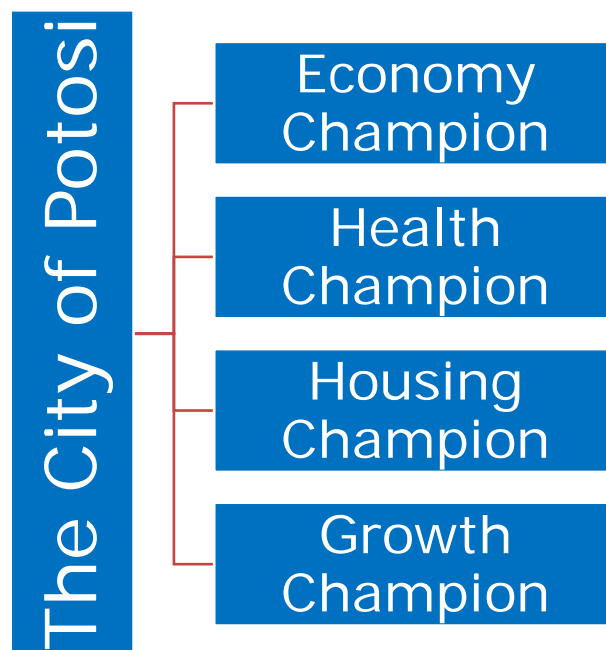
Objective 4: *Increase employment opportunities*

Strategies	Action Items	Partners and Stakeholders	Timeline
Support Job Centers of the Future	Work with the MO Dept. of Higher Education & Workforce Development to promote workforce development services to the public		
Advertise local job opportunities in schools	Meet with school administrators and counselors to discuss best practices for posting open job positions in high schools Participate in career fairs to advertise local opportunities to juniors and seniors		
Pursue new retail and entertainment businesses	Complete a gap analysis study to determine which businesses are needed to fill in the missing needs of the community (bank, grocery store, general stores, additional restaurants, drinking establishments, etc.) Determine areas for new commercial/retail development and work with local realtors, lenders and developers to garner support Develop a recruitment/marketing plan to target specific retail/commercial businesses Work with city of Potosi to explore potential incentives for new businesses including property tax breaks, discounted fees and permits		

NEXT STEPS

The following steps are recommended to keep the momentum of the city of Potosi and local stakeholders moving forward towards the focus areas established in the Strategic Plan.

- *City leadership and strategic planning participants should hold a follow-up meeting to set timelines and identify partners, based on the action items discussed within the plan.*
- *Planning partners should host a large community meeting to find interest in various projects and to identify local champions to assist with implementation.*



- *The city and community stakeholders should review the plan at least annually to ensure that tasks meet the focus of the plan and to track accomplishments.*

ATTACHMENTS/EXHIBITS

- I. Potosi Strategic Planning Workshop Agenda and Supporting Documents***
- II. Potosi Economic Development Survey Results***

Exhibit I: Potosi Strategic Planning Workshop Agenda and Supporting Documents



**POTOSI CHAMBER OF COMMERCE AND
MERAMEC REGIONAL PLANNING COMMISSION
ECONOMIC DEVELOPMENT SWOT ANALYSIS
(Strengths, Weaknesses, Opportunities & Threats)
Wednesday, June 15, 2022
9:00 am**



The meeting will be held at the
Potosi Elks Lodge #2218
2218 State Hwy E
Potosi, MO 63664

MEETING AGENDA

- I. Welcome and Introductions – 15 minutes**
- II. Review of SWOT Analysis Process – 15 minutes**
- III. SWOT Analysis:** MRPC will facilitate a SWOT analysis for economic development within the city of Potosi. Following each category, participants will utilize the dot method to vote for priorities
 - a. Strengths – 20 minutes**
Capabilities and resources that allow Potosi to engage in activities that generate economic value and competitive advantages.
 - b. Weaknesses – 20 minutes**
Weaknesses are a lack of resources or capabilities that can prevent Potosi from generating economic value or gaining a competitive advantage.
 - c. Opportunities – 20 minutes**
What are opportunities for future economic development in Potosi?
 - d. Threats – 20 minutes**
What issues or forces could negatively impact the future success of businesses and workforce development within the region?
- IV. Action Item Discussion – Remainder of meeting time**
Following prioritization of all items (Strengths, Weaknesses, Opportunities & Threats), MRPC will count votes and the group will discuss final results. Participants will also discuss action items to address the top priorities.
- V. Adjournment**

* We will break for lunch when ready (around noon).

Strengths

- Mining / History
- Outdoor Recreation: hiking, canoeing, hunting, walking trail, park,
- Family Friendly
- Senior farmer's market
- School
- Church network
- Citizens
- Small town feel
- Tight knit community
- YMCA / camp lakewood
- "Cradle of Texas"
- Hospital
- Downtown
- Airport
- National / State forest land
- Shopping / Commercial
- Wineries

Weaknesses

- Poverty
- Abuse
- Broadband / Internet
- Housing Availability and Affordability
- Lack of Diversity
- Drugs / Addiction
- Government communication / Engagement with community
- Population growth / retention
- Lack of employment opportunities for citizens
- Lack of attractions / family friendly amenities
- Pedestrian Infrastructure

Opportunities

- Infrastructure improvements
- Business Development
- Continued Downtown Redevelopment
- Civic Center / Pool
- Family based activities
- Code / Ordinance Review
- Geography / Natural Resources
- TIF's and financial incentives
- Leverage the I.D.A. further to encourage development
- Leasable buildings in industrial park
- SMTS services / MoDOT funding

Threats

- St. Louis
- Farmington
- St Genevieve
- Hospital / Redwing Closing
- Natural Disasters
- Consolidation of political power
- Losing local business
- Brain Drain
- Internet outages

Possible projects to address Opportunities and/or Weaknesses

- Community Center / Pool
- Housing investment / incentivization
- Drug awareness resources
- Broadband / Internet Infrastructure
- Educational training for local leaders on functions, roles, and procedures for cities
- Adoption of a larger scale strategic plan / comprehensive plan update
- Grow facilities for youth
- Improve connections between ED group, I.D.A., local nonprofits, etc., and City.
- Creation / Advertisement of possible incentives for new businesses/marketing strategy
- Tourism group to focus on natural resources as an economic driver
- Improved feedback and responsiveness between government and citizens
- Emergency Preparedness / Disaster Plan

Exhibit II: Potosi Economic Development Survey Results

Potosi Community Survey

What is the city of Potosi known for?

Prison

History, resilience, compassion, rural life

Mining

Good, safe schools and neighborhoods. Beautiful country and small town relationships.

At this point, very little positive.

small town family vibes

Being a great small town to raise a family

Ymca resort

Cultural heritage, the “cradle of Texas; fully accredited schools; awesome people with a strong sense of community and helping others; quality healthcare; a vibrant downtown business and historic district; incredible library; Walmart Supercenter as well as other excellent businesses and manufacturers; beautiful parks; walkability; active senior center; wonderful faith community and an all Historically, it's known as a mining community. Now I believe it's known as a small town making a comeback with main street merchants, resorts and as a daytrip destination.

What is unique about Potosi?

History

geography, on edge of M.T. National Forest

history, earliest development West of Mississippi

Outdoor activities, hiking, canoeing, hunting

Everyone works together when there is a need. Lots of volunteers, time and donations. Usually, even people with differences will come together to help.

It's history.

such strong community support

The closeness of community

It's history

“Cradle of Texas;” among the oldest cities in Missouri; vibrant downtown and incredible people.

There are beautiful camping/lodging spots at Washington State Park (which includes Big River and Native American petroglyphs), Spring Lake (featuring tree house rentals), Edg-Clif Winery and Twin Eagles. There is an active merchant's association which sponsors First Friday events each month. We have an active airport, a new all-inclusive playground going in at the City Park and an amphitheater

What resources does the city have readily available?

Through Traffic, small businesses, deeply loyal residents

real estate for growth

sound infrastructure for base utilities

new natural gas line for industry

good education system

Public school, some sidewalks, law enforcement, water, sewer, road & bridge maintenance, library (county), parks, healthcare (county hospital).

Good schools, strong faith based community, help with utilities and food, walking trail and a beautiful

Potosi Community Survey

Construction.

Medical care, community outreach

These are limited and not really aware of what they have available

Emergency services, shopping, healthcare, restaurants

Healthcare including a critical access hospital and a federally qualified health center; library; farmers market; great schools; certified industrial park; airport with a 4000 foot runway and terminal and near the YMCA of the Ozarks, a world class resort destination as well as lots of Mark Twain US Forest

People who are willing to make an effort to improve our town.

What do you value most about your community?

Cost of living, small town aspect of seeing people you know out an about- integration of

The people and the history

Family atmosphere

Faith based activities, good schools and family values are still important. People care about others.

It's people.

How everyone rallies to support each other

The closeness of community and traditional values that are a part of it

It's tight knit. It's there to support anyone in need

People and the sense of community

The 'small town' feeling with quality amenities like wineries, Trout Lodge, Spring Lake, antiques, the library and the history as evidenced in the old cemeteries and historic homes.

What is the city of Potosi doing that no one else is?

Finally beginning some annexation for growth

Potosi is not historically an early adapter to emerging trends/innovation

Supports Senior Farmer's Market program and other local small town activities and projects.

Unkown to me.

No idea

Nothing

Coordinating resources in a comprehensive way.

Moses Austin Festival and Home Grown Farm Tour

What is Potosi's biggest strength?

Potential

Balance of location and rural life

Hospital

Community buy in.

It's people.

support

The way people work together for the community

It's community attitude

Cultural heritage and vibrant business community

Potosi Community Survey

Walkability, shops and history.

What kind of change would you like to see in Potosi?

Improved community amenities such as parks and rec programming, splash pads, cleanliness and upkeep in parks and along streets, increased pride in hometown, cooperation among all the helper organizations and support for them from business community

Continued annexation and growth

Ending cycles of poverty, abuse, poor health outcomes.

More activities for youth. Maybe a pool? Other communities, smaller than ours manage it. Why can 250 to 500 average or above paying jobs to help get our demographics up to support retail development and our tax base. It would also help with our homeless population and illegal drug use more resources for unsheltered

We need more middle income housing to attract more families. Multi unit apartment complexes that are not low income. Look at those around Farmington for middle income earners who are not ready for a house yet but want a nice apartment. These need to have many units, not just 4 like some that are being done now. If we don't start attracting people our town will die out!

To stop thinking small because thinking bigger has barrier

More sidewalks; living wage jobs; more substance misuse and mental health resources; more housing; homeless shelter; more opportunities for youth

Fewer people complaining and more people getting involved.

What improvements would you like to see in Potosi?

Some retail business

general infrastructure improvement (streets, parks, cleanliness

City support of local business and growth

Infrastructure investment (sidewalks, city park)

Business Development tools and resources

Culture shift to embrace change and innovation

Broadband access and long term strategy

Collaborative plan between City Council and County Commission

A pool or activities for children.

All our elected officials working together and with those of us in the community who can help to make the most of the funds coming available.

more economical growth

The city does a good job maintaining what they have. Really need a community center with pool and recreation area for kids with basketball courts, etc.

Be willing to attract more residents even if it means restructuring the city government

More jobs; more sidewalks; public transportation; Towne Square Park; historic society museums open on a regular basis; improved turn lanes at the intersection of Highways 8 and 21 extending to Purcell Drive and past the hospital entrance and including the new police station on Highway 8; more

Better restaurants.

Potosi Community Survey

What are other cities doing better than Potosi?

Large scale events, dynamic cooperation, tourism!!

'Long term planning and development'

Recruiting industry

Training workforce

Retaining high achievers after graduation

Embracing diversity

Most cities that are have more residents and more businesses. Is that what we want? I do think some cities smaller than ours manage to provide more activities for families, youth and children.

Cleaner more cohesiveness.

farmington

Attracting businesses that have lots of employees. We have lots of small shops but these really don't help draw people to live here.

Actively seeking new residents

Farmington, Steelville, Cuba, Park Hills, Sullivan, Rolla, Salem, St. James

Better restaurants and bars.

What resources does Potosi lack (e.g. healthcare, childcare, jobs, etc.)?

Walk/bikeability, sidewalks, centralized gathering place, small business development/mentoring retail, quality of life attractions

All levels of housing, i.e. affordable but also options for recruiting better industry

Healthcare sustainability

Youth activities that support healthy behaviors

Activities for families. Childcare with openings- more are needed for parents that work nights and

We lose a lot of tax dollars to surrounding counties because we can't seem to get elected officials on board with TIFS and other financial engines to help with infrastructure for growth.

housing

We have great healthcare here but need more jobs and childcare

Jobs childcare mental health supports

Living wage jobs, transportation, restaurants

Housing at all income levels, well paying jobs, mental health crisis treatment/residential care.

What additional weaknesses exist in Potosi?

Prejudice toward change, resistance to power shift, wide spread poverty, abuse/neglect of school kids adding demands on educators

Commitment to growth via public assistance

Rural proximity to St. Louis and Farmington causes people to spend time and money outside the community

Lack of diversity has lead to systemic biases that no one wants to address and/or acknowledge the

Some drugs and homeless exist - lack of housing is also a problem.

Motivation?

not enough support for unsheltered members of the community

Potosi Community Survey

Lack of significant growth in younger population
Affordable childcare, dentists and doctors
Poverty.

What are some newer opportunities for citizens and the city of Potosi?

First Fridays events during summer/fall, new shops and owners fixing up buildings, growth of medical facilities with new providers and services
improved technology access, post-pandemic activity
More community events held by the chamber and local retailers
More entertainment and tourism opportunities with Spring Lake Ranch, Edg-Clif Winery, Twin Eagle Estates, and Fyre Lake Winery
Some new businesses. Clothing and produce.
New park equipment, housing on S. 21.
some new apartments and restaurant
New industries that could be attracted
Healthcare resources including a collaboration between the Washington County Ambulance District and Great Mines Health Center
All inclusive, accessible playground, pavilion and restrooms at the City Park. Amphitheater next to Reed's Antique Mall. Purcell and Red Wing are hiring and the Ambulance District is providing EMT

How is the city of Potosi changing?

People have moved to the area to escape the city especially during the pandemic. Bringing new ideas, expectations and energy, houses being renovated, properties developed, businesses opened
some growth, some improvements with City Park
younger retail base for commercial business
Aging population needs more "Aging Successfully" resources.
Downtown revitalization is exciting with the boutique shopping, farmers market, and antique stores
More businesses seem to be using the main street buildings!!
I believe traffic and population has increased. It's better to be ahead of the curve.
slowly but surely
Honestly it has not changed for many years. I believe that is the issue for our town, it is not changing, therefore nobody wants to move here.
More robust small business culture
Getting better because of collaborations
The downtown looks 100% better than it did 10 years ago.

Has the city of Potosi passed on any opportunities that are still available?

Some kind of property improvement grant park hills is utilizing.
New street(s) to Highway 21 to open up city park and property, been discussed, proposed more than once
Civic Center/ Swimming Pool
I have no idea.

Potosi Community Survey

Getting that type of information seems to be very hard to find out in Potosi.

I'm sure, but none that I am aware of

Not that I am aware of

Rare earth metals

Yes, transportation resources through SMTS and MODOT

What is the competition ignoring that the city can play in its favor?

Unique talents of student aged population combined with accessible professional/business environment plus increased access to high speed internet could be conducive to onramping young entrepreneurs for local benefit, keeping young people in the area instead of them moving away for city
Great cost of living despite current economy

Easy access to St. Louis (less than an hour's drive)

Unsure

Great schools, great faith based community and a beautiful area to live.

Make an easier administrative environment to work in.

Dont understand this one

Natural resources

Demographic data, we are a hub of activity which isn't reflected in our population numbers.

Are there any additional opportunities for the community?

Advertising with Missouri tourism, increasing number/variety of Airbnb or hotel rooms

The County has proposed an amphitheater in the middle of town. It will increase traffic for Potosi and can become a hub for activity throughout the year. The city has yet to embrace it or support it publicly.

Review of ordinances for opportunities to improve, update and revise

?

I'm sure their could be.

We need more large employers in the area.

Promotional opportunities, especially regarding tourism as well as business recruitment and expansion.

What cities are Potosi's biggest competitors?

Park hills, desloge, Bonne Terre, Ironton, Desoto

Farmington, by name, although they don't compare. DeSoto because of location, but they don't realize what they have. Park Hills, but they have internal battles with Farmington and Leadington as well as

Farmington for more shopping and restaurants

St. Louis for better jobs and access to healthcare

Ste Genevieve for better industry and payer classes

Farmington

Farmington.

farmington

Farmington

Farmington desoto park hills

Farmington

Potosi Community Survey

Farmington

What has the potential to cause a major disruption to the city's economy (e.g. specific business closing, natural disaster, etc)?

Infrastructure issues, roads bridges,

School, hospital or emergency services closing

School enrollment has continued to drop over the past three years (+/-) and this indicates that we don't have younger people in the community. Potosi has become a type of retirement community for many - widows, etc. and there is less money changing hands within the community. Another pandemic could The hospital closing would cause a ripple effect in various economic structures of the city. Co-workers would have to commute and therefore not be spending in Potosi. Co-workers may have to relocate and therefore population would diminish. Community members would not have access to life saving care for heart attacks, strokes, and motor vehicle accidents. Community members would not have access to everyday healthcare which would lead to more travel and further exacerbation of access to healthcare. Local ambulance district would be forced to have ambulances and drivers on the road for longer periods of time. Current independent healthcare providers (Tindall, Terpstra, GMHC) If the internet has an outage, it seems like we come to a standstill. Businesses are unable to take debit or credit. Some still cannot afford internet, even here in the city.

Red Wing closing.

companies closing and people unemployed

Any of the large employers closing such as Purcell, Redwing or Hospital

All of the above, it's almost all small businesses so anything could cause a major disruption. That being said, if one of the few medium/large businesses closed, such as the hospital, it could easily have Hospital closing, prison closing, loss of large manufacturers, loss of funding for senior center

What are some additional internal or external threats to the community?

Lack of growth mindset. Neglecting honest and consistent evaluation

Internally, the City needs to be planning ahead - 5 years, 10 years, etc. Externally, the community needs to embrace change and new ideas along with new people.

Lack of technology advancement

Current reimbursement structure for hospital

Commercial insurance contracts that dictate healthcare

Disasters are always a problem.

Consolidation of power.

Lack of quality internet

We need a larger workforce, currently 20 plus percent of working age adults are on disability, and many commute out of the community for work

Lack of resources coordination

Brain drain.

What are some community projects that could address Potosi's biggest weaknesses?

Potosi Community Survey

Leader mentoring, training, grants, publication of resources- even advertising all the wonderful things available here so people can sense the scope instead of feeling discouraged about their hometown. Bringing the community back together 'to work on some kind of project' that would make people feel like they have some ownership in the community.

There is a battle over homeless in Potosi right now, there needs to be a face put with the issue and many people might think differently. Right now, the term backpackers is used and there isn't any real identity. It needs to be addressed but it can't be done in a broad stroke.

The city leaders need to listen to the citizenry. There seems to be a lack of communication at all levels. Community collaboration plan that is structured with bylaws, timelines, deliverables, etc.

Back up internet. Affordable internet.

Start helping emerging businesses, have leasable buildings in the industrial park. Quit having publicly funded groups buying commercial buildings.

Develop industry that will bring younger people to our community. Need reliable internet as well.

Allow city to grow even if it means restructuring

Continued support of economic development sales tax, airport expansion, funding for various types of housing, homeless shelter and transportation alternatives

Sober living houses, additional low income housing, residential drug treatment.

Based on the previous question, which project do you think should be a top priority?

Positive reinforcement- PR for what's already in place

Cleaning up the community and putting pride back in the people.

Community collaboration

Internet

Getting more public push to the I.D.A.

Bringing large industry to area

Attract large industry and thus residents

Housing initiatives

Additional HUD approved low income housing.

Are there any specific projects to address potential opportunities within the city?

Pressure washing downtown area, adding garden beds at all the major intersections where visitors first contact our city, eliminating eye sores

The City Park will help with young families, but more than a playground needs to be done.

There is a break between our education system and the community in general, needs to be addressed.

Broadband

Sidewalks

Youth activities

?

Unkown to me.

Not that I am aware of

Fundraising for inclusive playground in the city park and Towne Square Park

Potosi Community Survey

Based on the previous question, which project do you think should be a top priority?

Some feel good project; that might spur more results.

Youth activities

?

Unknown.

Attract industry

Towne Square Park