



STEELVILLE STRATEGIC PLAN

2023



Facilitated and Prepared by:

Meramec Regional Planning Commission
4 Industrial Drive
St. James, MO 65559



TABLE OF CONTENTS

PLAN INTRODUCTION	1
Strategic planning process.....	1
Planning stakeholders	3
STEELVILLE DATA.....	5
SWOT ANALYSIS	21
FOCUS AREAS, OBJECTIVES & STRATEGIES.....	25
ACTIONS IDENTIFIED	30
NEXT STEPS.....	41
ATTACHMENTS.....	42

PLAN

INTRODUCTION

STRATEGIC PLANNING PROCESS

Strategic planning is a process by which a community can recognize and prioritize what needs to be addressed 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 four 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 Steelville, located in Crawford County, was one of the five communities selected for participation in this strategic planning process. MRPC staff, working with the city of Steelville gathered a variety of community stakeholders to participate in a strategic planning workshop on April 6, 2023. Over the course of the one-day session, the group, through a SWOT Analysis, identified Steelville's top strengths, weaknesses, opportunities and threats, and worked to create viable action items to address the needs of the community.

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 city of Steelville made a commitment to participate with MRPC staff in the planning process. In addition, the city identified Councilmember Jason Ward as the key individual/contact person for this planning effort.
- II. Identifying Key Stakeholders: The city of Steelville 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 key community contact to develop the planning process for Steelville's strategic plan/workshop. The one-day session was held at Steelville City Hall, located at 895 Frisco Street in Steelville with the meeting held from 9 a.m. to 3 p.m. (*The Steelville Planning Workshop agenda is included in Exhibit I.*)
- IV. Developing an Economic Development Community Survey: MRPC staff developed an online community survey to provide an opportunity for additional community input into the planning process. This survey focused on the community's perceptions of Steelville's strengths, weaknesses, opportunities, and threats. (*The Steelville Economic Development Survey is included in Exhibit II.*) The city of Steelville assisted in distribution of this survey to the community. 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 Steelville Community Survey Results are included in Exhibit II.*)



Picture 1: Stakeholders participate in the SWOT Analysis.

Based on the specific nature of the one-day planning session, a separate vision, mission and purpose statement was not created as part of this process. It is intended that this strategic plan will be adopted and further developed by existing city and community organizations. The city of Steelville has several city committees and community organizations actively working together toward the betterment of the Steelville community. It is anticipated that the completion of the planning process and the adoption of the final plan will help guide the city of Steelville and other community organizations as they work together for the future development of Steelville.

PLANNING STAKEHOLDERS

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

- *Terry Beckham, Mayor of Steelville*
- *Terry Beers*
- *Liz Bennett*

- *Duane DeRennaux*
- *Kevin Green*
- *James Hayes*
- *Mike Sherman*
- *Amanda Sherrill*
- *Tiffany Troutt*
- *Jason Ward, Steelville City Council*
- *Jennifer Whitson*
- *Justin Wright*

Meramec Regional Planning Commission

- *Anne Freand, Planning Manager*
- *Orin Pogue, Community Development Specialist*
- *Candace Connell, Community Development Specialist*



Picture 2: Stakeholders prioritize identified strengths for the community.

STEELVILLE

DATA

The city of Steelville is a small rural community located in west central Crawford County at the intersection of Missouri State Highways 8 and 19. Steelville is the county seat, and according to the United States Census Bureau, the city has a total area of 2.42 square miles (6.27 km).

Steelville was founded on Dec. 18, 1835, and is a fourth-class city with a mayor and four alderpersons. Other cities in Crawford County include Cuba, which lies 7.5 miles to the north, Bourbon is 18 miles northeast and Sullivan is 30 miles northeast of Steelville. Other nearby cities include St. James located about 17 miles to the northwest.

The closest airports are the Cuba Municipal Airport, located 10 miles to the north. The Rolla National Airport at Vichy is located 33 miles to the northeast of Steelville. The closest international airport is the St. Louis Lambert International Airport, located approximately 95 miles to the northeast. The closest rail line is operated by the Burlington Northern Santa Fe railroad, which follows the general route of I-44, with the closest point located approximately eight miles to the north, outside of Cuba, MO. Top employers in Steelville include Steelville Manufacturing and the Steelville R-III School District.

As of the 2020 decennial census, the city of Steelville is home to 1,472 people, a decrease of just over 10% since the 2010 decennial census count of 1,642. Consistent with Steelville's population, neighboring cities of Cuba, St. James, Sullivan and Potosi, and Crawford and Phelps counties all experienced declines in population between 1.1% to 6.7%.

Table 1: 2010 & 2020 Decennial Census Population Comparison

Location	2020 Decennial	2010 Decennial	% Change
Steelville	1,472	1,642	-10.4%
Cuba	3,181	3,356	-5.2%
St. James	3,935	4,216	-6.7%
Sullivan	6,906	7,081	-2.5%
Potosi	2,538	2,660	-4.6%
Crawford County	23,056	24,696	-6.6%
Phelps County	44,638	45,156	-1.1%
Missouri	6,154,913	5,988,927	2.8%
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: 2011 & 2021 American Community Survey Population Estimates

Location	2021 ACS	2011 ACS	% Change
Steelville	1,607	1,390	15.6%
Cuba	3,206	3,372	-4.9%
St. James	3,970	4,169	-4.8%
Sullivan	6,192	7,310	-15.3%
Potosi	2,563	2,767	-7.4%
Crawford County	23,204	24,640	-5.8%
Phelps County	44,692	44,473	0.5%
Missouri	6,141,534	5,922,314	3.7%
Source: 2011 & 2021 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, Table 2 above provides a review of population estimates between the 2011 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 shows Steelville with a population of 1,607 people

compared to the 1,472 people in the 2020 decennial census. This difference is also reflected in the percentage of change in population change over the past decade with a 15.6% gain in population, using the ACS data, compared to more than a 10% loss in population with the decennial population numbers for the city of Steelville. Currently, there is not a clear answer as to the difference in numbers. It is noted that the 2010 decennial count occurred during the COVID-19 pandemic, which severely limited face-to-face interaction.

Table 3: Population Comparison between 2020 Decennial & 2021 ACS Data

Location	2020 Decennial	2021 ACS	Net Difference
Steelville	1,472	1,607	135
Cuba	3,181	3,206	25
St. James	3,935	3,970	35
Sullivan	6,906	6,192	-714
Potosi	2,538	2,563	25
Crawford County	23,056	23,204	148
Phelps County	44,638	44,692	54
Missouri	6,154,913	6,141,534	-13,379
Source: 2020 Decennial & 2021 American Community Survey data. http://data.census.org			

Map 1: City Map of Steelville



The educational level of the residents of Steelville has shifted slightly down over the last decade when reviewing American Community Survey (ACS) data. The percentage of individuals 25 years and over that are a high school graduate or higher decreased slightly between 2011 and 2021 (78.9% dropping to 78.7%). In comparison, the percentage of individuals with associates or bachelor's or other graduate/professional degrees increased slightly over the same timeframe (18% in 2011 increasing to 19.9% in 2021). The city of Cuba also experienced a decrease in those with a high school degree during this same time. The other neighboring cities saw increases in percentages of individuals with high school or higher degrees.

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

Location	% 2021	% 2011	% Change
Steelville	78.7%	78.9%	-0.2%
Cuba	74.1%	80.9%	-3.8%
St. James	84.9%	72.3%	12.6%
Sullivan	88.9%	80.4%	8.5%
Potosi	81.6%	70.2%	11.4%
Crawford County	89.1%	77.7%	11.4%
State of Missouri	91%	86.2%	4.8%
United States	88.9%	85%	3.9%
Source: 2021 and 2011 American Community Survey data. http://data.census.org			

Steelville saw a slight increase in those 25 and over with no high school diploma between 2011 and 2021. The community of Cuba also saw an increase, however St. James, Sullivan and Potosi experienced decreases between 8.5% and 12.6% in those without a high school diploma over the last decade. Based on the 2021 ACS statistics, 21.2% of Steelville's residents 25 years and older have no high school diploma.

Table 5: Educational Attainment % Population Without High School Diploma

Location	% 2021	% 2010	% Change
Steelville	21.2%	21.1%	.1%
Cuba	25.9%	19.1%	6.8%
St. James	15.1%	27.8%	-12.7%
Sullivan	11.1%	19.6%	-8.5%
Potosi	18.4%	29.8%	-11.4%
Crawford County	18.9%	22.3%	-3.4%
State of Missouri	9.1%	13.9%	-4.8%
United States	11.1%	14.9%	-3.8%

Source: 2021 and 2011 American Community Survey data. <http://data.census.org>

Based on 2021 ACS data, the total number of housing units in Steelville is estimated at 745 in the 2017-2021 ACS with single family homes comprising about 64%, multi-family housing about 24% and mobile homes about 12%. The average age of homes in Steelville is 56 years. According to 2021 ACS, 19.6% of housing units were built in 1939 or earlier, 47% were built between 1940 and 1979, and 33.4% were built in 1980 or later.



Pictures 3: Example of new-construction single-family homes in Steelville. This home was built in 2017.

Source: MARIS

The decade with the most housing construction in Steelville was between 1970-1979 with 99 homes built during this time. ACS data for 2017-2021 also indicated that 120 housing units have been built since 2000. Of the 745 housing units, 244 were built prior to 1940. While many of these structures may be properly maintained, it is likely that a portion of the properties are in need of renovations and/or possible demolitions in the community, depending on current structural conditions.



Picture 4: Example of older construction single-family homes in Steelville. This home was built in 1940.

Source: MARIS

The median value of an owner-occupied home in Steelville was \$78,400 in 2011 and decreased to \$76,300 in 2021. This was a 2.7% decrease over the past decade and is a troubling statistic as the median home values for all other comparison communities increased during this same time. With the increase in property values during COVID-19, median value of owner-occupied homes is expected to increase with the next ACS data release.

Table 6: Median Home Values in Steelville and Neighboring Communities

Location	2021 Median Home Value	2011 Median Home Value	% Increase
Steelville	\$76,300	\$78,400	-2.7%
Cuba	\$135,900	\$100,700	35%
St. James	\$102,600	\$88,600	15.8%
Sullivan	\$117,400	\$106,000	10.8%
Potosi	\$98,600	\$86,100	14.5%
Crawford County	\$136,000	\$106,900	27.2%
State of Missouri	\$171,800	\$138,900	23.7%
Source: 2021 and 2011 American Community Survey data. http://data.census.org			

An additional concern is that the median home value in Steelville is \$76,300 in 2021 compared to the median value of homes in neighboring communities ranging from a low of \$98,600 in Potosi to a high of \$106,000 in Sullivan. Most homes (150) in Steelville were valued between \$50,000 and \$99,999 (2017-2021 ACS).

Table 6: 2011 Housing Characteristics Including Vacancy, Owner and Rental Units

Location	Total Housing Units	Occupied Units	% Vacant Units	% Owner Occupied Units	% Renter Occupied Units
Steelville	871	722	17.1%	68.7%	31.3%
Cuba	1,304	1,158	11.2%	54.3%	45.7%
St. James	1,704	1,523	10.6%	59.6%	40.4%
Sullivan	3,367	2,975	11.6%	62.3%	37.7%
Potosi	1,335	1,154	13.6%	49%	51%
Crawford County	11,901	9,528	19.9%	76.5%	23.5%
State of Missouri	2,702,890	2,354,104	12.9%	69.5%	30.5%
USA			12.4%	66.1%	33.9%
Source: 2011 ACS 5 Year Estimates Data Profiles. http://data.census.org					

Based on 2021 ACS data, the city has 745 total housing units with about 40% of those being owner-occupied (243 or 39.4% of the total occupied units) and approximately 129 noted as vacant, based on 2021 ACS data. The vacancy rate in the community was 17.1% in 2011 and increased to 17.3% in 2021. 2021 vacancy rates for neighboring communities range from 7.8% in Cuba to a high of 16.9% in Potosi. The percentage of housing units that are owner-occupied decreased significantly in the last decade from 68.7% in 2011 to 39.4% in 2021. In relationship

to this change, the housing units used as rentals increased from 31.3% of total units to 60.6% of housing units in Steelville. Of the roughly 380 rental units in Steelville, 38 homes – (10%) of the rental units – participate in the HUD Section 8 Housing Choice Voucher program that helps subsidize rent and utilities for very low-income families as of May 25, 2023. Neighboring communities with the highest renter occupied unit rates include Cuba at 67.1% and St. James at 51.9%. The city of Sullivan has the lowest percentage of renter occupied units at 36.7%. It is interesting to note that many of the renter occupied rates increased over the last decade for the communities referenced, excluding Sullivan and Potosi, which have seen a slight decrease.

Table 8: 2021 Housing Characteristics Including Vacancy, Owner and Rental Units

Location	Total Housing Units	Occupied Units	% Vacant Units	% Owner Occupied Units	% Renter Occupied Units
Steelville	745	616	17.3%	39.4%	60.6%
Cuba	1,331	2,710	7.8%	32.9%	67.1%
St. James	1,618	1,464	9.5%	48.1%	51.9%
Sullivan	3,080	2,975	12%	63.3%	36.7%
Potosi	1,243	1,033	16.9%	52.9%	47.1%
Crawford County	11,461	9,272	19.1%	72.3%	27.7%
Phelps County	20,161	17,878	12.3%	60.9%	39.1%
State of Missouri	2,782,081	2,433,819	12.5%	67.6%	32.4%
USA			11.2%	64.6%	35.4%
Source: 2021 ACS 5 Year Estimates Data Profiles. http://data.census.org					

The average household size of owner-occupied housing units in Steelville is 2.54 people in comparison to neighboring towns of Cuba at 2.63, St. James at 2.6, and Sullivan at 2.32. The state of Missouri's average household size for owner-occupied units is 2.57. The average household size of renter-occupied units in Steelville is 2.2 people. This compares to a low of 2.09 people per unit in Sullivan, 2.48 in St. James, and 2.52 people per rental unit in Cuba. The state of Missouri's average household size of renter-occupied units is 2.21.

According to 2021 American Community Survey data, 15.9% of Steelville's individuals (227) are living below the poverty level, compared to 31% of the total population in 2011 living in poverty. This is a significant decrease over the past decade in the number of people in Steelville living in poverty and sets Steelville apart from other neighboring communities as Cuba and St. James both experienced an increase in the percentage of people living in poverty. In the

Steeleville community, 17.6% (59) of those below the age of 18 are living below poverty, 16.9% (150) are between 18 and 64 years of age and 8.7% (18) of those over the age of 65. St. James experienced the largest increase in those living in poverty, showing an increase of 10.6% with 29.4% of St. James 2021 population living below poverty.

Table 9: 2011 and 2021 Population Living Below Poverty

Location	2011 Population Below Poverty		2021 Population Below Poverty		2021 Age Under 18 Below Poverty	2021 Age 18-64 Below Poverty	2021 Age 65 & Over Below Poverty
	Number	%	Number	%	%	%	%
Steeleville	531	31.0%	227	15.9%	17.6%	16.9%	8.7%
Cuba	826	25.2%	800	26.1%	25.2%	27.5%	21.4%
St. James	732	18.8%	1,094	29.4%	40.3%	25.4%	14.2%
Sullivan	1,512	19.7%	873	14.5%	29%	11.2%	7.4%
Potosi	716	28.3%	528	22.1%	25.7%	23.3%	11.0%
Crawford County	4,607	19.0%	3,768	16.5%	20.8%	16.7%	11.0%
State of Missouri	869,036	15.0%	762,023	12.8%	16.9%	12.3%	8.9%
USA		14.9%		12.6%	17%	11.8%	9.6%
Source: 2011 & 2021 ACS 5-Year Estimates, US Census							

Median household incomes in the city increased slightly more than 43% over the last decade increasing from \$31,685 in 2011 to \$45,368 in 2021.

Table 10: Median Household Income

Location	2021 Median Household Income	2011 Median Household Income	% Change
Steeleville	\$45,368	\$31,685	43.2%
Cuba	\$33,447	\$34,143	-2.0%
St. James	\$45,126	\$37,029	21.9%
Sullivan	\$52,067	\$31,878	63.3%
Potosi	\$33,865	\$23,650	43.2%
Crawford County	\$46,643	\$35,947	29.8%
Phelps County	\$48,124	\$40,675	18.3%
State of Missouri	\$61,043	\$47,202	29.3%
USA	\$69,021	\$53,046	30.1%
Source: 2011 & 2021 ACS 5-Year Estimates, US Census			

Steelville's 2021 median household income is higher than all the neighboring communities, except for Sullivan, whose 2021 median household income was \$52,067. Many neighboring communities experienced similar increases in annual household income, excluding Cuba which saw a decline in the median household income (-2%) in the last decade.

Community indicators including local sales tax receipts and property tax assessed valuations are compared for the years 2019 through 2022. There was a decrease in sales tax revenues between 2020 and 2021, with a healthy increase in 2022. In addition, there was a decrease in property assessed valuation in the city in 2020 but that has rebounded, increasing by over \$1.4 million in 2022.

Table 11: Steelville Sales and Property Tax

Year	Local Sales Tax Revenue	Property Assessed Valuation	Property Tax Revenues
2019	\$600,093	\$16,467,737	\$86,242
2020	\$688,124	\$15,824,286	\$90,895
2021	\$678,487	\$ 16,947,410	\$94,651
2022	\$749,489	\$18,358,655	\$102,533
Source: Missouri Department of Revenue, Tax and Fee Distribution Cities and Missouri State Auditor, Property Tax Rates Report			

Sales tax revenues indicate, in part, the health and growth of retail in communities. There has been modest growth in Steelville's sales tax revenue and also an increase in property tax valuation. It is anticipated that this growth will continue with existing commercial business combined with new efforts in downtown revitalization and community development.

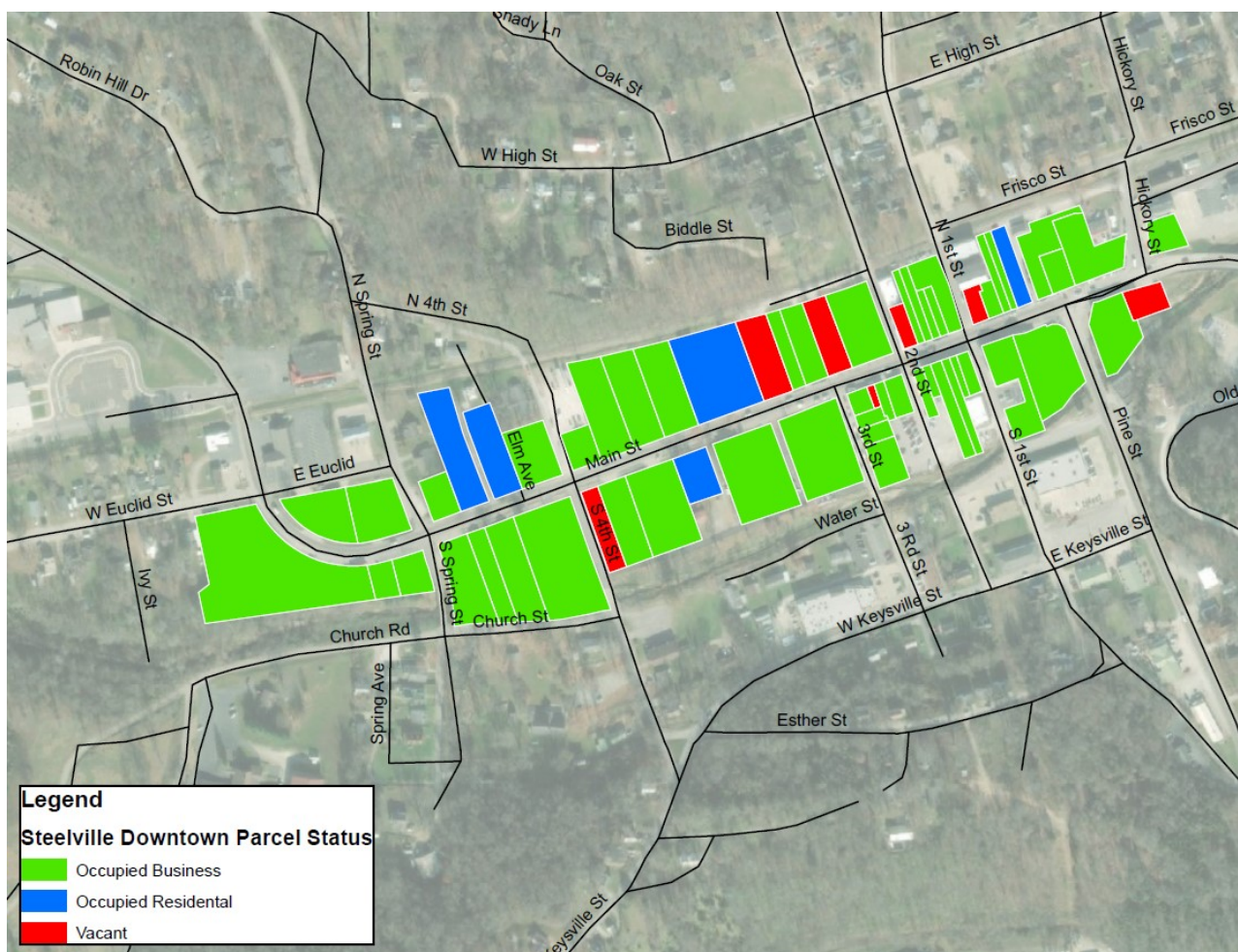
Although Steelville's downtown is mostly occupied, residents expressed a need for more entertainment and hospitality options for families after school and work hours. Upon completion of a windshield survey, MRPC has determined this perceived need to be accurate.

Table 12: Survey of Downtown Buildings

Street Location	# of Individual Parcels	# Parcels with Commercial Business or Storefront	# Vacant Structures	#Residential Units
Main Street between Euclid and Hickory Streets	60	48	7	5
Source: MRPC Survey of Downtown Belle, May 2023				

There are approximately 60 individual parcels of land on Main St. between Euclid St. and Hickory St. Of these 60 parcels, it was determined 7 are vacant and 5 are residential. The approximately 48 parcels that remain are mostly operated as government offices, law offices, bail bond offices, craft shops, general stores, and a few restaurants. MRPC was able to obtain posted regular business hours for 29 of these establishments, and only three kept their businesses open after 5:00 p.m. Additionally, many businesses also appeared to only be open during the summer tourist season or weekends.

Map 2: Map of Steelville's Downtown Commercial Area



Steelville's civilian labor force (16 years and older) totals 722 people, which is 53.4% of the available population, slightly higher than 51.2% in 2011. Area communities range from Cuba's

labor force of 50.6%, Sullivan's 58.4%, to St. James 62.1%. As a further comparison, the state of Missouri has 63.2% of its civilians working or actively looking for work.

Unemployment in the city of Steelville was listed at 14%, based on the 2021 ACS. It should be noted that this data included a margin of error of 10.3 points. ACS data for 2021 shows an unemployment rate of 7.7% for Crawford County. Updated unemployment rates are available only by county and offer a comparison to the ACS data. The average 2021 unemployment rate for Crawford County, based on the U.S. Bureau of Labor Statistics, was 4.54%. Phelps County's average rate for that same time was 3.74%. From January 1, 2022, through December 2022, Crawford County averaged an unemployment rate of 3.01%, with a high of 4.4% in January 2022. The current unemployment rate through January 2023 in Crawford County was 3.2%. In comparison, Phelps County averaged an unemployment rate of 2.62 January 2022 through December 2022, with a current unemployment rate of 3.0%. Overall, the unemployment rates have improved over the course of the last 2 years.

Table 13: 2021 Employment by Industry Sector

Industry Sector	Number	%
Manufacturing	176	28.3%
Retail Trade	141	22.7%
Education, Healthcare, Social Assistance	137	22.1%
Construction	54	8.7%
Arts, entertainment, recreation	43	6.9%
Transportation, warehousing, utilities	31	5.0%
Source: 2021 ACS 5-Year Estimates, US Census		

In Steelville, the top three industry sectors employed over 73% of the working population in 2021 per ACS data. These industries include manufacturing, retail trade, and education/healthcare/social assistance. The next three sectors of construction, arts/entertainment/recreation, and transportation/warehousing/utilities employ almost 21% of the total labor force.

The largest employer, Steelville Manufacturing Company, currently employs approximately 189 people. Steelville Manufacturing is a nationally recognized modern machine shop that CNC precision machinery and other services primarily for the aerospace industry. The next largest employer, Steelville R-III Public Schools, employs 157 people as of 2022. These two employers alone total almost 23% of the city's population. Per recent information from the Central

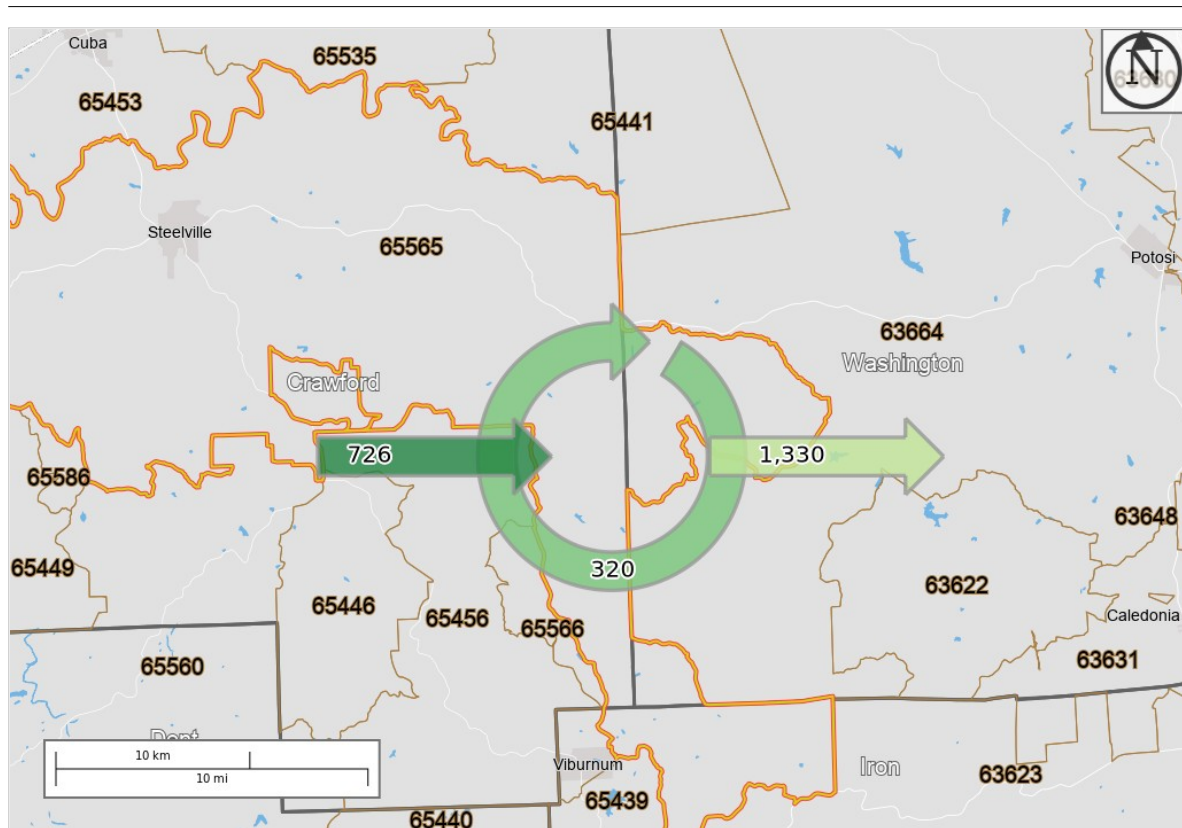
Workforce Development Region, which includes Crawford County, top employing industries include health care and social assistance, retail trade, educational service, accommodation and food services, manufacturing, public administration, and construction. The region's top employment sectors compare similarly to Steelville's top sectors for employment.

The U.S. Census OnTheMap Inflow/Outflow Analysis provides a visual representation of those within the city of Steelville and their commuting characteristics.

Map 3: 2020 Commuting Characteristics

Inflow/Outflow Counts of Private Primary Jobs for Selection Area in 2020

All Workers



Map Legend

Selection Areas
 Selection Area

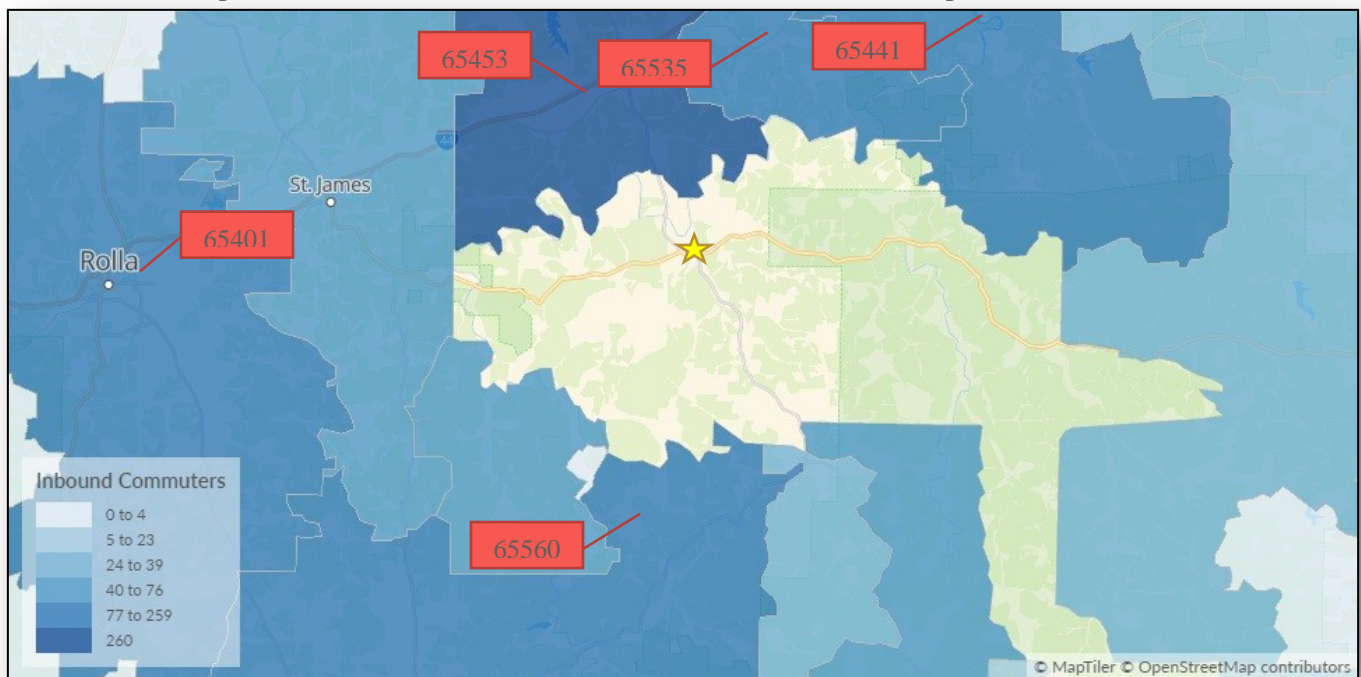
Inflow/Outflow
 Employed and Live in Selection Area
 Employed in Selection Area, Live Outside
 Live in Selection Area, Employed Outside
 Note: Overlay arrows do not indicate directionality of worker flow between home and employment locations.



The most recent analysis is from 2020 and the data is based on the zip code 65565, which includes the city of Steelville. The map on page 18 shows that 726 individuals are employed in the 65565-zip code but live outside the area, 1,330 live in this area and travel outside for work, and 320 people live and work within the 65565 zip code.

Additional commuter data for the Steelville area was gathered from Lightcast, an economic modeling workforce data source. The following data is based on Census statistics for the zip code 65565 in Steelville, which covers a larger geographical area, but provides a more recent (2020) visual depiction for the community.

Map 4: 2020 Inbound Commuters to the 65565 Steelville Zip Code



Source: <https://analyst.lightcast.io>. Statistics from Missouri Economic Research and Information Center

Mean commute time for those living in zip code 65565 is 21.1 minutes, according to ACS Data for Steelville, Missouri. Data shows that the largest number of inbound commuters (260) come from the adjacent 65453 zip code for Cuba (dark blue) and an overall total of 1,247 inbound commuters travel to the area in green (65441 zip code). In comparison, the top destinations for people that travel from Steelville to work include Cuba and Rolla. Unfortunately, the area is losing 386 net commuters because 1,633 people are leaving the area to work in other zip codes.

Table 14: Top 5 Zip Codes for Inbound/Outbound Commuters

City	Zip Code	Inbound Commuters	Outbound Commuters	Net Commuters
Cuba	65453	260	299	-39
Leasburg	65535	105	23	82
Salem	65560	88	37	51
Rolla	65401	78	134	-56
Bourbon	65441	77	84	-7
St. James	65559	53	61	-8
Cook Station	65449	47	19	28
Sullivan	63080	26	142	-116
Source: https://analyst.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 Steelville, other community organizations, and fellow 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.

Steelville Strengths	
Priority Ranking	Community Strengths Identified
# 1	Bike trails and biking/floating and rafting/outdoor recreation assets
# 2	Active faith community/churches/outreach to those in need
# 3	Community cultural and tourism assets including Meramec Music Theatre, Wildwood Springs Lodge concerts, Hoppe Springs
# 4	Natural Beauty/proximity to several rivers/hub for river tourism
# 5	Strong business and community support of community efforts/willingness to give of time, resources
# 6	County seat
# 7	Lots of local businesses
# 8	Large number of activities for small town/parades/festivals

#9	Caring, close-knit community
#10	Quaint, unique downtown
#11	Effective school partnerships
#12	Strong volunteer base/willingness to work together
#13	“There are GOOD people here”

Steelville Weaknesses	
Priority Ranking	Community Weaknesses Identified
#1	Lack of job opportunities
#2	Lack of family friendly/youth activities
#3	Lack of enforcement by court system/small size police force
#4	Need for maintenance, replacement, repair and new streets, sidewalks, bridge repair and infrastructure needed
#5	Beautification of downtown and public areas needed
#6	Much of city impacted by flood plain
#7	More main street businesses needed/business longevity/business hours that promote tourism/local shopping
#8	Lack of quality workforce housing/housing stock
#9	High commercial building vacancy rates
#10	Lack of natural gas in community
#11	High level of residential rental properties/HUD housing

Steelville Opportunities	
Priority Ranking	Community Opportunities Identified
#1	Work together to redevelop/promote downtown to include parking, hours businesses are open/wayfinding
#2	Increased focus on small business development/entrepreneurship
#3	Focus on Heritage Tourism/Trail of Tears
#4	Improve and increase area recreational assets/youth activities/recreational center/railroad trail development
#5	Update zoning map and review and update city ordinances
#6	Improve community buildings, including rebuilding the community center
#7	Work with SEMA/FEMA/Corps of Engineers and local landowners on flood control development
#8	Bring business community together/strengthen Chamber
#9	Draw in more tourism outside of region/marketing/online media/Home of Hospitality/focus more on increasing revenue from tourism
#10	Partner with neighboring communities including Cuba and St. James on tourism marketing
#11	Expand community events based on community assets like rivers, downtown business community, bike trails
#12	Community-wide beautification
#13	Expand community events, based on community assets like rivers, downtown business community, bike trails/create new adventures/bike park/historical parks

Steelville Threats	
Priority Ranking	Community Threats Identified
# 1	A major flood with no flood control plan in place/cost of flood insurance for local property owners/business owners
# 2	Not being or staying competitive/becoming complacent
# 3	Other neighboring cities taking advantage of opportunities/competing with Steelville
# 4	Lack of support for non-sports activities, programs, and facilities
# 5	Not upgrading city infrastructure to include streets and sidewalks/bridges
# 6	High faculty/school leadership turnover
# 7	Loss of county seat
# 8	Resistance to change/stuck in the past
# 9	Brain drain
# 10	Local outfitters/area tourism related businesses not feeling like a part of the community
# 11	Continual decline of residential areas within city/deteriorating housing stock

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 April 2023.

FOUR FOCUS AREAS FOR STEELVILLE

- 1. Promote Steelville***
- 2. Enhance Municipal Facilities, Systems and Services***
- 3. Strengthen and Promote Growth***
- 4. Improve and Expand Housing***

FOCUS 1: PROMOTE STEELVILLE

Effectively promoting Steelville will consider both internal and external factors. Internally, the focus will be on creating more ways to better communicate the activities, events, businesses, and resources to the local people that live in and around the city of Steelville. Additionally, an emphasis will be placed on attracting more travelers to the city. Increased tourism boosts the local economy and will lead to the creation of additional jobs. Furthermore, marketing the destination draws visitors and tax dollars to Steelville while helping to create a sense of place for residents and tourists alike.

OBJECTIVE 1: IMPROVE AND EXPAND MARKETING EFFORTS

STRATEGY 1: Develop community-wide marketing and business plan for tourism

STRATEGY 2: Create a comprehensive website for local community and to include/incorporate tourism

STRATEGY 3: Develop social media plan and improve social media presence to better promote Steelville

STRATEGY 4: Create branding plan for Steelville

OBJECTIVE 2: WORK TOGETHER TO PROMOTE COMMUNITY EVENTS

STRATEGY 1: Identify lead organization/agency for coordination of community events

STRATEGY 2: Partner with local businesses to promote public events

FOCUS 2: ENHANCE MUNICIPAL SYSTEMS, FACILITIES AND SERVICES

Continued growth in the city of Steelville will require preparation and planning for the physical growth of the community through infrastructure investments. Emphasis will be placed on sidewalks, trails, and streets. In addition, efforts will be made to expand the partnership with Crawford County in public infrastructure planning and improvements.

OBJECTIVE 1: MAINTAIN, IMPROVE AND UPGRADE PUBLIC INFRASTRUCTURE

STRATEGY 1: Develop long-term plan for public infrastructure

STRATEGY 2: Evaluate and improve stormwater system and flooding prevention infrastructure

**OBJECTIVE 2: IMPROVE WALKABILITY AND CONNECTIVITY FOR
PEDESTRIAN MOVEMENT**

STRATEGY 1: Develop an Active Living Plan for walking/biking

STRATEGY 2: Pursue grants to help fund new sidewalks and trails

STRATEGY 3: Promote a better sense of community and improve safety

**OBJECTIVE 3: PROMOTE PARTNERSHIP WITH CRAWFORD COUNTY ON
GROWTH AND PROMOTION OF STEELVILLE**

STRATEGY 1: Identify opportunities for city of Steelville and local community groups to engage with Crawford County

FOCUS 3: STRENGTHEN AND PROMOTE GROWTH

Enhancing the development of the Steelville community will be focused on supporting and enhancing the economic development of the community including targeting recruitment and retention of downtown businesses. In addition, the community will focus on promoting a quality of life that is attractive to current and potential residents of all ages and interests. By working together, the Steelville community will be better prepared to thrive and grow.

OBJECTIVE 1: PROMOTE COMMUNITY ECONOMIC DEVELOPMENT

STRATEGY 1: Create an economic development committee

STRATEGY 2: Evaluate availability of land to support new businesses and ensure city preparedness for growth

STRATEGY 3: Research and work to create a business liaison/economic developer for the Steelville community

STRATEGY 4: Develop recruitment programs/incentives for expanding and new businesses

STRATEGY 5: Encourage and promote the development of destination businesses

OBJECTIVE 2: IMPROVE AND STRENGTHEN DOWNTOWN STEELVILLE

STRATEGY 1: Develop plan for continued growth of the downtown commercial area with a focus on promoting destination tourism

STRATEGY 2: Improve beautification in downtown and across community, working to foster a community approach

STRATEGY 3: Improve downtown streets, sidewalks, and parking for pedestrians and vehicle movement

STRATEGY 4: Create coalition to focus on tourism

STRATEGY 5: Consider development of downtown business improvement district

OBJECTIVE 3: IMPROVE AND INCREASE FAMILY FRIENDLY ACTIVITIES

STRATEGY 1: Update/renovate the Steelville Community Center

STRATEGY 2: Expand parks and ballfields

OBJECTIVE 4: INCREASE COMMUNITY ASSETS

STRATEGY 1: Create a Heritage Trail/focus on heritage tourism

STRATEGY 2: Promote local community tie to Trail of Tears

STRATEGY 3: Continue planning for development of Lead Line Rail Trail

FOCUS 4: IMPROVE AND EXPAND HOUSING

Over the past decade, Steelville has seen a significant increase in the percentage of housing units being leased, with close to 61% of the homes in the community now used as rentals. In addition, the total housing units in Steelville decreased from 871 in 2011 to 745 in 2021, with 129 homes

identified as vacant. Median home values decreased in the last ten years to \$76,300 (the lowest median home value of all comparison communities). Quality affordable housing is a key to continued community growth and additional opportunities for homeownership is an area of focus. Additionally, 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: Expand housing study for Steelville that was completed as part of MRPC's 2023 Floodplain Housing Study

STRATEGY 2: Promote new housing development plans within city limits

STRATEGY 3: Provide infrastructure to support new residential growth

OBJECTIVE 2: ENCOURAGE MORE HOME OWNERSHIP OPPORTUNITIES

STRATEGY 1: Determine home ownership needs and community goal for housing units occupied by owner compared to rental units

STRATEGY 2: Develop plan for community to work together to grow home ownership opportunities

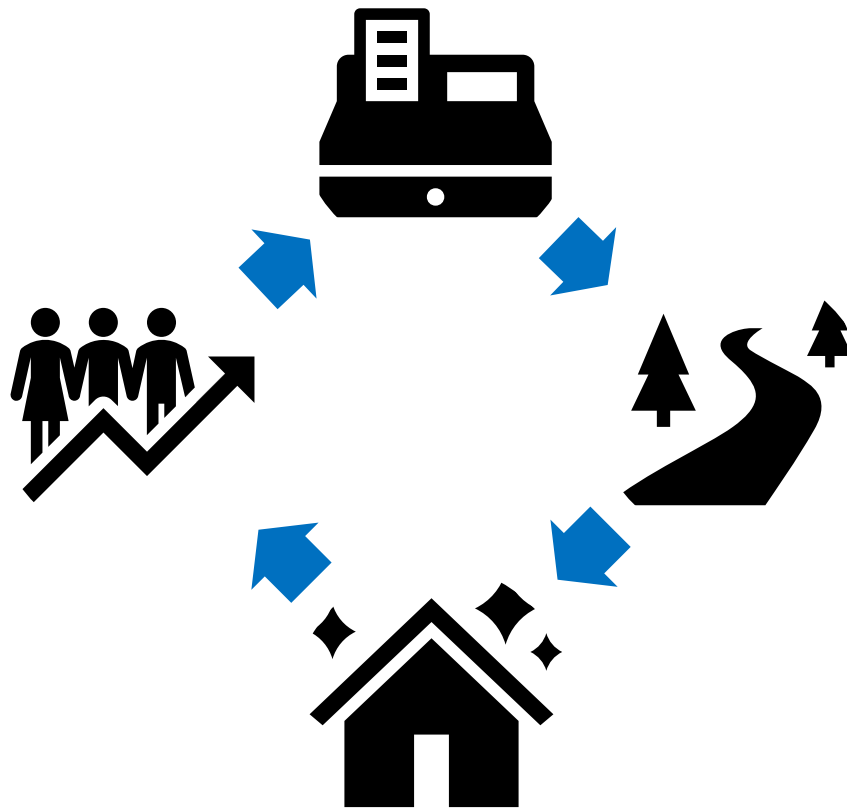
OBJECTIVE 3: IMPROVE HOUSING STOCK WITH EMPHASIS ON RENTAL UNITS

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

STRATEGY 2: Encourage development of quality/market rate rental housing

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 Steelville. The scope of this plan follows a five-year timeframe and highlights four major areas of focus (tourism, economic and community development, infrastructure and housing).



FOCUS: PROMOTE STEELVILLE

Objective 1: *Improve and Expand Marketing Efforts*

Strategies	Action Items	Partners and Stakeholders	Timeline
Develop community wide marketing and business plan for tourism	<p>Form community group to work together on tourism plan</p> <p>Focus on involvement of outfitters and businesses located outside city</p> <p>Incorporate regional/area tourism in community plan</p> <p>Include a map of tourism assets in Steelville area</p>		
Create a comprehensive website for local community to include/incorporate tourism	<p>Identify home/sponsoring organization for community website</p> <p>Identify community information to be included on the website</p> <p>Complete a business directory working with Steelville Chamber of Commerce</p> <p>Establish a regular update schedule to ensure information is accurate and timely</p>		
Develop social media plan and improve social media presence to better promote Steelville	<p>Identify key social media community organizer/organization</p> <p>Create a social media strategy to push people towards the new website</p> <p>Work with Steelville School District/involve students in this strategy</p> <p>Target the market/boost Facebook and other social media posts to focus on certain demographics based on community events or destination</p>		
Create branding plan for Steelville	<p>Form working group to develop a brand/logo for Steelville</p>		

	<p>Identify ways to integrate branding into marketing Steelville</p> <p>Construct ‘Welcome’ signs at the entrance to the city</p> <p>Incorporate wayfinding signage into branding and marketing plan</p>		
--	--	--	--

Objective 2: Work Together to Promote Community Events

Strategies	Action Items	Partners and Stakeholders	Timeline
Identify lead organization/agency for coordination of community events	<p>Organize community meeting to include one to two key members from all active organizations in Steelville</p> <p>Evaluate the option of the Steelville Community Betterment Association and/or the Chamber assuming this role</p> <p>Work together to determine ways to better coordinate community events and actively support each other</p>		
Partner with local businesses to promote public events	<p>Encourage businesses to promote local events to include adding to their websites, at their place of business, and on digital message boards around town</p>		

FOCUS: ENHANCE MUNICIPAL SYSTEMS, FACILITIES AND SERVICES

Objective 1: Maintain, Improve and Upgrade Public Infrastructure

Strategies	Action Items	Partners and Stakeholders	Timeline
Develop long-term plan for public infrastructure	<p>City municipal utilities staff, mayor and board to work with city engineering firm to determine long-term infrastructure needs and create a 5 to 10 year capital improvement plan</p> <p>Adopt capital improvement plan to support needed public infrastructure improvements</p>		

	<p>Investigate various financing options including TIF, CID and other special taxing districts</p> <p>Explore potential grant opportunities</p> <p>Conduct a utility rates study and consider adjusting rates as necessary to cover existing costs and replacement costs</p>		
Evaluate and improve storm water system and flooding prevention infrastructure in place	<p>Work with city engineering firm to evaluate the city's existing stormwater system and identify needed improvements</p> <p>Identify needed improvements on bridges within city to include maintenance</p> <p>Replace bridge over Yadkin Creek</p>		

Objective 2: *Improve Walkability and Connectivity for Pedestrian Movement*

Strategies	Action Items	Partners and Stakeholders	Timeline
Develop Active Living Plan for walking/biking	Work with MRPC to apply for funding for the development of an Active Transportation Plan grant. This plan, if funded, will focus on biking and walking in the Steelville community		
Pursue grants to help fund new sidewalks and trails	<p>Update sidewalk map and prioritize sidewalk and trail needs and/or planned projects</p> <p>Work with MRPC staff to determine applicable grant programs and pursue funding opportunities</p>		
Promote a better sense of community and improve safety	Develop signage/community way finding for sidewalks and trail systems		

Objective 3: *Promote Partnership with Crawford County on Growth/Promotion*

Strategies	Action Items	Partners and Stakeholders	Timeline
Identify opportunities for city and local community groups to engage with Crawford County	<p>Include representation from county offices on community committees and in groups</p> <p>Place emphasis on city representatives attending county meetings and engaging with county offices on local issues</p> <p>Include Crawford County in stormwater/bridge repair and replacement projects</p> <p>Identify opportunities for city and county to work together on trail and pedestrian projects</p>		

FOCUS: STRENGTHEN AND PROMOTE GROWTH

Objective 1: *Promote Community Economic Development*

Strategies	Action Items	Partners and Stakeholders	Timeline
Create an economic development committee	<p>Organize an economic development committee to include representatives from the city, chamber and other organizations within the community</p> <p>Request that Crawford County add a representative to this committee</p> <p>Ensure a tie to the Steelville IDA and include an IDA representative on this committee</p>		
Evaluate availability of land to support new businesses and ensure city preparedness for growth	<p>Review city zoning and evaluate locations for additional business growth</p>		

	<p>Update city zoning maps to be prepared to respond to business inquiries</p> <p>Provide city ordinances online</p>		
Research and work to create a business liaison/economic developer	<p>Research best practices for similar size communities</p> <p>Reach out to area communities that have this type of position</p> <p>Identify potential sources of funding a paid position</p>		
Develop recruitment programs/incentives for expanding and new businesses	<p>Identify ways to support and encourage new business and entrepreneurs</p> <p>Develop plan to attract remote workers to include consideration of financial incentives</p> <p>Incorporate incentives available through the Crawford County Enhance Enterprise Zone</p>		
Encourage and promote the development of destination businesses	<p>Develop a plan to recruit, grow and assist in the development of businesses that compliment Steelville's tourism focus</p>		

Objective 2: *Improve and Strengthen Downtown Steelville*

Strategies	Action Items	Partners and Stakeholders	Timeline
Develop plan for continued growth of the downtown commercial area with a focus on promoting destination tourism	<p>Research Main Street America program</p> <p>Research other downtown planning processes and best practices</p> <p>Encourage businesses to extend hours including evenings and weekends</p> <p>Work with local building owners to encourage reasonable business rental rates</p>		

	<p>Consider community branding opportunities</p> <p>Include community signage and wayfinding to promote a better sense of community and make visitors feel welcomed</p>		
<p>Improve beautification in downtown and across community, working to foster a community approach</p>	<p>Consider options for community beautification including creating a community group to focus on beautification</p> <p>Identify garden clubs, art clubs, churches to involve in beautification</p> <p>Incorporate parking, traffic, signage and lighting considerations into a community beautification program</p> <p>Engage local business and building owners in plans for beautification</p> <p>Work with downtown businesses and/or local gardening groups to plant flowers and consider other beautification projects in the downtown</p> <p>Encourage property maintenance for local businesses and residents through the enforcement of public nuisance ordinances</p>		
<p>Improve downtown streets, sidewalks, and parking for pedestrians and vehicle movement</p>	<p>Develop plan to address limited parking, needed street and sidewalk improvements</p> <p>Create a parking map for the downtown</p>		
<p>Create a coalition to focus on tourism</p>	<p>Investigate financing programs, including sales and lodging taxes, and grants, that support and provide funding for tourism</p>		
<p>Consider development of a downtown business</p>	<p>Evaluate the formation of a business improvement district in Steelville</p> <p>Consider roles of this district in business attraction, retention and</p>		

improvement district	<p>expansion, marketing and special events, place making and beautification, public safety, and hospitality</p> <p>Research opportunities to promote and provide incentives for building improvements through community improvement districts (CID)</p>		
-----------------------------	---	--	--

Objective 3: *Improve and Increase Family Friendly Activities*

Strategies	Action Items	Partners and Stakeholders	Timeline
Update/Renovate the Steelville Community Center	Continue to pursue funding to update and renovate this facility		
Expand parks and ballfields	<p>Work with the city, school and local parks committees and boards to evaluate existing resources and identify needed facilities</p> <p>Include Crawford County representation in these efforts</p>		

Objective 4: *Increase Community Assets*

Strategies	Action Items	Partners and Stakeholders	Timeline
Create a Heritage Trail/focus on heritage tourism	<p>Identify historic areas of significance and promote the development of a heritage trail</p> <p>Work in cooperation and coordination with other tourism efforts and groups</p>		
Promote local community tie to Trail of Tears	<p>Research opportunity to strengthen tie to Missouri Trail of Tears organization, including offering office location</p> <p>Research option for local museum, consider possible collaboration with St. James and Cuba</p>		

Continue planning for development of Lead Line Rail Trail	Identify community members interested in working together to promote the development of the Lead Line Rail Trail		
--	--	--	--

FOCUS: IMPROVE AND EXPAND HOUSING

Objective 1: Increase Available Housing

Strategies	Action Items	Partners and Stakeholders	Timeline
Expand housing study for Steelville that was completed as part of MRPC's 2023 Floodplain Housing Study	<p>Complete a thorough review of the Floodplain Housing Study and work to prioritize the recommendations included in this plan.</p> <p>Expand this study to include identification of needs for new homes, the size, cost, etc., evaluate rental needs in the city</p> <p>Address flood prone residential areas</p> <p>Work with local lenders, realtors, and developers to promote development of infill and subdivision construction of single and multi-family housing</p>		
Promote new housing development plans within city limits	<p>Work together to garner support for new housing development plans</p> <p>Research options and programs for incentivizing and funding new housing developments</p>		
Provide infrastructure to support new residential growth	<p>Search for grant opportunities to support infrastructure expansion within residential developments</p> <p>Ensure that necessary utilities are available to potential sites for residential construction</p>		

Objective 2: *Encourage More Homeownership Opportunities*

Strategies	Action Items	Partners and Stakeholders	Timeline
Determine home ownership needs and community goal for housing units occupied by owner compared to rental units	Research and identify the ideal home owner/rental rate in the Steelville community		
Develop plan for community to work together to grow home ownership opportunities	Form group of local mortgage lenders, developers and city to consider options to incentivize and encourage home ownership Research best practices of other cities to promote homeownership Identify funding programs including grant opportunities available to help incentivize home ownership		

Objective 3: *Improve Housing Stock with Emphasis on Rental Units*

Strategies	Action Items	Partners and Stakeholders	Timeline
Address dilapidated housing and research options to encourage property maintenance of housing stock	Enforce ordinances and address nuisances Encourage city to hire building inspector/official without other duties Advocate with local judges on enforcement of nuisance violations Consider rental occupancy inspections Research funding opportunities including potential fees to support cost of inspections		

	Investigate grant funding for demolition of dilapidated housing units within the city		
Encourage development of quality/market rate rental housing	<p>Identify need for rental properties</p> <p>Review existing rental units and potential areas for development within Steelville</p> <p>Work to encourage property owners to maintain and make necessary improvements to rental units</p>		

NEXT STEPS

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

- *City leadership and other community groups in Steelville, 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 of Steelville 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. Steelville Strategic Planning Workshop Agenda and Supporting Documents**
- II. Steelville Economic Development Survey and Results**

Attachment I: Steelville Strategic Planning Workshop Agenda and Supporting Documents

**CITY OF STEELVILLE, MISSOURI and the
MERAMEC REGIONAL PLANNING COMMISSION
ECONOMIC DEVELOPMENT SWOT ANALYSIS
(Strengths, Weaknesses, Opportunities & Threats)**

**April 6, 2023
9:00 am**



The meeting will be held at the
STEELVILLE CITY HALL
895 FRISCO STREET
STEELVILLE, MO. 65565

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 Steelville. Following each category, participants will utilize the dot method to vote for priorities. This process takes about two hours.
 - a. Strengths** – 30 minutes
Capabilities and resources that allow Steelville to engage in activities that generate economic value and competitive advantages.
 - b. Weaknesses** – 30 minutes
Weaknesses are a lack of resources or capabilities that can prevent Steelville from generating economic value or gaining a competitive advantage.
 - c. Opportunities** – 30 minutes
What are opportunities for future economic development in Steelville?
 - d. Threats** – 30 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. During lunch, MRPC staff will compile the results of the SWOT to be used in the identification and development of Action Items to address the top priorities.
- V. Adjournment**

Strengths

- Proximity to several rivers/hub for river tourism
- Floating and rafting/outdoor recreation assets
- Caring, close-knit community
- Quaint, unique downtown
- Local camping/lodging/resorts
- Bike trails
- Music theatre, Wildwood Springs Lodge concerts, Hoppe Springs
- Tourist friendly/hospitality
- Willingness to work together
- Lots of local businesses
- Effective school partnerships/
- Local industry/Bell Manufacturing
- Active Chamber of Commerce
- Strong volunteer base
- Organizations work together to promote community
- City willingness to partner/City services
- Natural beauty
- Active faith community/churches/outreach to those in need
- Strong business and community support of community efforts/willingness to give of time, resources
- Emergency services
- Large number of activities for small town
- County seat
- “There are GOOD people here”

Weaknesses

- Lack of job opportunities
- More main street businesses needed
- High level of residential rental properties/HUD housing
- Building improvements needed including commercial and residential properties
- Better streets, bridge repair and infrastructure needed
- Much of city impacted by flood plain
- Beautification of downtown and public areas needed
- Maintenance needed for trails, parks, sidewalks, around bridges
- Lack of family friendly/youth activities
- Need more industrial attraction/ recruitment
- Lack of public parking
- Drugs
- Property theft
- Local police force/lack of enforcement

Opportunities

- Work together to rebuild downtown, parking, hours business are open
- Draw in more tourism outside of region
- New adventures/bike park/historical parks
- Increased focus on small business development/entrepreneurship
- Downtown redevelopment/promoting downtown
- More focus on increasing revenue from tourism
- Expand community events based on community assets like rivers, downtown business community, bike trails
- Improve community buildings including rebuilding the community center
- Focus on Heritage Tourism/Trail of Tears
- Community-wide Beautification
- Improvements in sidewalks, roads
- Improve and increase area recreational assets/youth activities

Threats

- A major flood with no flood control plan in place
- Downsizing of major businesses, including Steelville Manufacturing
- Continual decline of residential areas within city/deteriorating housing stock
- Not upgrading city infrastructure to include streets and sidewalks/bridges
- On edge of drug/crime epidemic
- Cost of flood insurance for local property owners/business owners
- Brain drain
- Resistance to change/stuck in the past
- Increasing poverty
- Loss of county seat
- Lack of housing stock/home ownership opportunities
- High teacher turnover

Possible projects to address Opportunities and/or Weaknesses

- New community building
- Work with SEMA, FEMA, Corps of Engineers and local landowners in upper Yadkin Creek watershed on major flood control development
- Litter control
- Improvements to parks and playground equipment
- Beautification for residential areas and downtown
- Neighborhood watch
- New hotel and lodging
- Review and revise planning and zoning structure and committee
- Enforcement of local ordinances for main street buildings
- Development of plan for improvements of sidewalks, streets/drainage/bridges
- Develop a community-wide plan for tourism marketing and public relations
- Develop mountain biking trail/bike park
- Provide assistance for small business development
- Upgrade the electrical system
- Trail of tears monument/heritage trail development

STEELVILLE PLANNING SESSION

DATA PRESENTATION

POPULATION: Population has remained pretty much static. 2020 ACS Population was 1,458 – just 2 less than the 2010 total population of 1,460

Table: 2010 & 2020 ACS Population Comparison

Location	2021 ACS	2011 ACS	% Change
Steelville	1,607	1,390	15.6%
Cuba	3,206	3,372	-4.9%
St. James	3,970	4,169	-4.8%
Sullivan	6,192	7,310	-15.3%
Potosi	2,563	2,767	-7.4%
Crawford County	23,204	24,640	-5.8%
Phelps County	44,692	44,473	0.5%
Missouri	6,141,534	5,922,314	3.7%

Source: 2011 & 2021 American Community Survey data, <https://data.cowicons.org>

INCOME

- Median household incomes in the city increased approximately 43% over the last decade.

Table: Median Household Income

Location	2021 Median Household Income	2011 Median Household Income	Percent Change
Steelville	\$45,368	\$31,685	43.2%
Cuba	\$33,447	\$34,143	-2.0%
St. James	\$45,126	\$37,029	21.9%
Sullivan	\$52,067	\$31,878	63.3%
Potosi	\$33,865	\$23,650	43.2%
Crawford County	\$46,643	\$35,947	29.8%
Phelps County	\$48,124	\$40,675	18.3%
State of Missouri	\$61,043	\$47,202	29.3%
USA	\$69,021	\$53,046	30.1%

Source: 2011 & 2021 ACS 5-Year Estimates, US Census

- **Poverty:** According to 2021 American Community Survey, 15.9% of Steelville’s individuals (227) are living below the poverty level compared to 31% of the total population in 2011 living in poverty. This is a significant decrease over the past decade in the number of people in Steelville living in poverty and sets Steelville apart from other neighboring communities. In the Steelville community 17.6% of those below the age of 18 are living below poverty, 16.9% of those between 18 and 64 years of age and 8.7% of those over the age of 65.

Table: 2011 and 2021 Population Living Below Poverty

Location	2011 Population Below Poverty		2021 Population Below Poverty		2021 Age Under 18 Below Poverty	2021 Age 18-64 Below Poverty	2021 Age 65 & Over Below Poverty
	Number	%	Number	%	%	%	%
Steelville	531	31.0%	227	15.9%	17.6%	16.9%	8.7%
Cuba	826	25.2%	800	26.1%	25.2%	27.5%	21.4%
St. James	732	18.8%	1,094	29.4%	40.3%	25.4%	14.2%
Sullivan	1,512	19.7%	873	14.5%	29%	11.2%	7.4%
Potosi	716	28.3%	528	22.1%	25.7%	23.3%	11.0%
Crawford County	4,607	19.0%	3,768	16.5%	20.8%	16.7%	11.0%
Phelps County	7,830	18.8%	7,809	18.8%	18.8%	20.8%	11.6%
State of Missouri	869,036	15.0%	762,023	12.8%	16.9%	12.3%	8.9%
USA		14.9%		12.6%	17%	11.8%	9.6%
Source: 2011 & 2021 ACS 5-Year Estimates, US Census							

EDUCATIONAL ATTAINMENT:

- 78.7% of those 25 and over that live in Steelville are a high school graduate or higher. This decreased slightly from 79% in 2010.

Table: Educational Attainment % Population High School Graduate or Higher

Location	% 2021	% 2010	% Change
Steelville	78.7	79	(0.4)
Cuba	74.1	80.9	(8.4)
St. James	84.9	72.3	17.4
Sullivan	88.9	80.4	10.6
Potosi	81.6	70.2	16.2
State of Missouri	91	86.2	5.6
USA	88.9	85	4.6
Source: 2021 and 2010 American Community Survey data. https://data.census.gov			

- 21.2% of those 25 and over in Steelville are without a high school diploma. This number improved slightly in the last decade.

Table: Educational Attainment % Population Without High School Diploma

Location	% 2021	% 2010	% Change
Steelville	21.2	21.1	.5
Cuba	25.9	19.1	35.6
St. James	15.1	27.8	(45.7)
Sullivan	11.1	19.6	(43.4)
Potosi	18.4	29.8	(38.3)

Source: 2021 and 2010 American Community Survey data. <http://data.census.org>

HOUSING

- Median value of an owner-occupied home in Steelville was \$78,400 in 2011 and decreased to \$76,300 in 2021.

Table: Median Home Values in Steelville and Neighboring Communities

Location	2021 Median Home Value \$	2011 Median Home Value \$	% Increase
Steelville	\$76,300	\$78,400	(2.7)
Cuba	\$135,900	\$100,700	35
St. James	\$102,600	\$88,600	15.8
Sullivan	\$117,400	\$106,000	10.8
Potosi	\$98,600	\$86,100	14.5
Crawford County	\$136,000	\$106,900	27.2
Phelps County	\$154,400	\$112,700	37
State of Missouri	\$171,800	\$138,900	23.7

Source: 2021 and 2011 American Community Survey data. <http://data.census.org>

- Steelville has 745 total housing units with 39.4% being owner-occupied and approximately 129 noted as vacant, based on 2021 ACS data. The vacancy rate in the community was 17.1% in 2011 and stayed about the same in 2021 (17.3%). The percentage of housing units that are owner-occupied decreased significantly in the last decade from 68.7% in 2011 to 39.4% in 2021. In relationship to this change, the housing units used as rentals increased from 31.3% of total units to 60.6% of housing units in Steelville over the last 10 years.

Table: **2021** Housing Characteristics Including Vacancy, Owner and Rental Units

Location	Total Housing Units	Occupied Units	% Vacant Units	% Owner Occupied Units	% Renter Occupied Units
Steelville	745	616	17.3%	39.4%	60.6%
Cuba	1,331	2,710	7.8%	32.9%	67.1%
St. James	1,618	1,464	9.5%	48.1%	51.9%
Sullivan	3,080	2,975	12%	63.3%	36.7%
Potosi	1,243	1,033	16.9%	52.9%	47.1%
Crawford County	11,461	9,272	19.1%	72.3%	27.7%
Phelps County	20,161	17,878	12.3%	60.9%	39.1%
State of Missouri	2,782,081	2,433,819	12.5%	67.6%	32.4%
USA			11.2%	64.6%	35.4%
Source: 2021 ACS 5 Year Estimates Data Profiles. http://data.census.org					

Table: **2011** Housing Characteristics Including Vacancy, Owner and Rental Units

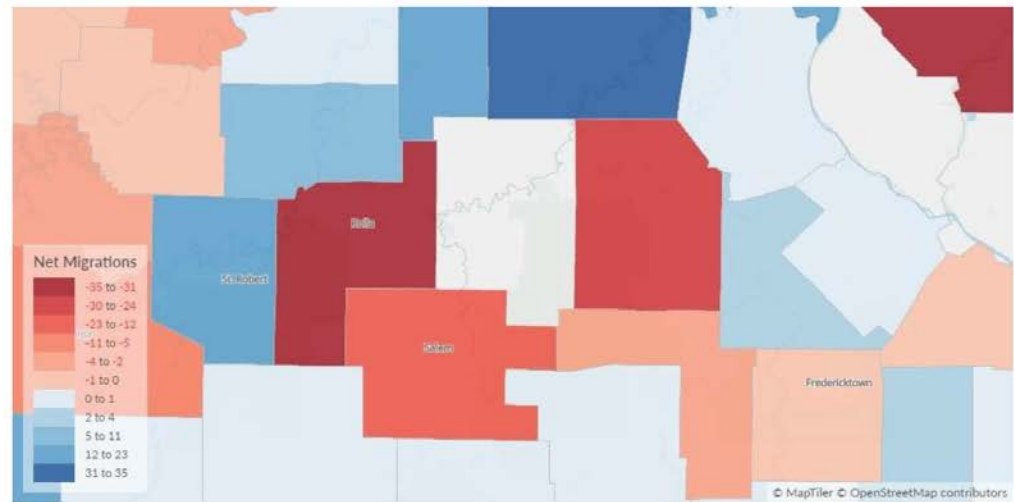
Location	Total Housing Units	Occupied Units	% Vacant Units	% Owner Occupied Units	% Renter Occupied Units
Steelville	871	722	17.1%	68.7%	31.3%
Cuba	1,304	1,158	11.2%	54.3%	45.7%
St. James	1,704	1,523	10.6%	59.6%	40.4%
Sullivan	3,367	2,975	11.6%	62.3%	37.7%
Potosi	1,335	1,154	13.6%	49%	51%
Crawford County	11,901	9,528	19.9%	76.5%	23.5%
Phelps County	19,475	16,688	14.3%	64.8%	35.2%
State of Missouri	2,702,890	2,354,104	12.9%	69.5%	30.5%
USA			12.4%	66.1%	33.9%
Source: 2011 ACS 5 Year Estimates Data Profiles. http://data.census.org					

UNEMPLOYMENT

- Unemployment in the city of Steelville was listed at 2.7% based on the 2021 ACS.
- The average 2021 unemployment rate for Crawford County was 4.5%, based on the U.S. Bureau of Labor Statistics. Phelps County's average rate for that same time period was 3.7%.
- From January 1, 2022 to the end of January 2023, Crawford County has averaged an unemployment rate of 2.3%, with a high of 4.4% in January 2022. The current unemployment rate through January 2023 in Crawford County was 3.2%.
- Phelps County averaged an unemployment rate of 2.6% January 2022 through January 2023, with a current unemployment rate of 3%.
- Overall, the unemployment rates have improved over the course of the last 2 years.

MIGRATION

- This dataset shows the amount of domestic taxpayer migration among all states, MSAs, and counties in the United States. The source and design of this taxpayer-based dataset [excludes certain groups](#) of people and thus does not represent the entire population, but rather is a good indicator of migrating workers within the labor force.



County	Inbound Migrations	Outbound Migrations	Net Migrations
Franklin County, MO	434	399	35
St. Charles County, MO	48	17	31
Greene County, MO	18	2	16
Gasconade County, MO	17	1	15
Walker County, TX	14	0	14
St. Louis County, MO	69	55	14
Pulaski County, MO	15	2	13
Webster County, MO	13	1	12
Kern County, CA	12	0	12
St. Louis City County, MO	15	3	12
Jackson County, MO	24	13	10
Bexar County, TX	9	0	9
Barton County, MO	9	0	8
Highland County, OH	8	0	8
Total Migrations	1,252	1,191	60

Attachment II: Steelville Economic Development Survey and Results

Steelville Strategic Plan Community Survey

What is the city/community of Steelville known for?

Passing through to the local rivers/passing through to get to Hwy 44 from other towns south and southeast from us/quaint little town/poor little town/

Recreation

floating capitol of missouri

Tourism

Floating and great community support for each other

Floating and Tourism

Hospitality, Floating & Camping, coming together in tragic situations.

Low income housing area

Floating Capital of Missouri

Floating

Rafting

Tourism and Rafting

Tourism - outdoor recreational activities, Main Street shopping, etc.

Floating, outdoor activities, and old antique shops.

Riverways recreation

Camping - Floating - Fishing

Hospitality, Bike Trails, Music Theatre, Several Rivers nearby to enjoy, Wildwood Springs Lodge (concerts) and Duck Pond (Hoppe Springs)

Floater

Quaint and tourist friendly

Recreation hospitality

floating

We are known as the Floating Capital, so our rivers and our school sports

Hub for all the river ways

What is unique about Steelville?

part of the early days, etc

It's downtown

interested in being a better community

Old time Main Street

We haven't become commercialized. There's only one chain restaurant and it's a fast food chain store.

Location close to floating and camping

We are a hidden Gem the lots of history, along with close net community.

Hoppe springs

Close-knit community

Hoppe Spring

Bike Trail

The beautiful scenery and outdoor activities.

Steelville Strategic Plan Community Survey

Small town with interesting history. Creek runs through the town. Many opportunities for outdoor
Quiet close knit community that has several interesting attractions in the area. It is close to St Louis
but far enough away to be able to enjoy the small town life.
Old-fashioned feel, small town sentiment, and hospitality
extremely friendly people
Friendly atmosphere, County Seat for Crawford,
Number of possible float trips
Rivers all around
Geographic location that allows for floating access to the Meramec, Huzzah and Courteous creeks
main street
We have a spring and creek running through town. We are also at the crossroads of two highways.
Historical value of Missouri

What resources does the city/community have readily available?

Hoppe Spring, Rivers, new bike park, City park
It's proximity to great streams and national forests.
willingness to improve
unk
Willingness to work together to achieve things
Not much as far as financial resources
Grocery Stores, Dr Offices, Banks, parks, schools, restaurants, parks, library, pool, bike trail, dog
pound, retail store, tire shop, florist, factories, state shed, phone company, factory, country music
show, arts , crafts, jewelry shop, antique shops, dog groomers, post office, health department, court
The rivers
Arts, entertainment, banks, churches, school, restaurants, post office, police station, library, parks,
swimming pool, laundry mat, pharmacy, doctor's offices, dentist, food pantry, daycare centers, fitness
center, fire station, funeral homes, cemeteries, barber shops/hair salons, insurance agencies, real estate
agencies, museum, attorney offices, title company, DMV office, used auto dealership, car wash,
nursing home, senior center, ambulance service, sheriff department, jail, telephone/internet provider,
tax preparation services, auto repair shop, auto detail shop, 911 emergency dispatch services, county
government, city government/municipality, property rentals, convenience stores/gas stations, grocery
Very active chamber committee
Food Pantry for those in need
A group of quality food options and many outdoor options.
Strong volunteer base. Organizations interested in promoting the town. City willing to partner with
Unkown.
Community support, natural beauty, access to wild areas
no idea
Several churches for spiritual needs, Food Pantries, Fire/Ambulance and Police protection. Library,
Two City Parks, Bargins for Mission Store with info to help and direct people in need.
Water

Steelville Strategic Plan Community Survey

For what?

Chamber of Commerce; effective school partnerships; city resources for parks, infrastructure; strong ministerial alliance support; strong relationship with Crawford County Sheriff's office;
gasoline , convenience stores
Rivers/creeks/recreational opportunities. Intelligent work force. Caring individuals who want to help make our community succeed.
Water ways

What do you value most about your community?

People who live here and want to make Steelville and community better/Industry such as Bell
Our sense of community and strong ethic of working together to find solutions.
the people and the creek
relationships and history
The support we show one another when tragedy strikes, the way we support people when they are
Small town atmosphere
The ability to pull together for each other and have a great impact. We have pretty much everything we
Small town atmosphere
How our emergency services personnel and citizens in general pull together in times of crisis and need.
small community that works together
Friendliness of the community
Good people and friendly service.
Small town atmosphere. Beautiful parks and natural resources.
Small town life with a great community of people.
Good neighbors, little interference, quiet community
I am a small shop owner but do not live in Steelville. I appreciate the locals who want to support my
The willingness of the people to work together to help each other when needed.
Smallest
People
Supportive community for the school district
1st assembly of god church
Small town atmosphere, friendly people, good school
Small town atmosphere

What is the city/community of Steelville doing that no one else is?

Instituted a bike park/dreams of a lake by the New Dog Pound, but the Mayor did not approve it
In the area, working to expand recreation opportunities.
probably nothing, but we are doing things
promoting small business
Preserving our history while moving forward into the future
Unknown

Steelville Strategic Plan Community Survey

restore our downtown

Trying to rebuild downtown

Unsure

Bike Park trails

Trying to draw in more tourism than other local towns

There are many people working to bring even more opportunities to the area.

I think the community is good at partnerships between organizations that promote the larger good.

Unknown

Maintaining small town values and appearances

we try to advertise the WHY of visiting Steelville

Our stores on Main Street support each other's businesses. Our churches come together at different times of the year for community services.

Large number of activities for such a small town

Biking trail

Mountain Bike Park, working to erect a monument to recognize/honor those who walked the Trail of

Opening up to town for new adventures like the bike park historical Parks

What is Steelville's biggest strength?

Being near the rivers/Wildwood Resort and other resorts outside Steelville

It's history

relatively stable economy with seasonal ebbs and flows

community involvement

Community support

Location and surrounding environment

Our history

Employment at bell manufacturing

Faith based/caring community

The people and the beautiful setting

Community spirit and location in the forest.

A sense of community

It's people, it's proximity to natural(outdoor) attractions.

Not trying to grow and get big and fancy

the nature of the land and it's many uses

People, I want to acknowledge Jason Evans and his crew that keep out Electricity running and the trees trimmed. When we first moved here in 2012, the lights would go out almost twice a month with the

People

Natural experiences, like trails and rivers

Its people

There ARE people who want to help each other, HEART is part of who we are...when burn outs happen, folks come together, if a person has a life-threatening ailment the Country Club will hold a Hometown hospitality

Steelville Strategic Plan Community Survey

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

Less rental homes from slum lords/revitalizing buildings or tear down run down houses.
Better management of Yadkin Creek, which should be a gem but is treated like a ditch.
improved communication and infrastructure
Would like to see improvements made on old dilapidated buildings that have no significant historical value (ie. The community center building) and continuing to see new businesses fill up the store fronts
Laws enforced, Our town cleaned up, our school system needs improvement teachers that know what to teach and want to teach them, and help them to be prepared for the future
Lower crime, more employment remove the old train tracks
Property improvements! If you leave Main St, we look terrible!!
Businesses stay open later in the day.
We need another factory to bring jobs and tax revenue. Also, more playground equipment at the park. I think that Steelville should host a huge craft fair to bring in people from other towns. Look at War
Family friendly events and activities for the younger population.
Less "we've always done it this way," and more of a willingness to pursue other options.
More opportunity to develop small businesses that benefit the business owner and community alike.
More focus on how to increase revenue from tourism.
Businesses open tourist hours
I do not live in Steelville - not fair for me to judge
City Ordinances need to be available on internet so the interested parties can access them without going to City Hall to look in a book. Very inconvenient. I would like to see a new tree planted on the Courthouse lawn to replace the one that was cut down. New Christmas decorations for our light or
Better care for property and roads
Lower costs. High taxes in the area are making us not competitive with surrounding areas.
More responsive city council membership
better police
I think it would be advantageous to include some youth input in decision making. If youth feel their input matters, they take ownership of their community. We need to find reasons for our youth to return, after they leave for college, or trade school...for more than a visit. We could beautify our town a bit more. Create a welcoming environment to all who enter/pass through. I would LOVE to have
More industrial growth

What improvements would you like to see in Steelville?

Something for all of the people in the area, a lake in Steelville that people can enjoy fishing, walk trail around it, more picnic tables at that location. Improvements at the local pool and park with splash pad
Flood control has to be a top priority.
higher percentage of home owners
progressive thinking
Continue to find businesses to fill all the empty, run down shops around town.

Steelville Strategic Plan Community Survey

Making the visual aspects of the town more pleasing and accessible
I would like to see it cleaned up and people take pride in there homes and property. And laws and
Buildings downtown open for commerce new community center
Property improvements/beautification, reduce/eliminate the presence of criminal activity such as theft,
Neighborhoods cleaned up.
More equipment at the park
Splash pad and teen down activities.
Sidewalks, trails. Creek improvements (maintenance around bridges, etc.) More involvement on the
Better streets and infustructure. More parking. More cooperation between city boards, committees, and
Some streets repaired
Main Street beautification to make visitors want to stop and spend time as they pass thru
The bridge over Yadkin (Spring & Church) replaced, residential streets maintained better, trash picked
up along Spring St off of Grand and other streets. Home owners maintain their yards (no trash laying
Fix the utility and roads
Navigation around town. So many new one way or blocked roads make it hard to do.
Stronger support from the city for the park's ballfields
better police
There are a few bridges that need TLC (near Hoppe Spring Park), the sidewalks could have things like
tables/chairs to invite folks to sit down and relax (checkerboards to play?) flowers on top of the trash
cans. A few selfie spots might be good for those who are looking for something to do while others are
shopping. New street signs would be nice. Possibly requiring owners of buildings on Main Street to
make external renovations in a timely manner-buildings without windows/doors/walls give a bad
More community Involvement

What are other communities doing better than Steelville?

More aggressive city parks and a museum
Sidewalks are better in nearly every town around us.
unsure
attracting factories
Not sure?
Improving the "look" of their town
They keep there towns clean and homeless people off the streets. Enforce laws and ordinances.
Don't know
Unsure
Enforcing ordinances and making citizens clean up property
We need more businesses to bring in revenue for city projects
Not sure on this one.
Promoting the community as a whole as a destination.
Unkown
I do not know
Cuba's Christmas lighting this year was marvelous. they had new ones to hang on the poles. Street

Steelville Strategic Plan Community Survey

Better roadways

Competitive pricing, welcoming outside vendors.

Keeping businesses open during times tourists are traveling through towns. Inviting outside industry to come in, and other communities find ways to save their historic buildings/homes instead of allowing them deteriorate, then take them down. Other communities choose to celebrate their history and even work to get sites onto the list of national historic sites...cultural and heritage tourism should be a focus
Marketing new town

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

Jobs, security for petty and drug crimes

Manufacturing jobs and an after school program.

retail space

jobs

More family entertainment

Employment for large number of residents which will also benefit the communities financial resources.

jobs, childcare and drive thru..... Internet provider options

Healthcare, jobs, skill sets

Middle Class Jobs

jobs

Jobs

I have heard of the for more job opportunities.

Jobs. Public transportation. Indoor gathering spaces for evenings.

Jobs, community events

Sidewalks

I do not live in Steelville

More shops, another restaurant, Can we entice a big company to build in our area. I don't remember our SQ Footage of Steelville or if any room at industrial park to do so. But give incentive to a company or factory to come here. More jobs to keep young people in our city and raise their families.

Unknown

Skilled jobs, competition

rental property that is not section 8, jobs that are not tourism related, effective local police force

jobs

Jobs, hotels/B&B's for those not wanting to/not able to go to a river resort

All the above

What additional weaknesses exist in Steelville?

High school out in the country/not enough people to get involved in community affairs/and lack of interest in keeping Steelville updated in their buildings whether city building or homes left unattended with old cars/trucks and not kept yards and tons of tires.

Our parks used to be great but are in much need of maintenance - both of them.

Steelville Strategic Plan Community Survey

desirable

low pay for emergency services

Lack of vision from some of the leaders who want to stay stuck as we are and not move forward into

Lack of town pride and community-wide interests

good paying jobs, things for out young adults to do and elderly

To many lazy people that won't work

Appropriation of funding for street and road repair on all government levels.

Lack of funding for major projects

NA

Communication between entities and organizations.

Too much influence from a few individuals. Poor parking for businesses on main Street. Poor

infrastructure. Diversity of local businesses. Poor processes for building permitting. General

cleanliness in some areas of town. Poor enforcement of drug control. Poor enforcement of

Few income sources

N/A

Too many drugs

local police force

the citizens have very little protection from the police . if it was not for county and state police we

would have none. Hardly ever see the chief

We seem to have issues with theft of property. Seems to be no/little deterrent to crime (too few

police/too little legal deterrent). Infrastructure that would allow industry to come in is needed.

Community involvement in improving our town needs to be sought out.

Lack of financial stability for cops and workers

What are some newer opportunities for citizens and the city/community of Steelville?

Bike park to an extent but not for most citizens of Steelville

bike park, news businesses along Main Street

openings for entrepreneurs in a variety of fields

bike park tourism

Bike park, escape room, good food choices In restaurants. Lots of unique local shops

Improvement of city parks including adding a bike park and making upgrades the other city parks

unsure

Pass

Unsure

Bike Park good for riding, running, jogging, or walking..

Bike Trail

Main Street shopping. Expanded library events/activities. Mountain bike park.

Mountain bike park.

More Retail and SErives locations to keep Steelville money in Steelville

Well the Bike trails, In spring and summer craft people and bakers have been able to sell to the public

on the specified area on Main. Entertainment and food on the Main Deck.

Steelville Strategic Plan Community Survey

Unknown

Biking trail, uptown businesses

none

We have a new mountain bike park and a new dog pound. We have an Escape Room! A new splash
Bike park

How is the community of Steelville changing?

Not always to the positive due to certain persons not wanting to be progressive in our city buildings,
Lots of new people in the community - need living spaces for them in town.

coming out of a stagnant period

newer generations stepping up

We are seeing more growth in the store fronts downtown which is so nice, it used to be depressing to
drive through and see all the closed businesses

Fewer jobs and opportunities, especially for youth and young adults

Laws are not enforced like they used to be, the houses yards ect look horrible people used to take pride
in there homes, There needs to be something for the teens

Going downhill

More small businesses are developing

More businesses opening.

We are seeing Main Street improve and more small businesses open

The complexity of society is changing with families struggling more to make ends I see that starting to
County is growing and expanding into other buildings, locations. More businesses are moving into the
Slow to adopt current practices and procedures.

I am a small retail location but believe Main St is in FULL revitalization

seems like we have a lot of drugs here and more open about it.

More druggies

getting worse for housing because of one major owner renting to thieves and drug users

Many buildings on Main Street are being purchased by one person and we need to hope that is a

benefit to the town. People are beginning to offer to help in various ways. Unique businesses are

popping up...The Deck, the cookie store, the kitchen store, a music store (if it is still open), an escape

Trying to make Steelville grow

Has the city/community of Steelville passed on any opportunities that are still available?

Building a new community center, people not wanting to upgrade our town's facilities up to par.

One of the biggest missed opportunities in the towns history is not making the Yadkin (and even the
Whittenburg) into a kid's fishing mecca. Someone from the city should visit Crane MO and take a long
look at their world-famous creek and what it does for that town.

not that i'm aware of

Road Rally tourism through the county commission

Not sure

Steelville Strategic Plan Community Survey

No opportunities that I am aware of except those with matching fund requirements that the city is
I am not sure.
Missed out on some grants
Unknown
Not aware of any.
I'm not aware of any
NA
City doesn't participate in transportation needs assessments with MRPC and the county to promote
Unknown
I do not know
I can not remember if the car races was brought back or not. It brought in some tax dollars when it
Unknown
We lost the 100 Acre Wood race...THAT was a bad thing to lose. We once had a motel in town, but no
more...people must stay in Cuba, if they need a hotel while visiting family/friends in Steelville.
Passed on the hundred acre rally

What is the competition ignoring that the community can take advantage of?

Utilizing the land for usage of the citizens whether in a park or a new community center with
Everyone seems to be ignoring the possibility of turning the Lead Line railroad spur into a trail rather
than letting it continue to be an eyesore. Making a trail from Cuba to Viburnum would be a boom for
unaware of any competition
unk
Not sure
unknown
unsure
We have the rivers
Unsure
Our location and scenery
We have a strong community that will pull together. I think highlighting that and pulling all
organizations together. The school system can be a big support system and supply employers with job
Lower cost of living, great internet. Small town life.
Focus on Ozark heritage food and tradition
More Tourist type advertising
Unknown
Lower taxes
Heritage Tourism! We have a rich history and need to celebrate it. That MAY also bring folks to our
community. The competition and Steelville could benefit from uniting together to help each other!
People travel through all of our towns to reach the others...we could give them a reason to travel
Road rally.

Steelville Strategic Plan Community Survey

Are there any additional opportunities for the community?

Utilizing our history such as the Trail of Tears in Steelville and a museum which would educate our citizens, local or visiting and children. We learn from our past.

We should use our natural resources for more recreational events like gravel biking, canoe races, unaware of any

unk

I'm sure there are, but I don't know what they are specifically

unknown

I would think there is room for something for our young adults

New bike park

Unsure

Perhaps more collaboration would provide more insight into what is available and what is needed.

Steelville would benefit by attracting small business, Attracting high paying work from home jobs.

Expanding community events to attract tourism.

I do not know

Unknown

We need to market our community...if we have a FB page that is vibrant and inviting, celebrating something new, weekly...if all share those types of posts, word gets out and people want to come. We need to also encourage more ingenuity in our community...again, being unique and finding a niche no Focus on merging with other communities around us as a group

What communities are Steelville's biggest competitors and in what area/areas do they compete?

Cuba and their history, jobs and business' and keeping our Court house and county extension office in Cuba - for manufacturing and retail. St. James - for tourism.

not aware of any

unk

Other towns have better options for more affordable groceries and convenience of one stop shopping, love my Walmart Supercenter and Aldi, vital for a family on a budget

Cuba and St James are our closest communities. Both have direct access to I-44 and a lot of tourists who come to float/camp stop there for fuel and other shopping and Steelville is just a pass through to

Cuba, potosi

Cuba

Cuba and Rolla. More retail establishments and restaurants.

Cuba

I feel like we are unique with the rivers, I can't think of a good comparison

The other communities and trying to recruit business and workers.

Other small towns in the area with outdoor recreation nearby and downtown shopping, restaurants, etc.

St. James - tourism, job opportunities

Cuba - Job opportunities

Sullivan - Job opportunities

Owensville - Job opportunities

Steelville Strategic Plan Community Survey

St. James has wineries and festivals, Hermann area has the same
Cuba & Sullivan - more places for Tourist to dine
Cuba (Walmart), Sullivan and Rolla (Variety Shops and restaurants, Hospitals
None
St. James, Sullivan. Affordable housing, workforce opportunities
any of the other local towns have more to offer as far as food and other items needed to be purchased
Cuba and St. James. Cuba-industry, jobs, they seem to have more community engagement and seem to
look to the future more than we do. St. James seems to be all about beautifying their community,
though their business community seems to have similar issues to ours.
Rafting and camping

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

Flooding and the county officials wanting to move county offices to Cuba.
A major flood, which will happen if a flood control plan is not formulated.
any of those things have the potential to happen at any time
natural disaster or Steelville Manufacturing closing
Not sure?
Flooding, failure of/inability to improve infrastructure
Flooding
Not able to find workers
Steelville Manufacturing closing, or major flooding.
Closing of bowling alley.
The factory closing
Natural disaster, economic downturn
Natural disaster such as flooding could be disruptive. A large business closure like Steelville
Closer/downsizing of Steelville Manufacturing.

In ability to adopt new ideas while maintaining the small town ideologies.
If any of the resorts were to fail, also we are on the cusp of a drug/crime epidemic.
Yadkin Creek flooding
Yadkin creating the flood of many years ago and upping flood insurance to business owners. Our
Water System Treatment plant breaking down etc.
Draggiest and homeless
business closings, no room to bring in qualified workers
electric system and lack of qualified personnell
If history was to repeat itself, a major flood through town would be rough.
The upper leaders making bad choices spending all of our money

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

Steelville Strategic Plan Community Survey

Business' closings, mind set of local officials of not wanting to grow
Poverty and crime, especially drug-related crime.
property crimes
drug activity
Rising inflation and gas/food prices could have a negative impact on the number of outside visitors to the community, plus making things harder on the citizens themselves
unsure
High teacher turnover
Incomes not keeping pace with cost of living increases.
The rise of drug usage in the area and the impacts it has on our residents and law enforcement.
Continued crime and poverty are always areas to address, along with substance abuse and its effects.
Strong political views can sometimes cause division.
Drug use. Poverty. Crime.
Releasing people from the county jail without a way home is still a danger. Incoming drugs and criminals are a constant threat. Outside governmental influence on our schools and institutions will
I do not know
Drugs,
?
Homeless populations, drug use, lack of community policing
If we were to ever lose the county seat, that would be devastating. If our fund balance was ever drained, then a serious problem to any of our current infrastructure occurred, that could, potentially,
The community leader still spending all of our money

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

Community updates with a new community building/activities for kids whether at the park or an added
Must work with SEMA, FEMA, Corps of Engineers and local landowners in the upper Yadkin Creek watershed for a major flood control development.
litter control
Doing something with the gazebo roof, cleaning up the community center building (tearing down and re-building it), making improvements to the parks and playground equipment.
"Main Street" beautification, Community building upgrade/rebuild, continued improvement of the city town clean up and enforced laws
New community center remove train tracks upgrade hoppe springs
Neighborhood watch/reporting groups, volunteer community beautification groups
We need a hotel to accommodate those who come for the bike trail. We need a great park that would draw people from neighboring towns.
Improvements to the park and adding something such as splash pad ect... Pulling school and community organizations in to assist in making those improvements.
A centralized public relations campaign,

Steelville Strategic Plan Community Survey

Bike Park

Park board

Business guidance resources

New Planning/Zoning committee

New Planning/Zoning structure

Ordances for main street building care. Don't allow main street buildings to de neglected or vacant.

Improved sidewalks and drainage.

Encounter county offices to move to other locations to allow retail businesses main street storefronts.

Upgrade the electrical grid

Rebuild the bridges

Fix the gazebo

Beautification on Yadkin Creek & Main Street

Volunteer day to pick up trash along our specified streets,

Add to the community days (arts fest, music fests--nothing too wild) side walk sales, food trucks, keep up the great work on Fourth of July celebration

If Heritage Tourism is lacking, celebrating our history in various ways may help out-INTERACTIVE activities give people reasons to visit! Erecting the Trail of Tears Monument would bring in more tourists, would give Cherokee and descendants a reason to visit the town...would give the town more exposure in state and federal ways (Trail of Tears Association is a multi-state organization and National Parks Trails...we will be on their maps and websites). We want people to come, but also to Expansion

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

Community building

Flood control should be the city's number-one priority until it is fixed.

Community center and parks improvement

Main street beutification

Beautifying town

Community center

Neighborhood watch/reporting groups

The park

Park Improvements

Anything main street or to encourage business growth.

Electric grid

Steelville Strategic Plan Community Survey

Almost one in the same

Pick up trash

Downtown events to draw in locals as well as from nearby communities and those who are staying at ALL of them! Heritage Tourism needs to be a real thing in Steelville. It has helped other communities...we need a museum, more cultural/heritage events (some have been started, but even beyond those we have). If various groups work together, for the same goal, success happens.

Community growth

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

Money is needed for everything

A rewilding of Yadkin Creek (planting trees, shrubs, and native wildflowers along it) in conjunction with flood control would beautify the entire downtown, improve water quality, reduce erosion, and help limit flood damage. Work should also be done to create rain gardens to reduce the amount of water coming off our hills that carry trash and chemicals into the creek, which would also reduce Community building upgrade project, Wastewater treatment facility upgrade project

unaware

Not yet

Unsure

We need work to bring a factory or two back to the town

Connecting the bike park to the Greenway Trail

Creat opportunity for local business

Making Main Street an area people cannot resist to stop and visit

Would be helpful if laws and codes were enforced

Trail of Tears Monument, creating inviting/all inclusive parks (for old, young, handicapped, etc.), having a building that is dedicated to distributing Steelville tourist/local information that is a service of (paid for by) the City of Steelville (Welcome Center is in a perfect spot). Helping residents to get improvements made on their property-some are elderly and need help, others are economically disadvantaged and need the help...sometimes it just takes volunteers to help out to get folks motivated, Motel

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

Park updates

Flood control

Wastewater treatment facility

Keeping our city nice!

Unsure

Business development/attraction

my idea would be lots of large scale colorful planters with colorful flowers with benches to rest on

Building codes

Steelville Strategic Plan Community Survey

All are top priority, but if we get community engagement, we can FEEL "community" and that may spur other things into motion. We need to get the town looking good, feeling welcoming, and getting folks to stop. That may increase funds to do more things to our town. Marketing every step of the way. Visitor housing

How strong is the sense of community in Steelville?

3
4
4
5
5
2
5
3
4
4
5
5
4
4
5
4
5
4
3
3
2
4
2

I think the sense of community in Steelville is impacted positively or negatively by...

Too many renters inside the city limits is a negative sign due to people leaving the city.
Positively by continuing downtown redevelopment.
The negative impact comes when the city officials are fighting amongst themselves and it's written about in the newspaper. Being perfectly honest, it sometimes sounds like a bunch of children bickering
Lack of opportunities
positive
Needing more involvement by the community
Positively by our EMS personnel, churches, and supporters of beneficial organizations and programs.
This community always comes together when there is a tragedy or emergency.

Steelville Strategic Plan Community Survey

I think that it is impacted positively by a strong sense of ownership and pride among citizens.

Sometimes there is a lack of tolerance for different viewpoints.

Positively by friendships, churches, rally around kids and school, etc.

Negatively by a few people with selfish agendas.

Negatively by low income levels and drug problems, positively by good morals, hospitality, old-world

I do not live in Steelville, but City Pride is extremely important. We do seem to have that!

Positively: The peoples hearts to help each other-the churches, the food pantries, Bargains for Missions and the friendliness of shop owners

People

transient populations, homelessness, drug abuse

Social media plays a major role in this. When lots of positive is put out on the Internet, folks tend to feel good about their community. You can see that when sports teams are excelling. EVERYONE

celebrates and rides that "high." When positive movement is SEEN and/or experienced, folks share that with the world! When people understand improvements are being done to help them, it matters.

"Community" can be hit in a negative manner when someone is seen not respecting the

values/thoughts of other citizens. When people are not given the opportunity to have input, they feel

Way too many chiefs not enough Indians

How promising is the future for the Steelville community?

3

4

4

4

5

4

3

3

4

5

5

5

4

2

3

5

5

3

3

4

2

Steelville Strategic Plan Community Survey

5
3

Please identify the main reason/reasons for your rating.

I see the lack of money in many situations whether it is a business, churches or jobs.
There is quite a bit of progress going on in town right now, especially in the business sector.
Optimistic
The strong sense of community and seeing improvements throughout the town bode well for our
Many people still travel through Steelville and we could build upon opportunities to make them stop
we need to get laws enforced and people that care enforce them
Little opportunity for young people
I chose "4" because there is always room for improvement.
Strong community
We are a beautiful town and we have so much potential to draw people here to visit.
The community has a roots in tourism and it is a growing business.
There are a large number of community members who want to see the area grow and improve.
A few people try to impress their perspective on the community or try to control the community.
People are trying, but some businesses are inflexible and there is a lack of big industry
I see the growth on Main Street
We are a strong Faith based community.
Look at how town is maintained
I don't see room for growth because of the lack of competition
Strong families, dedicated to preserving the history and charm of Steelville
I believe there are many who are looking for ways to help Steelville succeed. I also believe that if ALL
groups who have that desire, work TOGETHER, it can happen. One or two people do not necessarily
know what all want/need, but if all work together, I think things can get better. More creative ideas
blossom, more FUN is had, and life is better for everyone...who wouldn't want to live here?
Too many chiefs not enough Indians

How proud are you to live in and be a member of the Steelville community?

4
5
5
5
5
4
3
3
4
5

Steelville Strategic Plan Community Survey

5
5
4
4
4
5
5
3
3
3
2
5
5

Reasons that I am or I'm not proud to live in Steelville include...

Great people who live here. Too much drug infestation and people not caring about their property.
I have seen many great things happen in Steelville. The town always comes together to make needed improvements and to support worthy causes, especially when money is needed for something or
I love the support that people give each other
I love this town and think there are many opportunities to build it up
It has really changed the beauty and the attitudes of everyone
Too many slum lords and crappy property
I feel that the good outweighs the bad in our little community, and that is definitely something to be
Proud of
Our community is filled with people who care for one another and we have a beautiful city
I am proud to be apart of a community that supports its citizens and pulls together during difficult
It's a community that comes together to support one another in times of need.
Small town life is a rarity and a community that can come together is amazing.
Steelville is a proud, close-knit community, with strong, hardscrabble folk. It is set in one of the most beautiful natural environments in the country, with freedom to rival the rest of America. Steelville could use some work, but I'm darn proud to live here.
I live in Eureka. Steelville makes me feel happy to be a small part of the community
?
This is my home. My ancestors chose this community 185+ years ago, and I have come to know
Because it's my home