



MAXIMIZE[™] NWMO

Online Regional **2026** Community **FORUM**

Wednesday, May 20
11:00 am - 1:00 pm



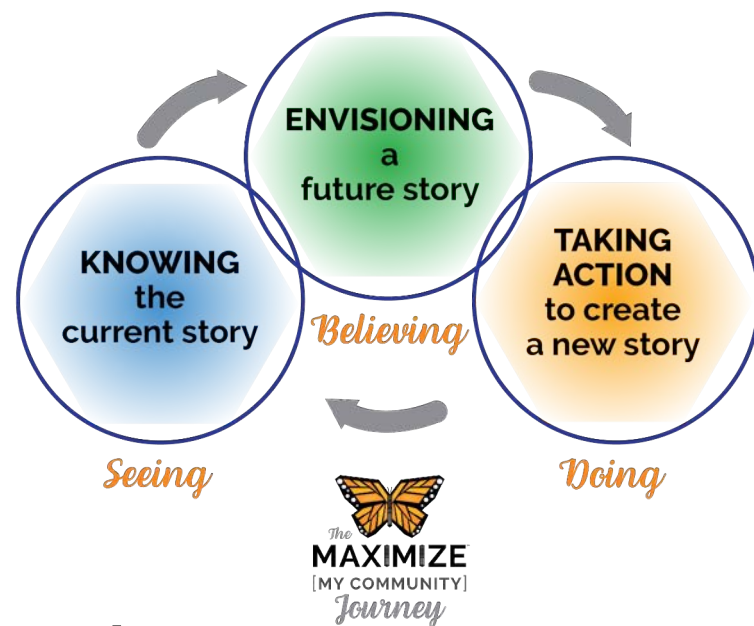
COMMUNITY FOUNDATION
OF
NORTHWEST MISSOURI

Better together.



*Why are
we here
today?*

- 1) **Help you connect** with your neighbors in many sectors **to better “Know the Current Story,”** of the regional community
- 2) **Raise awareness of the current regional shared priorities and recent data**
 - Quality of Life Core Aspect Measures
 - 2020 & 2025 Alumni & Resident Survey Results
- 3) **Engage your collective genius** to maximize the region's potential through local collaborACTION



Agenda

11:00 a.m.
to 1:00 p.m.

- Welcome and Overview of Maximize NWMO
- A Snapshot of the Region: *Progress Over Perfection*
 - Our Quality of Life Core Aspects
 - 2025 Alumni & Resident Survey: A 5-Year Comparison
 - Guest Speaker with Q&A: Alan Spell, Exceed
- Data Informed Decisions: *Listening to You*
 - Guiding Coalition's 2026-3031+ Shared Priorities
 - Breakout Discussions on Survey Takeaways and Strategic Direction
- Mapping What's Next: *Better Together*



MAXIMIZE[™] NWMO

AN OVERVIEW OF MAXIMIZE NWMO

*Dream Big
and Grow Together*



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Better together.

Maximize NWMO is the Regional Vitality Committee of...



COMMUNITY FOUNDATION
OF
NORTHWEST MISSOURI

Helping
Communities
That Are Willing
to Invest in
Themselves
Through Affiliate
Funds and Other
Funds

VISION

Create a philanthropic culture in Northwest Missouri to create an exceptionally fulfilling place to live.

MISSION

Perpetually improve the quality of life in Northwest Missouri by promoting and facilitating charitable giving.



Thank You and Welcome!



COMMUNITY FOUNDATION
OF
NORTHWEST MISSOURI



Mary R. Hinde

Founding President/CEO
2009-June 2026



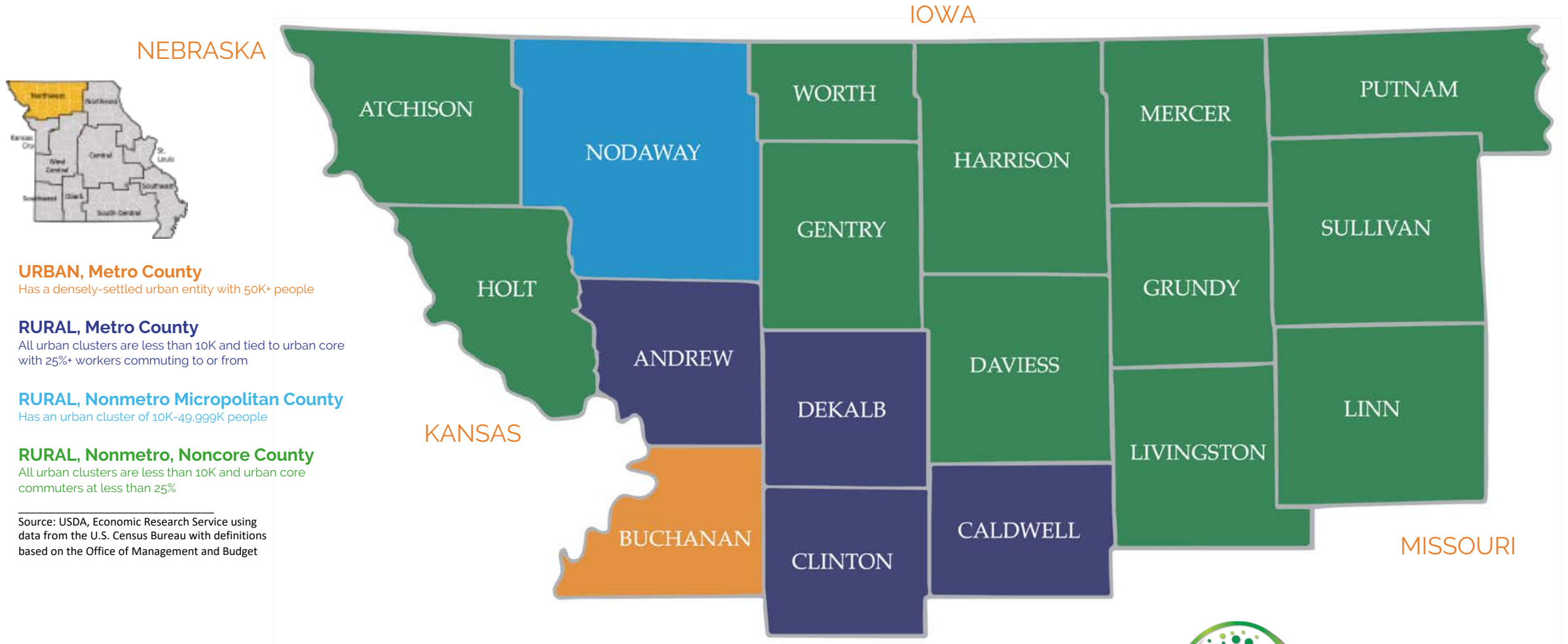
James Fisher

Incoming President/CEO
May 2026-



MAXIMIZE
NWMO

Serving NWMO's Primarily Rural 18 Counties



URBAN, Metro County

Has a densely-settled urban entity with 50K+ people

RURAL, Metro County

All urban clusters are less than 10K and tied to urban core with 25%+ workers commuting to or from

RURAL, Nonmetro Micropolitan County

Has an urban cluster of 10K-49,999 people

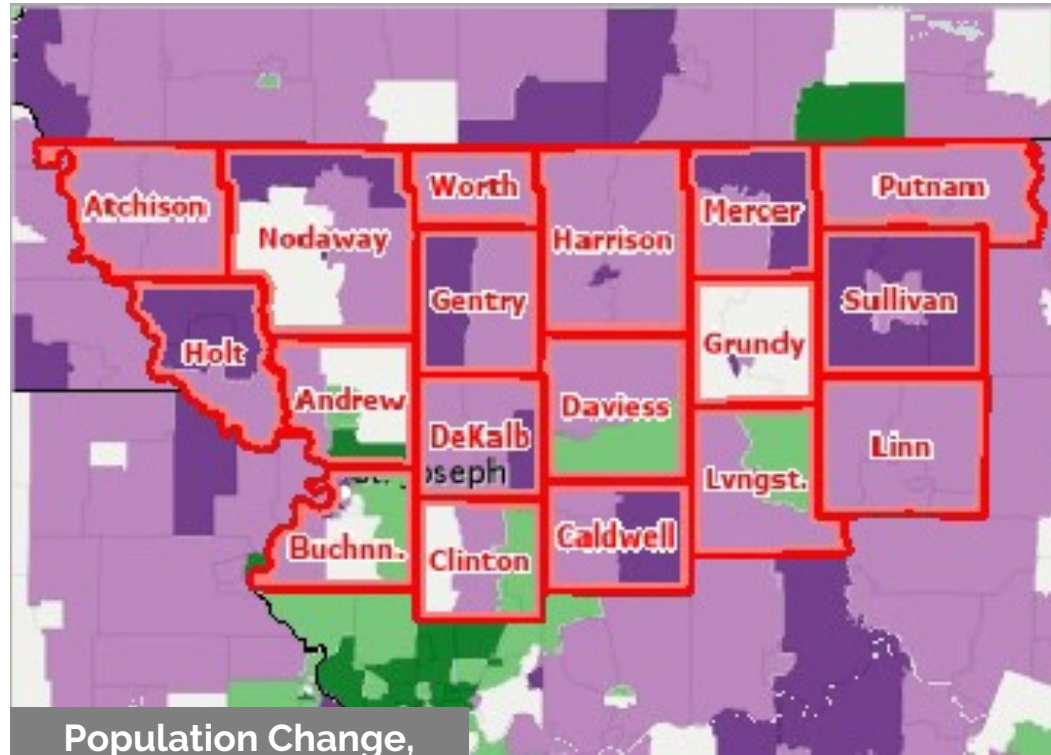
RURAL, Nonmetro, Noncore County

All urban clusters are less than 10K and urban core commuters at less than 25%

Source: USDA, Economic Research Service using data from the U.S. Census Bureau with definitions based on the Office of Management and Budget

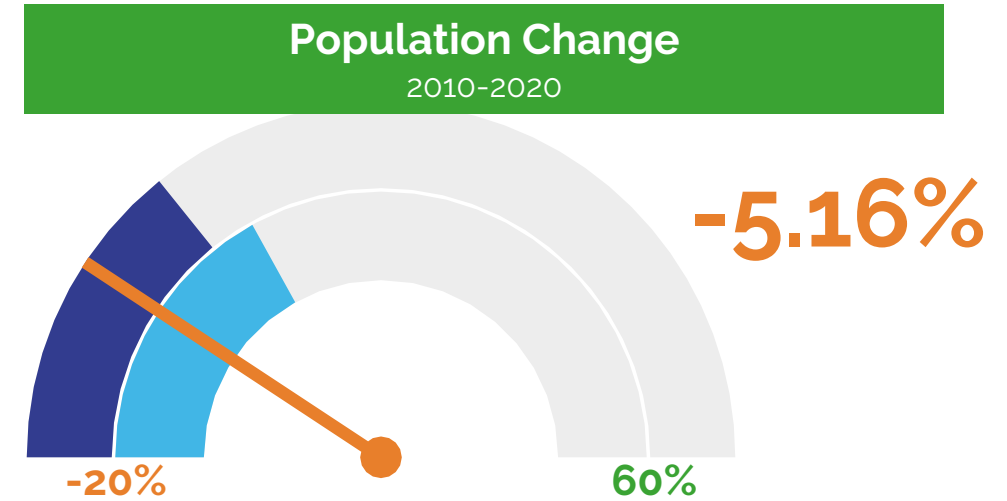


POPULATION



Population Change,
Percent by Tract,
US Census Bureau
2010-2020

- Over 10.0% Increase (+)
- 2.0 – 10.0% Increase (+)
- Less Than 2.0% Change (+/-)
- 2.0 – 10.0% Decrease (-)
- Over 10.0% Decrease (-)
- No Population or No Data
- NWMO Region 18-Co



	PLACE	Population Change 2010-2020
	NWMO 18-Co	-5.16%
	Missouri	2.77%
	United States	7.13%

Our loss from 2010-2024 is -6.2%.

**95.8% of loss is net migration.
4.2% of loss is due to fewer births than deaths.**

Data Source: US Census Bureau, Decennial Census, 2020.

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MAXIMIZE
NWMO

Navigation Guide

PURPOSE

Grow the region's population and prosperity by building resilient and innovative attitudes and behaviors and promoting a spirit of community through systematic and inclusive action.

Through these efforts, Maximize NWMO exists to help expand the region's leadership capability and capacity to sustain successful existing and new community development efforts. By following a proven approach that can transform how residents and other stakeholders contribute, belong and thrive, we work with people who are willing and able to act on shared strengths, challenges, and opportunities.

VISION

A connected region where communities and counties work together to maximize the shared potential as an exceptional place to live, learn, work, and play.

**Uplifting
& Inspiring
Action**

MISSION

Invite, inspire, and guide communities and counties to dream big, grow leaders, and collaborate across health care, economics, education, housing, and other quality of life aspects through connection and a proven set of tools for meaningful collaborACTION.

**Getting Down
to Business**

VALUES



Resident, Visitor, Stakeholder, and Partner Engagement



Integrity, Honesty, and Transparency



Open Communication



Focus on the Future



Building and Sharing Knowledge



Community Systems Perspective



Encouraging Innovation

Overall Goals 2020-2070+



*Dreaming Big
and Growing Together*

Short-Term (1-10 years)

COMMUNITY LEADERSHIP

Mid-Term (1-3 decades)

**POPULATION AND
PLACE-MAKING**

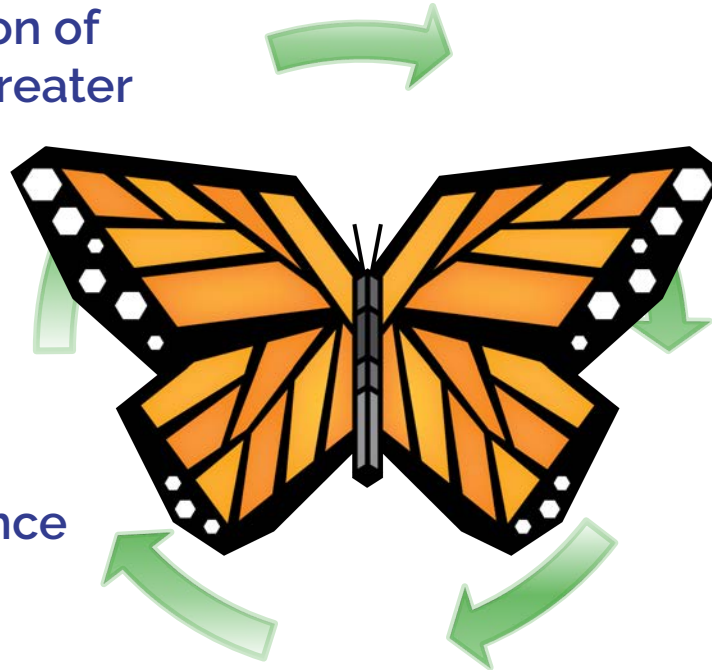
Long-Term (1-5+ decades)

**CROSS-SECTOR REGIONWIDE
CollaborACTION**

The Roles of Maximize NWMO

◆ **GATHER** leaders to further align
& **FACILITATE** the exploration of
integrating some activities for greater
effectiveness and efficiency . . .
when it makes sense for all.

◆ **CREATE, LEAD,
& MANAGE**
offerings to help fill gaps in
support and technical assistance
for community leaders.

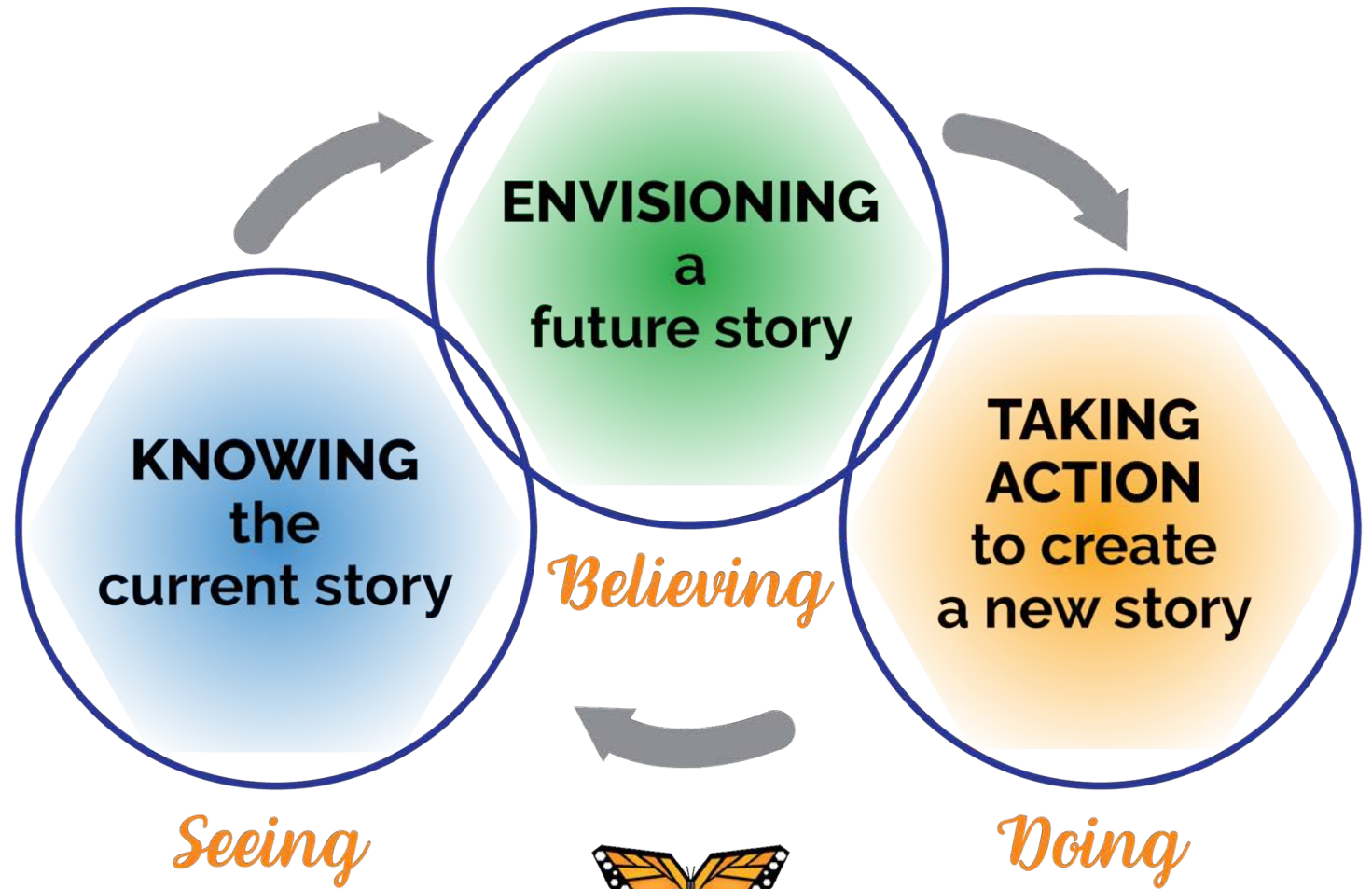


◆ **COMMUNICATE
& CELEBRATE**
what is already happening
in the region related to
shared priorities.

◆ **CONNECT** individuals,
organizations, and groups
with whom we learn are
working on the same or
similar priorities and projects.

◆ **COORDINATE CollaborACTION**
around shared priorities. (*i.e., project
management, budgeting, grant writing, etc.,
as a non-partisan, non-competitive, and
objective backbone*)

Engaging and Supporting Leaders, Residents, and Stakeholders Through a Journey



Empowering Communities and Counties

Learning to think globally while acting locally in communities and the region to maximize win-win opportunities.

Many Voices



One Vision



Local and regional communities respecting individual interests while working together on shared needs.

Project-Oriented in Silos



Working smarter, not harder.
(a.k.a. CollaborACTION)

Why the Monarch?



The Story Behind the Brand

Like the monarchs, our population is challenged.

Thanks to a concerted effort of many people learning about ways to help, slightly changing some of the habits they didn't realize were causing a problem, and the resiliency of monarch butterflies themselves, we are slowly seeing their population stabilize to rise.

We live in a beautiful region in the heart, soul, and crossroads of the country. **There is hope.** The same can happen for us in northwest Missouri. **By dreaming big and growing together, our region's prosperity can, and is, rising again!**



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A SNAPSHOT OF THE REGION

Progress Over Perfection



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*A Demo
with
Real
Data*

MAXIMIZING POTENTIAL BY FOCUSING ON STRENGTHS

We're excelling in some areas and seeing less progress in others.

- **What does this data mean to you?**
- **How can innovation in one area positively affect other areas?**
- **What would you like to see happen in NWMO to take us to the next level and maximize the potential of our place for our people?**

ALIGNING INVITATIONS TO INVOLVEMENT TO RESULTS

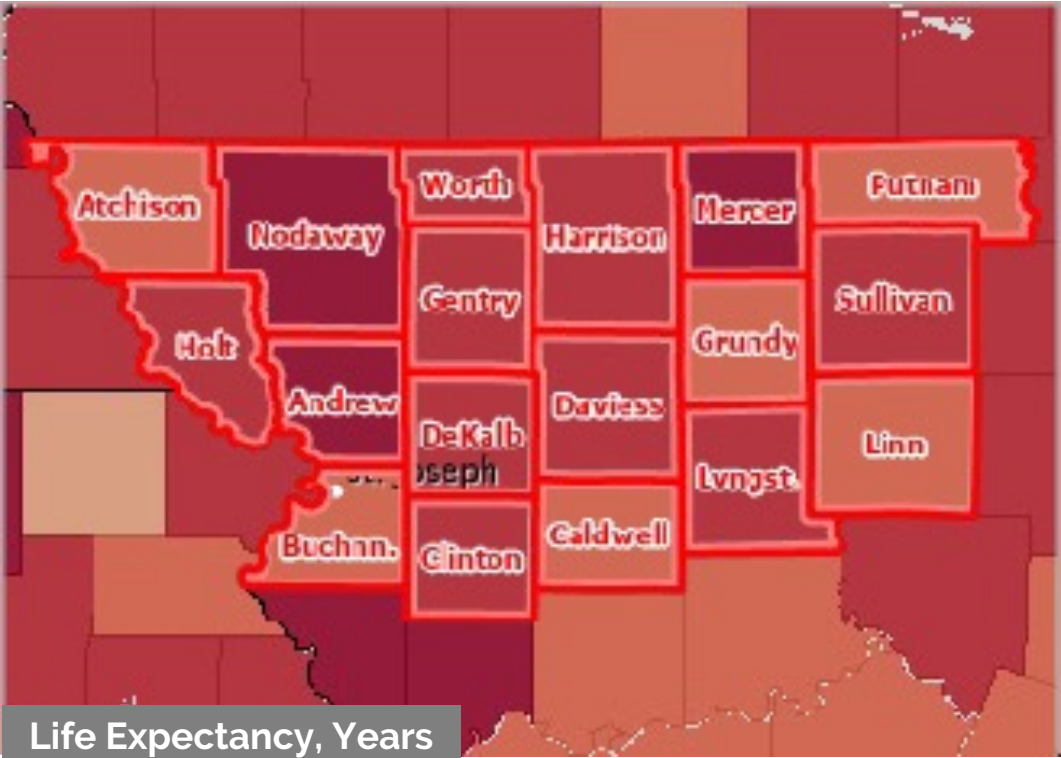
7 Quality of Life Core Aspects

- ◆ Health
- ◆ Economy
- ◆ Education
- ◆ Natural Environment
- ◆ Built Environment
- ◆ Housing
- ◆ Social Connections





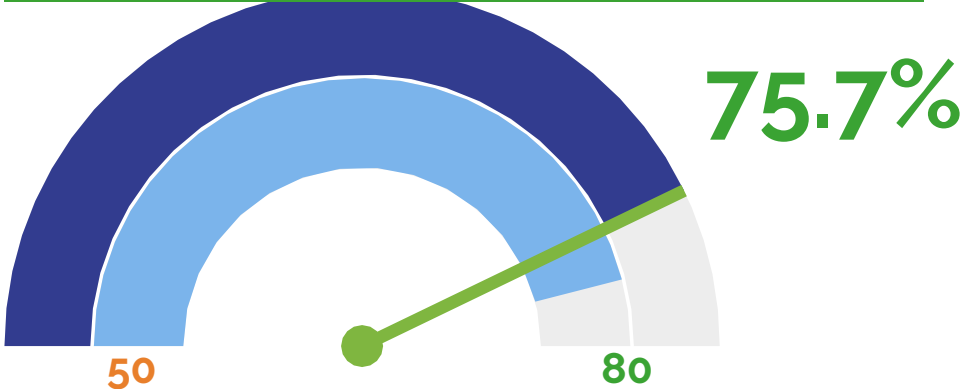
HEALTH



Life Expectancy, Years
by County, CDC NVSS
2021-2023

- Over 80 (Better)
- 79-80
- 78
- 77
- 74-76
- Under 74
- No Data or Data Suppressed
- NWMO Region 18-Co

Life Expectancy at Birth 2021-2023



	PLACE	Life Expectancy at Birth, 2021-2023
	NWMO 18-Co	75.7
	Missouri	75.7
	United States	77.6

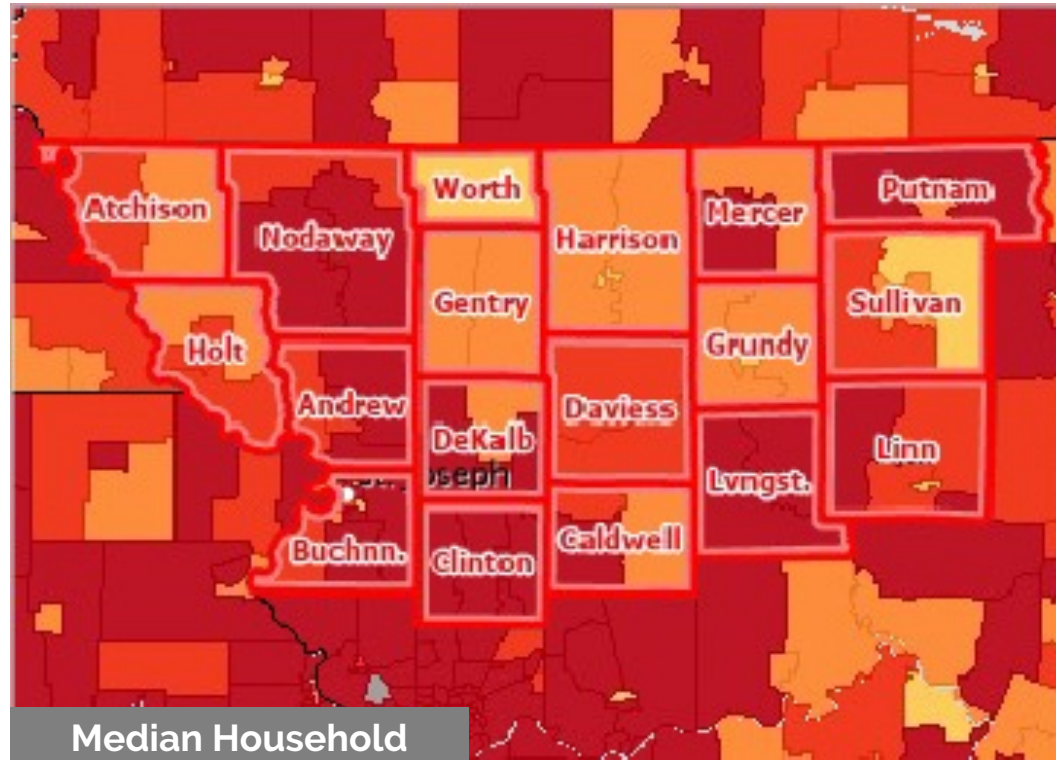
Our primarily rural place and lifestyle contributes to living slightly longer lives.



Data Source: University of Wisconsin Population Health Institute, [County Health Rankings](#), 2019-2021.

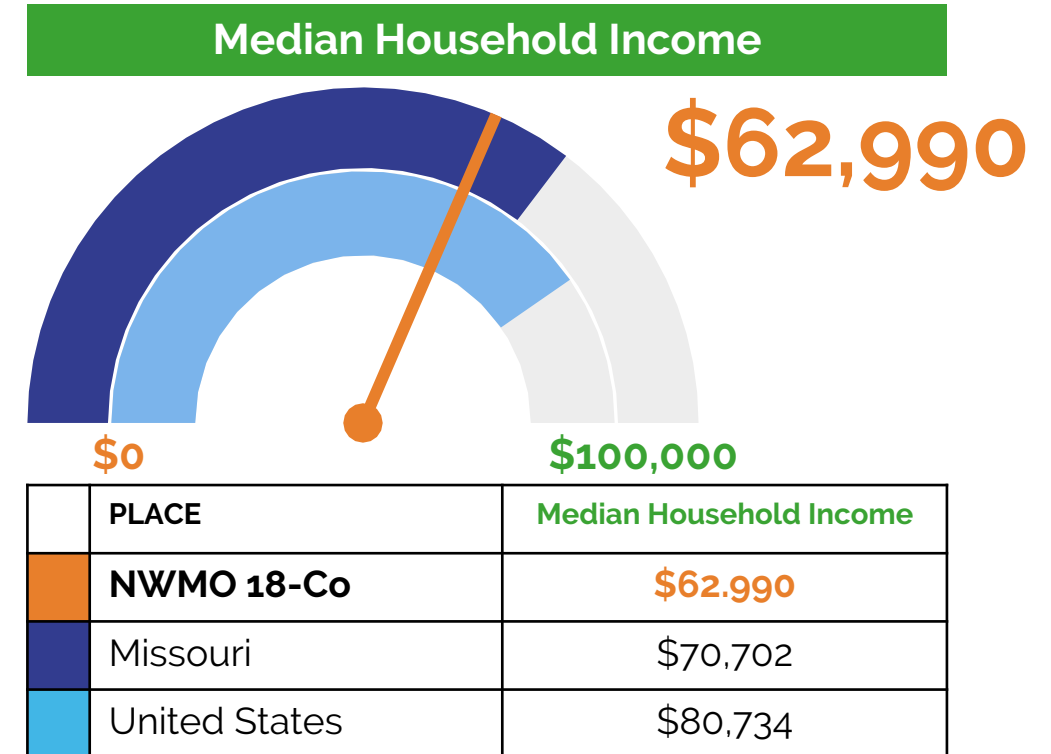


ECONOMY



Median Household
Income by Tract,
ACS 2020-2024

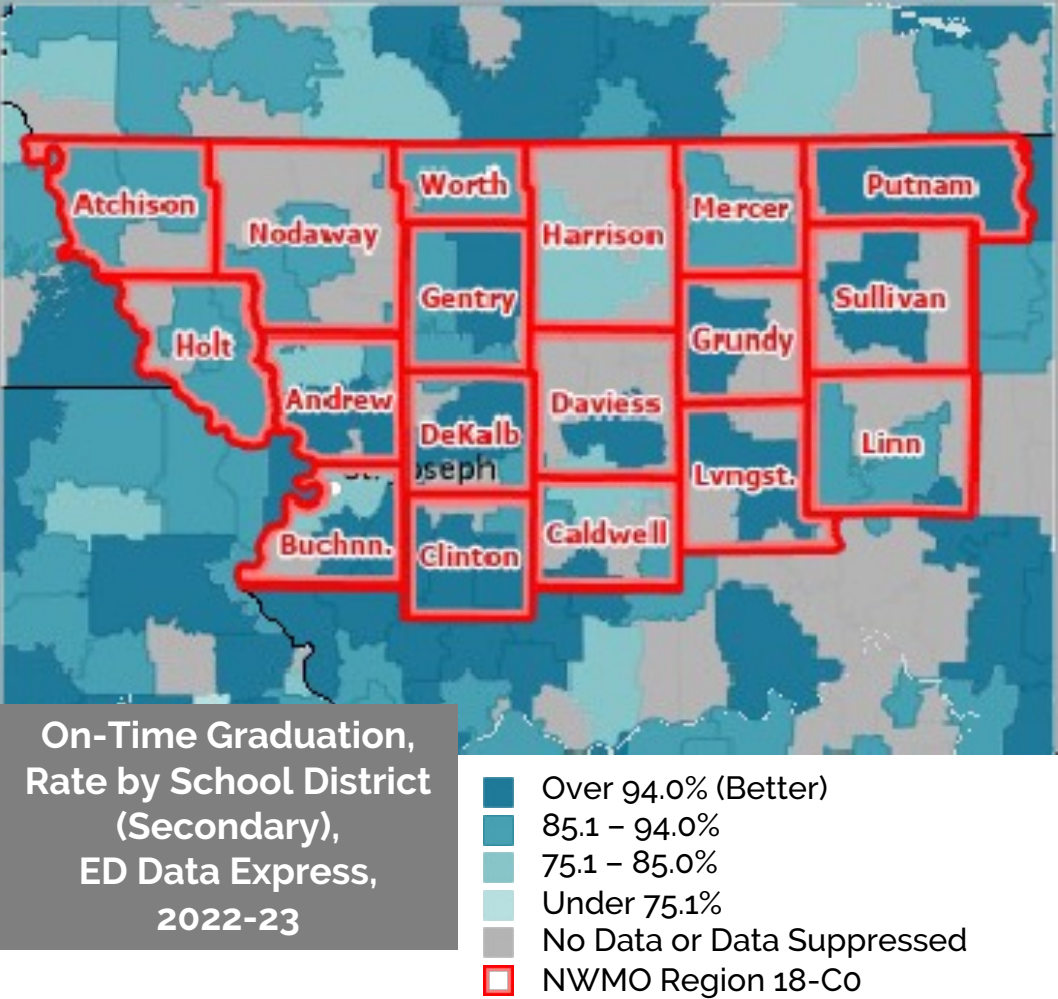
- Over \$70,000 (Better)
- \$60,000 - \$70,000
- \$50,000 - \$59,999
- Under \$50,000
- No Data or Data Suppressed
- NWMO Region 18-Co



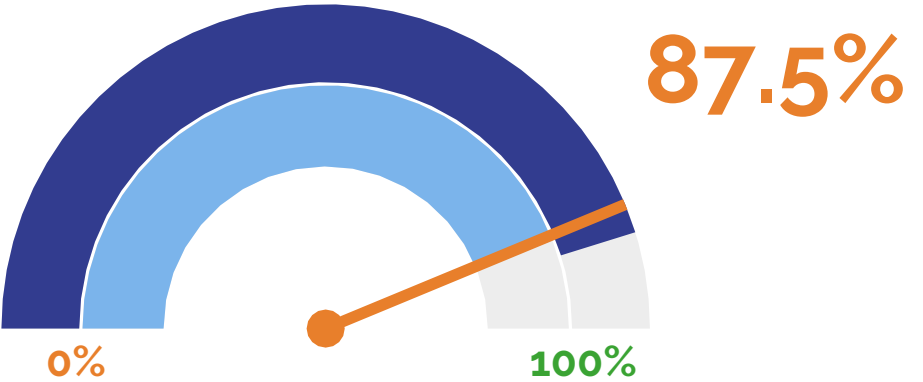
While households earn an average of nearly \$92K annually in Andrew and \$89K in Clinton, Harrison and Worth are much lower at \$67K each year. **The median is even less in NWMO.**



EDUCATION



High School Graduation Rate, Adjusted Cohort



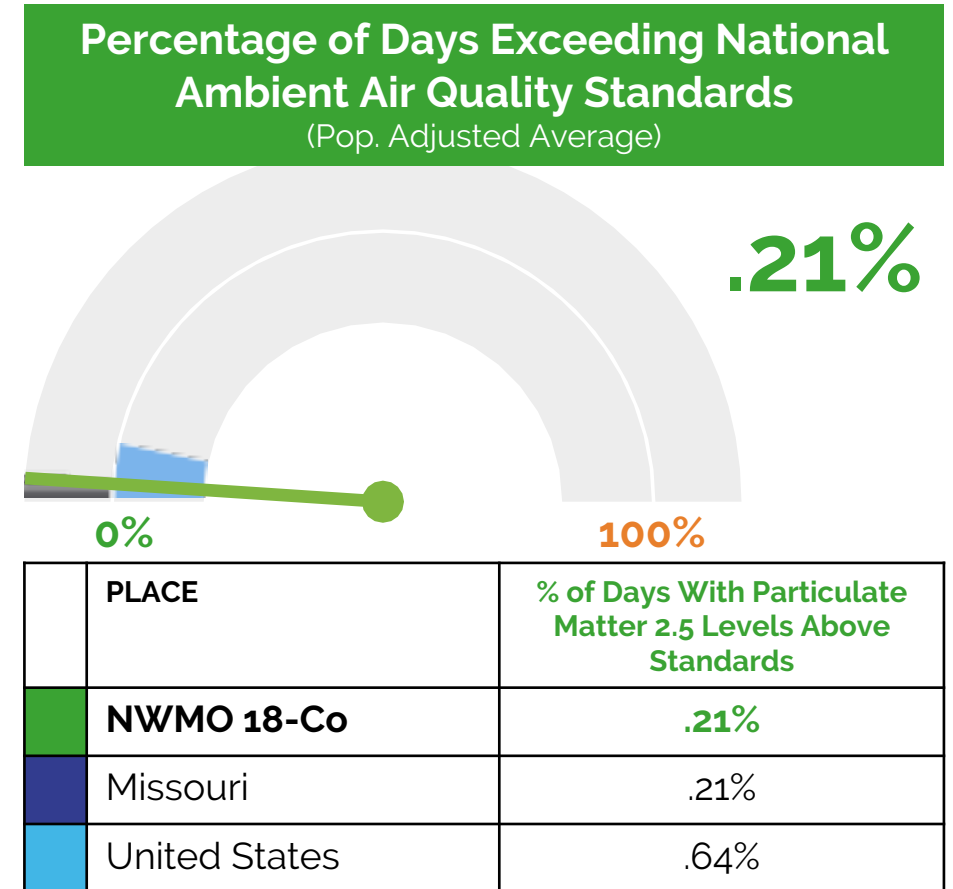
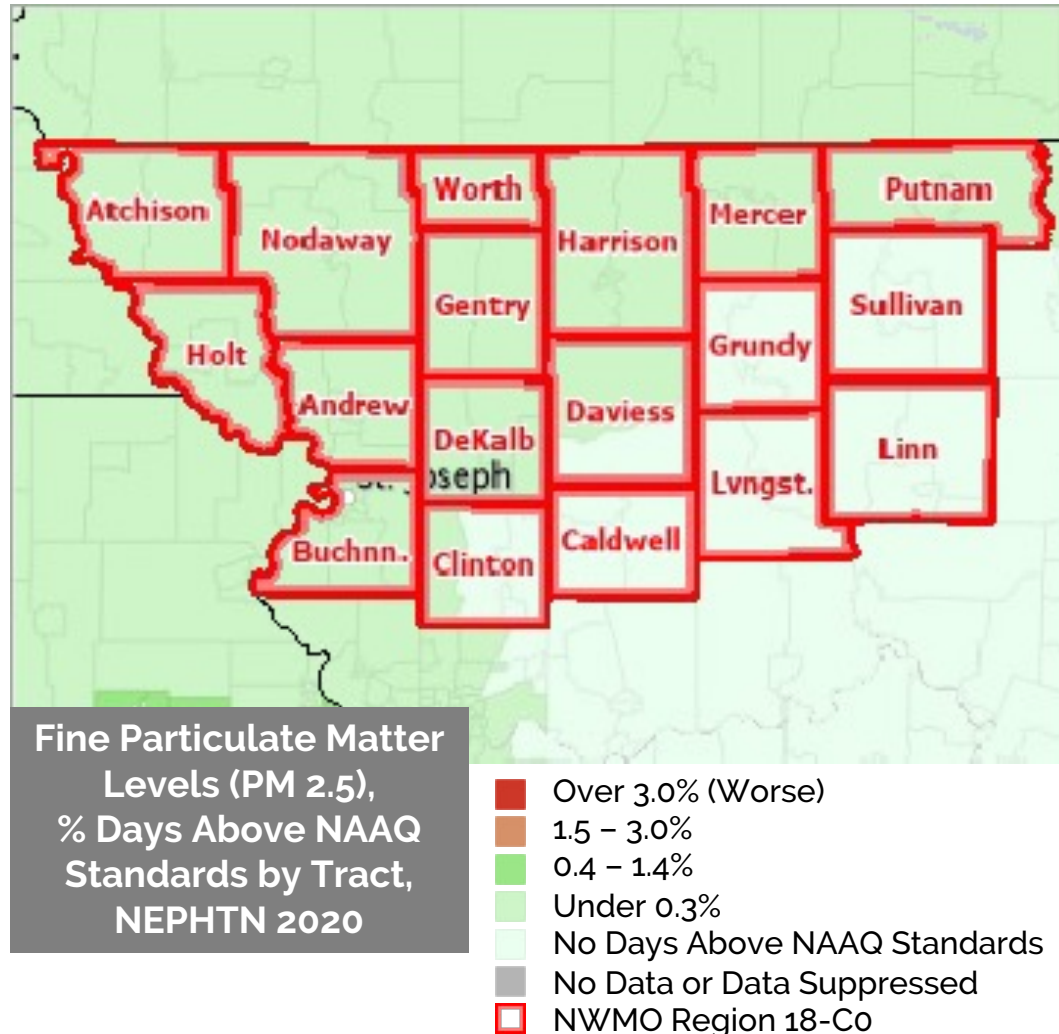
	PLACE	% Cohort Graduation Rate Based on # of Diplomas Issued to Students
	NWMO 18-Co	87.5%
	Missouri	90.4%
	United States	88.2%

We're slightly behind the U.S. and nearly 3 points behind Missouri.





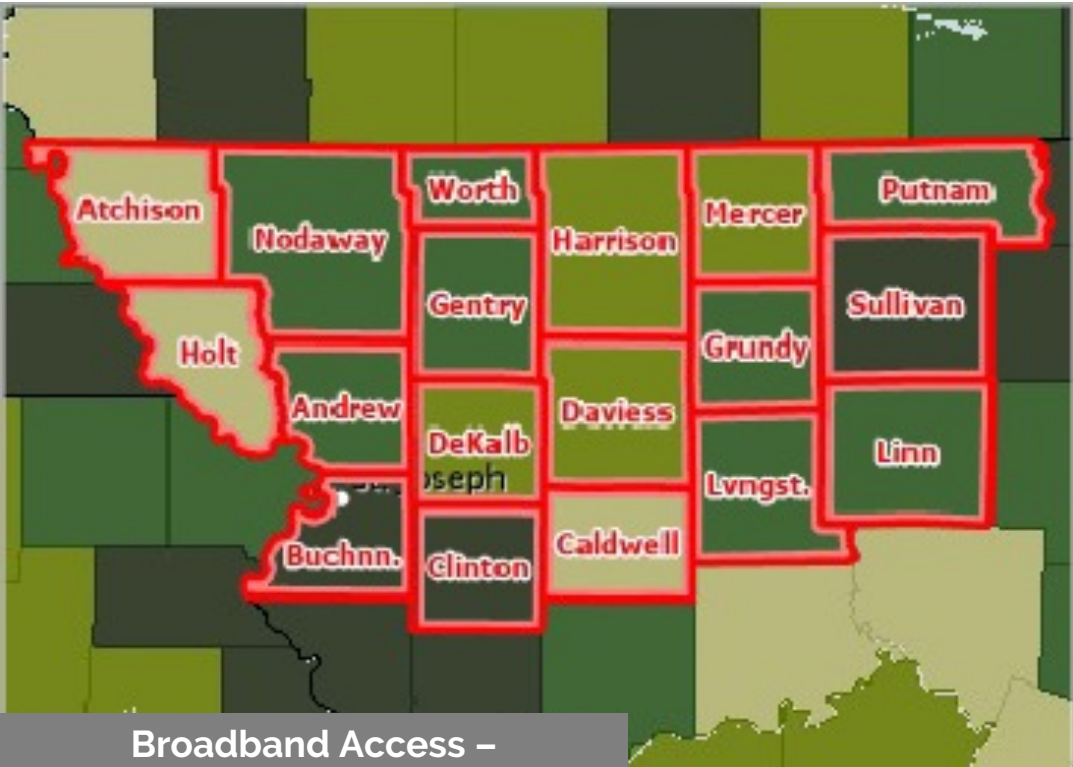
NATURAL ENVIRONMENT



Our air quality is fantastic!



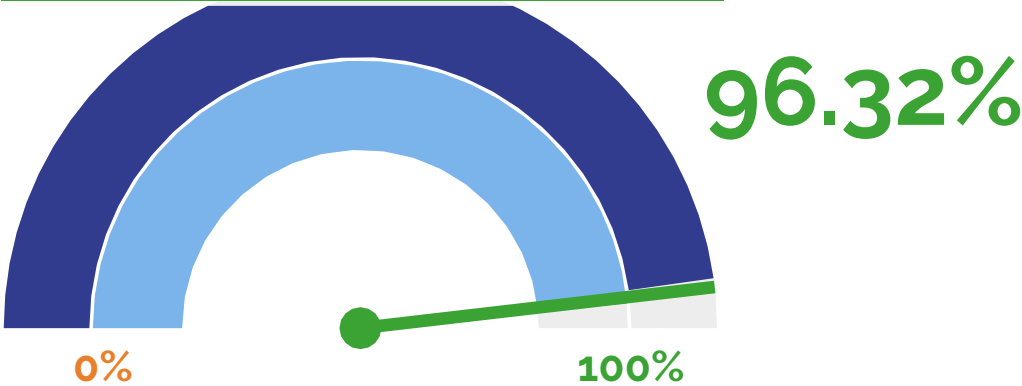
BUILT ENVIRONMENT



Broadband Access –
FABRIC Locations, 25/3+ MBPS,
Percent by County,
FCC June, 2025

- Over 98.0% (Better)
- 95.0 – 98.0%
- 90.0 – 94.9%
- 50 – 89.9%
- Under 50.0%
- No locations
- NWMO Region 18-Co

Percentage of Population with
Access to Broadband Internet
(DL Speeds >= 25 MBPS)



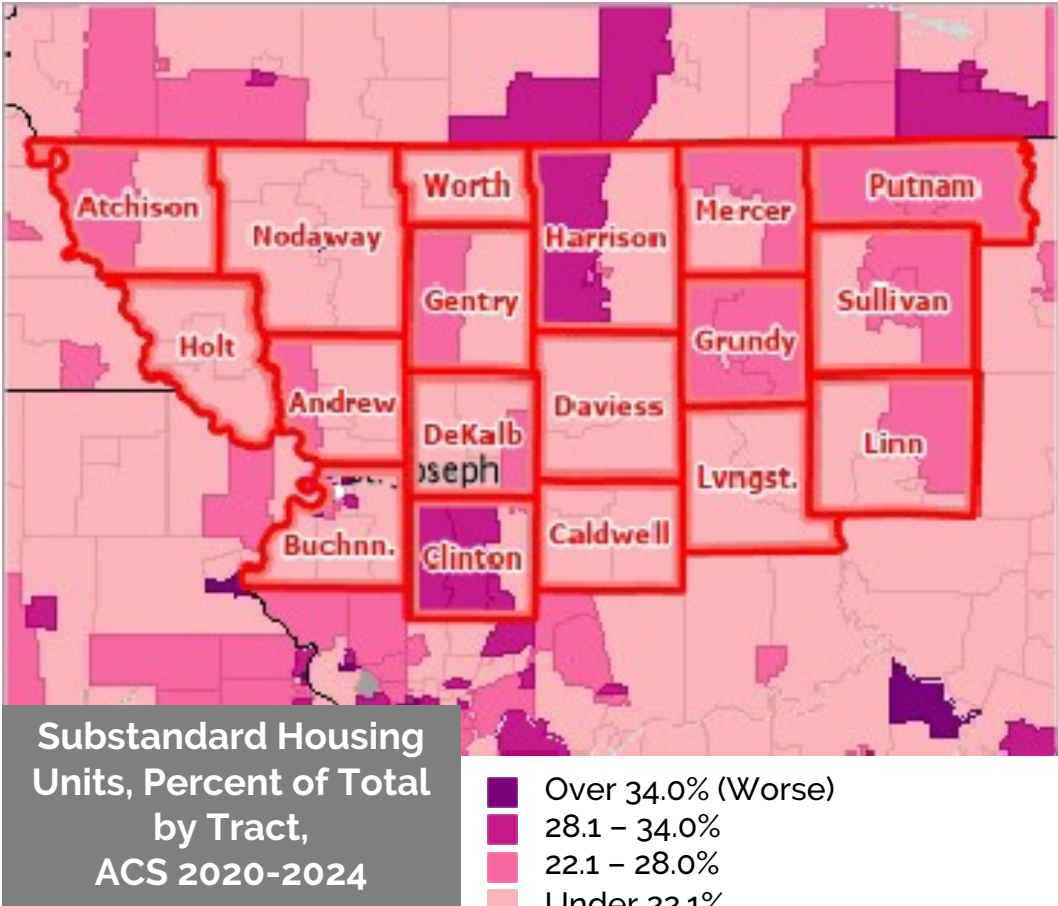
	PLACE	DL >=25MBPS/ UL >= 3MBPS	DL >=100MBPS/ UL >= 20 MBPS
	NWMO 18-Co	96.32%	93.6%
	Missouri	95.53%	92.5%
	United States	97.08%	94.70%

**Our access to high-speed internet
improved another 2% in a year!**

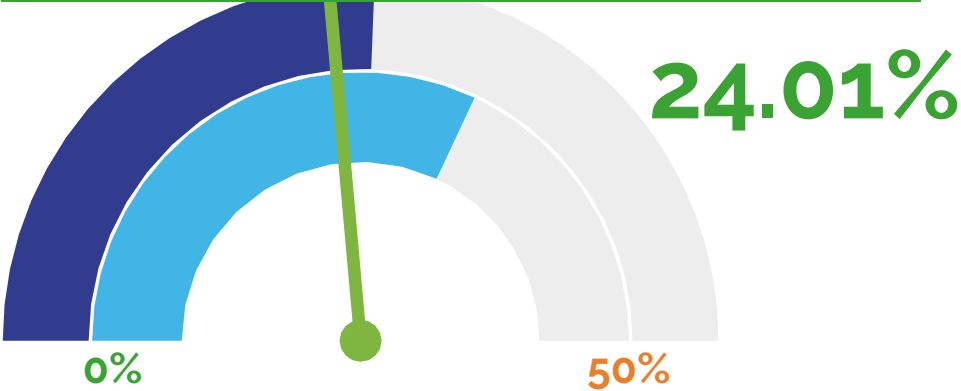
Data Source: [FCC FABRIC Data](#). Additional data analysis by [CARES](#), June, 2025



HOUSING



Percentage of Occupied Housing Units with One or More Substandard Conditions (Lacking Complete Plumbing, Kitchen, Bedrooms, Other)



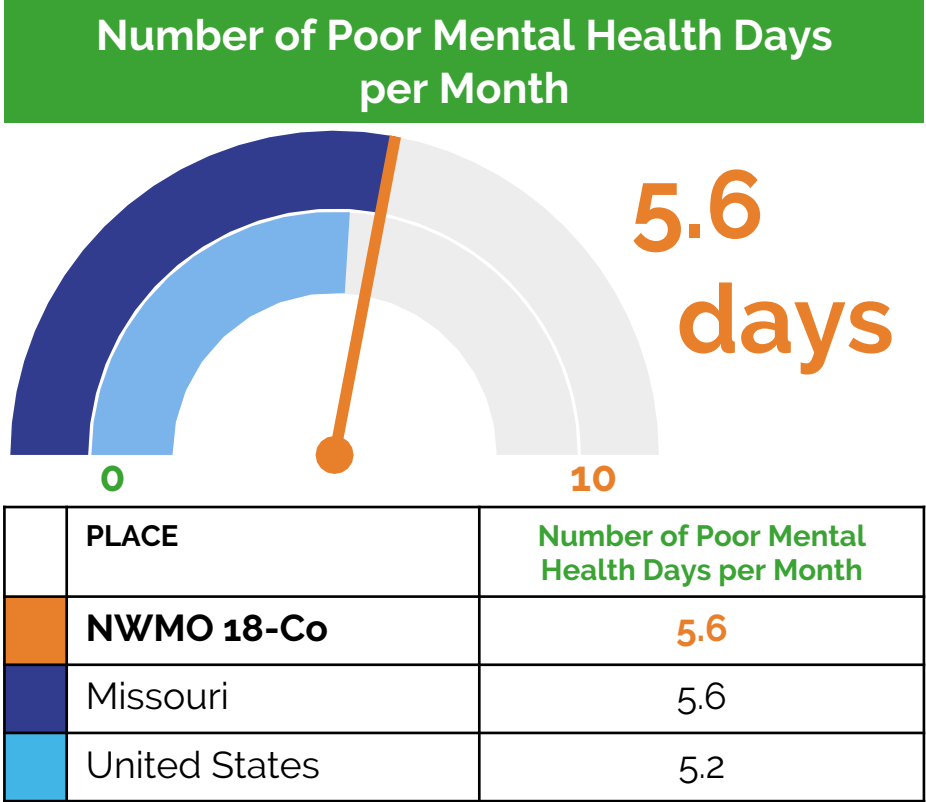
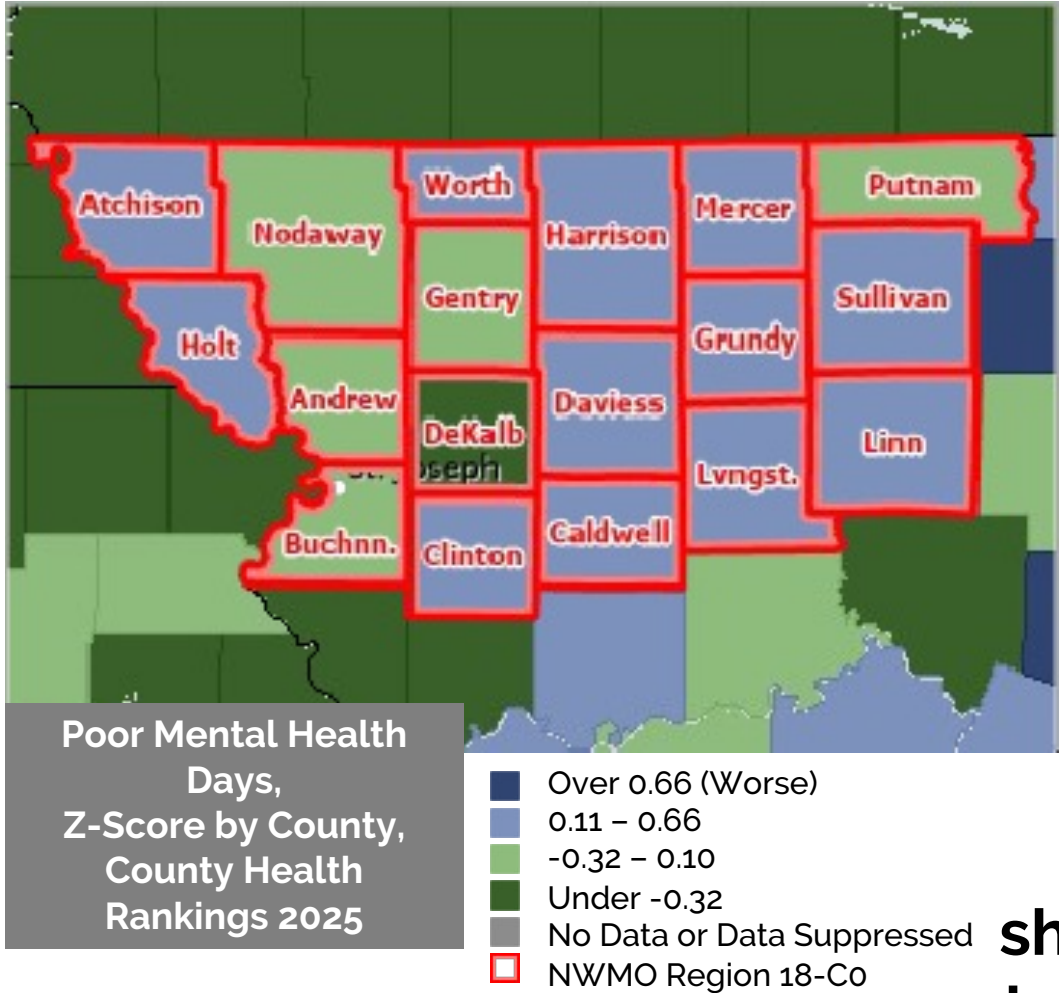
	PLACE	% of Occupied Housing Unites with One or More Substandard Conditions
	NWMO 18-Co	24.01%
	Missouri	26.08%
	United States	32.53%

Housing is complex and efforts can be focused on a few key areas.

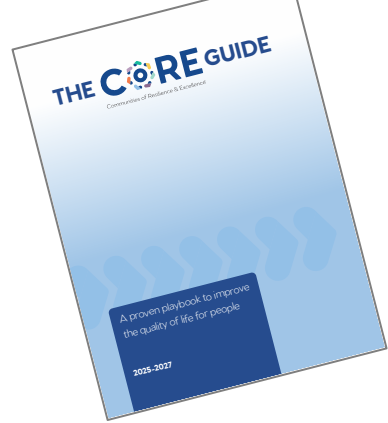




SOCIAL CONNECTIONS



The stresses of other core aspects show up in self-reported poor mental health data; Improving over last year.



SUMMARY OF QOL DATA

CORE ASPECTS ARROWS = DESIRED TREND	INDICATORS	NWMO 18-COUNTIES	MO	U.S.
Health	Life Expectancy	75.7%	75.7%	77.6%
Economy	Median Household Income	\$62,990	\$70,702	\$80,734
Education	High School Graduation Rate	87.5%	90.4%	88.2%
Natural Environment	Ambient Air Quality Days Exceeding National Standards	.21%	.21%	.64%
Built Environment	Access to High-Speed Broadband	96.32% ^{25DL/3UP} 93.6% ^{100 DL/20UP}	95.53% 92.5%	97.08% 94.70%
Housing	Homes with Suboptimal Conditions	24.01%	26.08%	32.53%
Social Connections	Adults w/14+ "Not Good" Mental Health Days Per Month	5.6 Days	5.6	5.2



More Detail at <https://maximizenwmo.org/2026-regional-community-forum>



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Wednesday, May 20 | 11:00 am - 1:00 pm

*Digging
Deeper
to Make
Better
Decisions*

EXPANDING UNDERSTANDING OF THE BIG PICTURE FOR OUR REGION

Alan Spell

Assistant Extension Professor

Division of Applied Social Sciences

College of Agriculture, Food and Natural Resources

University of Missouri | MU Extension | Exceed



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2025 ALUMNI & RESIDENT SURVEY RESULTS



Visit the
website for full
& summary
reports!



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Extension | Exceed
University of Missouri

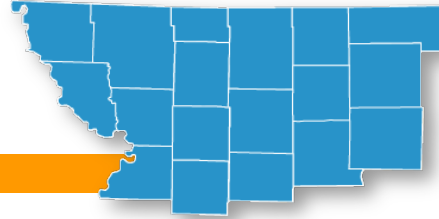
<https://bit.ly/MaximizeNWMOSurveyResults>

Thanks to partners of The Community Foundation of Northwest Missouri, the survey's results are shared on with all local elected officials (*i.e. mayors, county commissioners, state legislators*) and chambers, economic developers, and other community leaders. Results are drawn from the responses of more than a thousand people with ties to each of the northwest Missouri counties of Andrew, Atchison, Buchanan, Caldwell, Clinton, Daviess, Dekalb, Gentry, Grundy, Harrison, Holt, Linn, Livingston, Putnam, Mercer, Nodaway, Sullivan, and Worth.



SURVEY GOAL:

To Better Understand How to Retain
and Attract Talent to
the 18-County Region



How the Survey Was Conducted:

- ◆ Open for four months, from mid-June to mid-October, 2025.
- ◆ Designed similarly to the 2020 Alumni & Resident Survey, so comparisons could be made.
- ◆ Open to current and former residents of **18 NWMO counties**: *Andrew, Atchison, Buchanan, Caldwell, Clinton, Daviess, DeKalb, Gentry, Grundy, Harrison, Holt, Linn, Livingston, Mercer, Nodaway, Putnam, Sullivan, and Worth.*

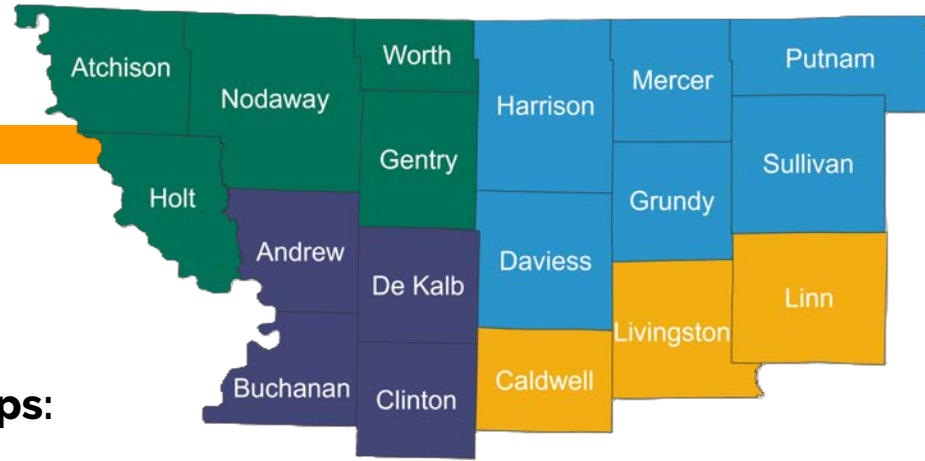
Worth, Buchanan, and Livingston had the highest participation rates.

Survey Questions asked About Key Topics:

- ◆ Reasons for moving in or out of the NWMO region
- ◆ Influences on where people will choose to live in the coming years
- ◆ What people value about their community
- ◆ What is offered in communities
- ◆ How people support their communities

SURVEY INVOLVEMENT:

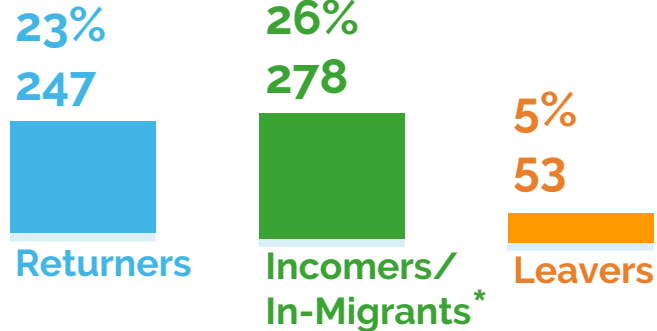
1,082 responders
with NWMO Ties



The 18-county region was
grouped into 4 subregions:



Answers were split into 4 groups:



*An in-migrant in this analysis is someone who has moved into the NWMO region for the first time. This differs from "immigrant," which refers to international border migration.



71%
participants
were female,
less than in 2020
(75%)

59%
Have at least
a Bachelor's
degree

35%
were age 60+,
more than in
2020 (31%)

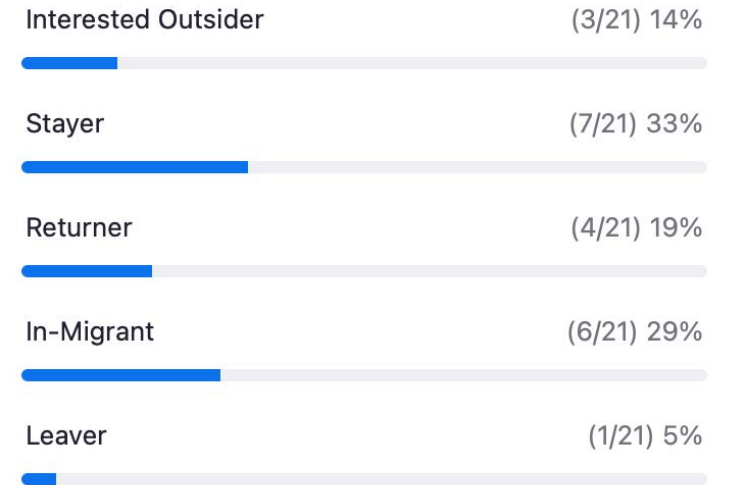
This is common in
community surveys.

Poll Question

Are you an interested outsider, stayer, returner, in-migrant, or leaver, as defined in the survey?

1. Are you an interested outsider, stayer, returner, in-migrant, or leaver, as defined in the survey? (Single choice)

21/21 (100%) answered



NWMO POPULATION, JOB, & COMMUNITY ENGAGEMENT:

2025 Projected Population: 247,000 (-0.9% overall), a decline since 2020
2025 Job Growth: 1.6% over the past 5 years less than MO's 9% growth

SENSE OF BELONGING
is up by 3 points from 2020!



NWMO Thriving Communities – Selected Contribution Indicators
 Some regional data indicate higher rates of civic participation and nonprofit/social associations, good indicators of social engagement.

Contribution Indicator	NWMO Region	Missouri	U.S.
Census Housing Unit Response Rate*	93%	84%	83%
Voter Participation Rate	61%	64%	64%
Nonprofits Orgs per 100,000 Pop.	571	535	474
Social Associations per 100,000 Pop.	129	119	97

* % of NWMO households participating in the U.S. 2020 Census compared to MO and US.

NWMO Population and Jobs by Sub-Group:

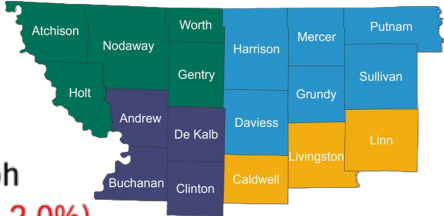
Group 2:

Home to Maryville
 38K Population **(-1.4%)**
 17K Jobs **(+5.7%)**

Group 1:

Home to St. Joseph
 133K Population **(-2.0%)**
 62K Jobs **(+2.6%)**

2025 Estimates (5-Year % Change)



Group 4:

Home to Trenton
 41K Population **(0%)**
 15K Jobs **(-8.5%)**

Group 3:

Home to Chillicothe
 36K Population **(+3.1%)**
 14K Jobs **(+5.0%)**

NWMO's agricultural & manufacturing-based

economy benefits from:

These are foundational economic strengths to build on.

- A close proximity to large metro areas,
- A lower cost of living,
- High social engagement,
- Other advantages.





Hopes and Worries for NWMO's Future



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What changes are you **most excited** about for the future of Northwest Missouri?

1. **Growing Economy**, more jobs and businesses, mentioned by 4 in 10. Top response in 2020 as well.
2. **Community Improvements**, including better infrastructure (revitalizing downtowns, broadband, roads, utilities) and working together more, were mentioned by 3 in 10.
3. **Recreation and Entertainment Options** (pools, parks, arts, sports, concerts, etc.) were highlighted by 1 in 10.

- *New businesses opening in my area and nearby communities, providing economic growth opportunities.*
- *I want to see a Northwest Missouri where all who are willing to engage and seek it can thrive.*
- *Economic development, and arts and entertainment initiatives.*

What changes **most worry** you about the future of Northwest Missouri?

1. **Poor Economy**, declining population and jobs, mentioned by 3 in 10. This was also the top response in 2020.
2. **Political Climate**, including mistrust of government or leadership, was mentioned by 1 in 4.
3. **Education Funds or Quality** diminishing was noted by 1 in 10.

- *People not being able to find jobs and leaving the area.*
- *The lack of open communication between different viewpoints.*
- *Not enough people with kids living here and schools will decline/low tax revenues.*

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Community Trust and Belonging



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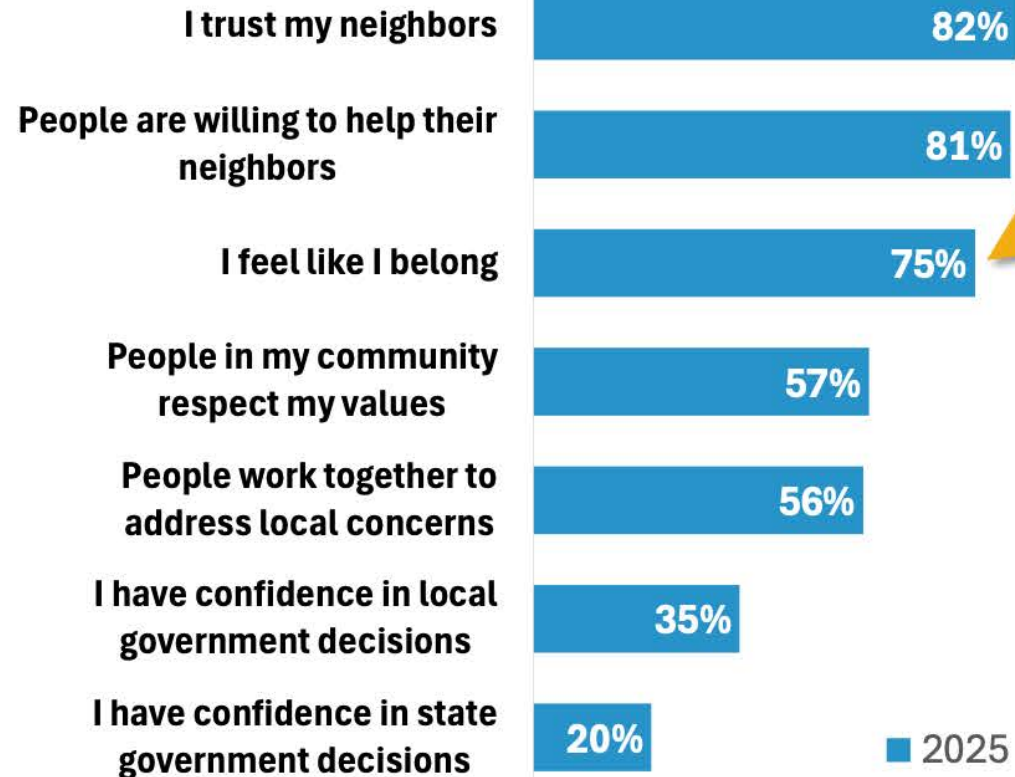
Trust and belonging are felt by **3 in 4** respondents as they:

- **Trust Their Neighbors**
- **Are Willing to Help Their Neighbors**
- **Feel Like They Belong**



Group 2 and **Group 3** have more confidence in **Local Government Decisions** (43%) than the regional average (35%).

In My Community...



Positive **Social Connections** were seen in respondents. Belonging increased by 3 points from 2020.

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Efforts Supported in Their Communities



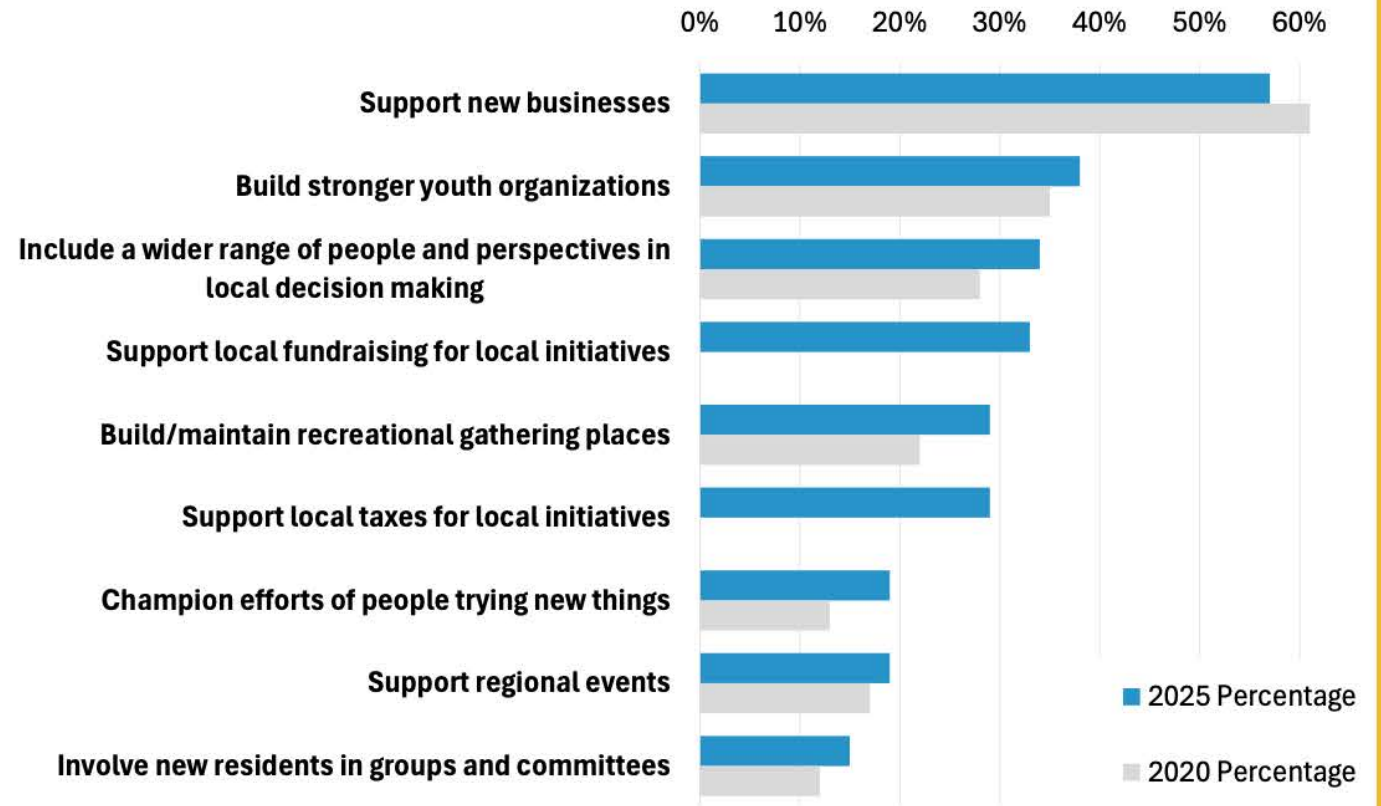
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Key Takeaways:

- **Increased support**, from 2020 to 2025, in most categories for community development efforts.
- **Supporting New Businesses** easily tops charts again, followed by **Stronger Youth Organizations**.
- **Including a Wider Range of Perspectives** supported by 1 in 3, but interestingly, less so for involving new residents.

What efforts would you support in your community?



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Activities I Did in My Community

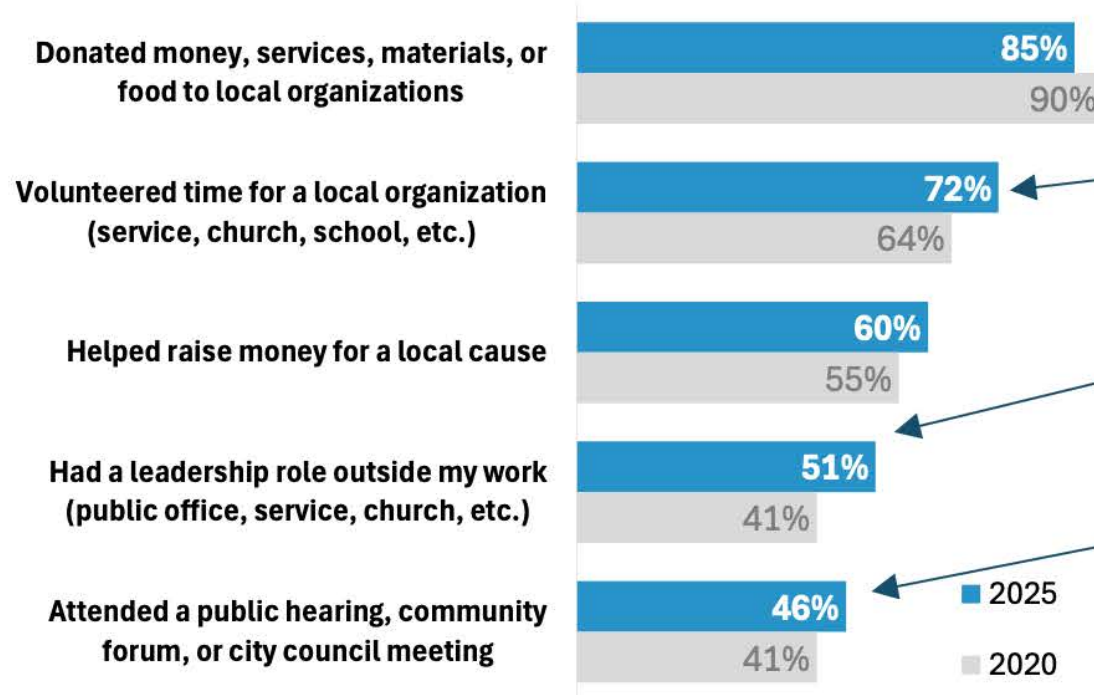


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9 in 10 voted in elections and socialized with neighbors, indicating strong community engagement. Other community-supporting activities included:

Positive Leadership and Community Funding signs as volunteering and leadership activity shares increase.



More likely in **Group 1** (79%)
And **Returners** (81%)



More likely for **Returners** (62%)

More likely in **Group 1** (54%)
And **In-Migrants** (54%)



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Would You Participate?



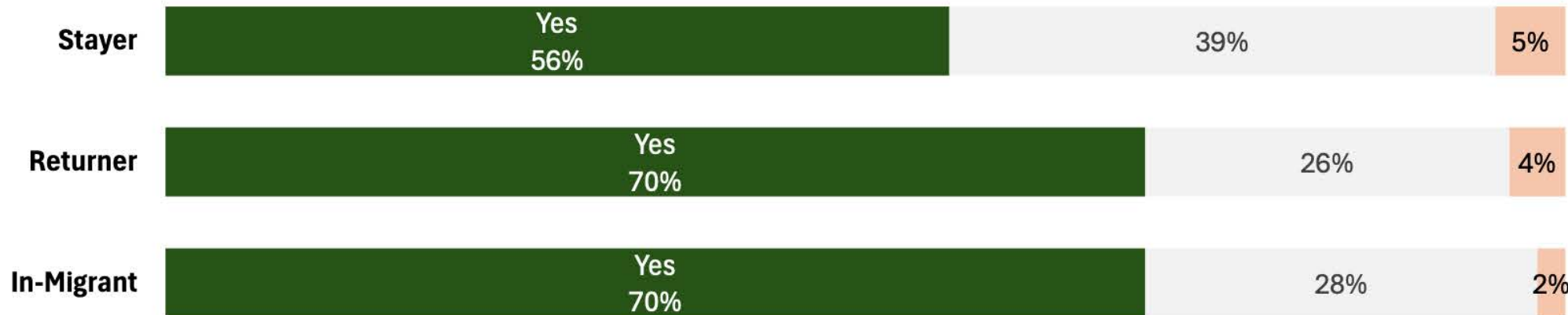
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If invited, would you try any of the community activities you haven't done before?

- Nearly **2 in 3** said "Yes"!
- Especially true for **Returners** and **In-Migrants** who moved into NWMO.

If invited, **would you try** any of the previously listed activities you haven't done before?



**More likely to
say yes**

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Keeping Talent Insights



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Relationships remain a core anchor for residents, especially for lifelong NWMO community members with family ties. Yet with **one in four** residents considering a move in the coming years, additional factors are increasingly shaping decisions about whether to stay:

Healthcare

Access to healthcare is critical, particularly for older adults. The ability to retain semi-retired and fully retired residents in NWMO, along with their talent, community involvement, and local spending, will be strongly influenced by the availability of healthcare services.

Job Opportunities

Employment is understandably important for younger populations living in NWMO. As the population ages, it becomes even more important to foster economic development and support entrepreneurship to keep working-aged adults in the region as they establish and grow their families.

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Attracting Talent Insights



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Job Opportunities are a crucial factor in attracting new individuals to NWMO and in encouraging former residents to return. **Other Factors** that were notable for attracting talent include:

Quality of Life Options

People returning to NWMO ranked **Arts and Entertainment** and **Outdoor Recreation** options higher than lifelong residents. They likely enjoyed many of these options living in urban locales, so it's a more important in deciding where to live.

Quality Schools and Infrastructure

While ties to the region still play a key role, people moving into NWMO for the first time also ranked relatively higher the need for **Quality Schools, Broadband Access, and Available Housing**.

A **Social Connection** benefit of returning or new NWMO residents is their higher likelihood of community engagement, whether through **volunteering** or taking on **community leadership** roles.

Exceed

Never Left

Stayers



Stayer responders:

Moving Status	% Employed	% Age 60+
2025 Region	74%	35%
2025 Stayer	76%	31%
2020 Stayer	76%	56%

- Are more slightly more **employed** and **younger** than average respondents.
- They remain in the NWMO region to be **Near Family and Friends**, similar to 2020 respondents.

Key Differences:

- Considering **where to live**, they rank:
 - **Ties to the Area** and **Health Care** are most important, but they are less concerned with access to **Broadband** and **Arts and Entertainment**.
- Within their community:
 - They were **least likely** to have a **Leadership Role** (43%) in the community compared to other groups.
 - **56%** would **do a community activity** if invited, compared to 70% of In-Migrants and Returners.

SUMMARY OF
RESPONSES BY
GROUP

Coming Back Home

Returners



Moving Status	% Employed	% Age 60+
2025 Region	74%	35%
2025 Returner	76%	38%
2020 Returner	69%	36%

Returner responders:

- Are slightly more **employed** and **older** than average respondents.
- They left NWMO for job or educational opportunities, but returned to be **Near Family and Friends**, similar to 2020 respondents.

Key Differences:

- Considering **where to live**, they rank:
 - **Ties to the Area** a bit higher in importance than for others.
 - Access to **Arts and Entertainment** and **Outdoor Recreation** is more important for Returners, compared to other groups.
- Within their community:
 - They were **more likely** to **Volunteer Time, Help Raise Money**, and have a **Leadership Role** than other groups.
 - **70%** would **do a community activity** if invited, same as In-Migrants. This compares to 56% of Stayers.

SUMMARY OF
RESPONSES BY
GROUP

Newcomers Choosing This Place

In-Migrants



Moving Status	% Employed	% Age 60+
2025 Region	74%	35%
2025 In-Migrant	71%	39%
2020 In-Migrant	68%	32%

In-Migrant Responders:

- Are slightly **less employed** and **older** than average respondents.
- Even so, they primarily moved into NWMO for **Job Opportunities** in 2025, a significant difference from 2020, when it was to be **Near Family and Friends**.

Key Differences:

- **Relationships** are the top thing they value in the region, but it is **significantly less important** than for other groups.
- Considering **where to live**, they rank:
 - **Health Care, Strong Economy, and Quality Schools** a bit higher.
 - **Broadband** is what distinguishes them; it is very important.
- Within their community:
 - They were **more likely** to attend **Public Meetings**.
 - **70%** would **do a community activity** if invited, same as Returners. This compares to 56% of Stayers.



KEY TAKEAWAYS

Increased **volunteer support**, from 2020 to 2025, in most community development efforts –

More people are interested in ensuring their community thrives!

Residents willing to **support new businesses** easily tops charts again, followed by wanting **stronger youth organizations** –

Investing in generational leadership development is a proven, promising practice!

Including a **wider range of perspectives** is supported by 1 in 3, but interestingly, less so for involving new residents –

Balancing tradition with innovation is key!

1 in 4 respondents are **considering a move** in the coming years –

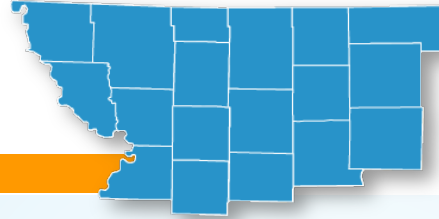
Prevention of further population loss is critical!





CONCLUSION:

Why do people stay, return,
leave or choose
northwest Missouri?



Relationships remain critical,
but **Jobs, Military,** and **Education**
continue to be the most likely reasons
people move into
or out of NWMO.

Download the free 90-page survey analysis report at
<https://maximizenwmo.org/alumni-resident-survey!>



EMAIL: together@maximizenwmo.org

VISIT AND REGISTER: maximizenwmo.org

FOLLOW: @MaximizeNWMO on Facebook

*What can be done to maximize
the potential quality of life experienced
in northwest Missouri?*

**SURVEY CONCLUSIONS ANSWERING
HOW TO KEEP AND ATTRACT TALENT,
BUILD COMMUNITY INVOLVEMENT,
AND INCREASE LOCAL CASH FLOW**



Expand leadership development and local opportunities for all ages, including youth, to learn and apply 21st-century skills for success

- ◆ Invest in ensuring local schools offer the **highest-quality education** possible that today's families and employers want and need.
- ◆ Promote programs that include **resiliency, looking at the big picture, problem-solving, interpersonal communication, and critical thinking** in all industries & sectors.
- ◆ Foster a **"can-do" community spirit**.

2

Promote and support innovation, resilience, and entrepreneurship attitudes and behaviors to create jobs

- Create and broadly **communicate Job and Small Business Opportunities** to alumni and people in the surrounding regions to attract new residents.
- Foster **economic development and support entrepreneurship** to keep working-aged adults in the region as they establish and grow their families, as well as launch their later chapters of life.
- **Show and tell the youth** about the possibilities here.
- Train **more skilled tradespeople to build and maintain the infrastructure**.



Ensure social connections are strong for all those choosing to live here: Stayers, Returners, and Incomers

- ◆ Support the contributions of time, talent, ideas, and other resources from everyone.
- ◆ Returners and Incomers are most likely to engage in community-building efforts. **Involve them beyond friendly welcomes.**
- ◆ Foster safe, positive, and trusting **relationships**.
- ◆ Embrace place-making by ensuring **arts and entertainment** and **outdoor recreation options** exist and are marketed so they don't remain a secret.
- ◆ Maintain and expand accessible gathering places for **meeting in-person, resource sharing**, and **lifelong learning**.

4

Embrace the interconnected nature of all sectors and jurisdictions across the region

- ◆ Continue to advocate for **high-speed broadband** availability until 100% coverage is achieved.
- ◆ Access to **healthcare, childcare, and assisted living** is critical, particularly for older adults and younger families.
- ◆ Increase the availability of desirable, health, and optimal **housing for all**.

Quality of Life Core Aspects:

- Education
- Health
- Economy
- Built Environment
- Housing
- Social Connections
- Natural Environment





MAXIMIZE™ NWMO

DATA-INFORMED DECISIONS

Listening to You



COMMUNITY FOUNDATION
OF
NORTHWEST MISSOURI

Better together.



Regional Partner Council Priority Areas

Many Explored | 8 Ranked in 2024 | Narrowed to 4 in 2026 | Approved by the Navigation Team in 2026

SHARED PRIORITIES

A

B

C

D

Community
Leadership
Development

Placemaking
Entrepreneurship

Braiding
Investments
in NWMO

Communications
Hub & Backbone
Support





2026–
3031+
*Strategic
Action
Plan*

REGIONAL SHARED PRIORITY

A – Leadership Development for Community Building, Big Picture Thinking, and Cross-Sector Collaboration

S.M.A.R.T. STRATEGIC OBJECTIVE

Ensure leadership development opportunities for all ages, covering community building, big-picture thinking, and cross-sector collaboration, are made available annually, growing program participants in northwest Missouri, reaching 300 by September 2031.

KEY STRATEGIES

1. Serve as a civic hub to build leadership capability and capacity.
2. Launch a mentorship and coaching network for alumni and current participants in The Maximize [My Community] Journey™ programs.
3. Co-create a youth-oriented version of curriculum.
4. Link residents and other stakeholders to leadership development opportunities.
5. Connect youth with resources to further their education.



2026-
3031+
*Strategic
Action
Plan*

REGIONAL SHARED PRIORITY

B – Fostering Entrepreneurship Ecosystem and Placemaking Expansion to Retain and Attract Population

S.M.A.R.T. Strategic Objective

Increase proprietor income by 5% through expanded collaborative entrepreneurship and placemaking efforts in high-need opportunity sectors within Maximize NWMO's primarily rural region by September 2031.

KEY STRATEGIES

- 1. OWNER and LEADERSHIP SUCCESSION**
- 2. GROUND TO PLATE FOOD SYSTEMS**
- 3. GENERATIONAL CARE SPECTRUM:** Mental health, early childhood, workforce development, & elder care
- 4. HOMING AND BUILT ENVIRONMENT:** Housing, skilled building trades, sense of belonging across generations, root-level literacy, food security, and other social services, & community infrastructure environments.





2026–
3031+
*Strategic
Action
Plan*

REGIONAL SHARED PRIORITY

C – Braiding Philanthropic, Public, and Personal Civic Investments in the People and Place of NWMO

S.M.A.R.T. Strategic Objective

Equip NWMO community collaboration groups with a resource development toolkit by the end of 2027 with strategies, approaches, and examples that have proven to be successful for other similar cross-sector initiatives across the region, state, and nation in supporting the improvement of all seven quality of life core aspects in the places they live, learn, earn, and play.

KEY STRATEGIES

1. Outline resource development pathways with tools and examples.
2. Train on how to source and submit grant funding applications as well as effectively and efficiently manage grant awards.



2026–
3031+
*Strategic
Action
Plan*

REGIONAL SHARED PRIORITY

D – Regional Communications Hub and CollaborACTION Support for Leaders, Community Developers, and Engaged Residents

S.M.A.R.T. Strategic Objective

Through a strategic integrated communications system, with action plans updated and implemented annually, increase awareness of Maximize NWMO's approach and work to 25% of the region's population (*60,000 cumulatively*) and engage 5% (*25,000 cumulatively*) of the population in a program, campaign, listening activity, or event by September 2031 to support the alignment of efforts and collaborative decision-making and action on shared priorities.



Breakout Room Discussion Questions

12:00 p.m. to 12:15 p.m.

- Which shared priority and element of the Strategic Action Plan are you most excited about?
- In which are you willing to invest your time?



Share Out

12:20 p.m.
to
12:40 p.m

- Which shared priority and element of the Strategic Action Plan are you most excited about?
- In which are you willing to invest your time?

Talked about leadership and entrepreneurship

Ask what progress is being tracked by various leadership training programs

Small businesses as well as managers within larger employers need more leadership training

Interesting that newcomers are more likely to engage in community!

Small Biz Development Centers can help with ownership transition

All four intertwine with PLACEMAKING

Attracting young professionals back to our communities as a place to raise families and find jobs

It all works together!

Talked about the way entrepreneurship and need for funding is a challenge sometimes.

We need more communication about businesses for sale with people who are already in the region.

How do we get impactful funding to new businesses and growing businesses

Trying to figure out how to get the funding to the people in local communities, but determining the need first is critical!

Do people need more childcare... is it a good business to start in areas of need?

The older side of the same care needs is another area.

It would be good to identify specific projects for funding.

What can we do to identify the active groups that need help?





MAXIMIZE™ NWMO

MAPPING WHAT'S NEXT

Better Together



COMMUNITY FOUNDATION
OF
NORTHWEST MISSOURI

Better together.

INCLUSIVE APPROACH

It takes everyone
working together
to make
a meaningful
difference

*Many Voices,
One Vision*



VALUING ALL PERSPECTIVES

Regardless of the shared priority, everyone plays a part

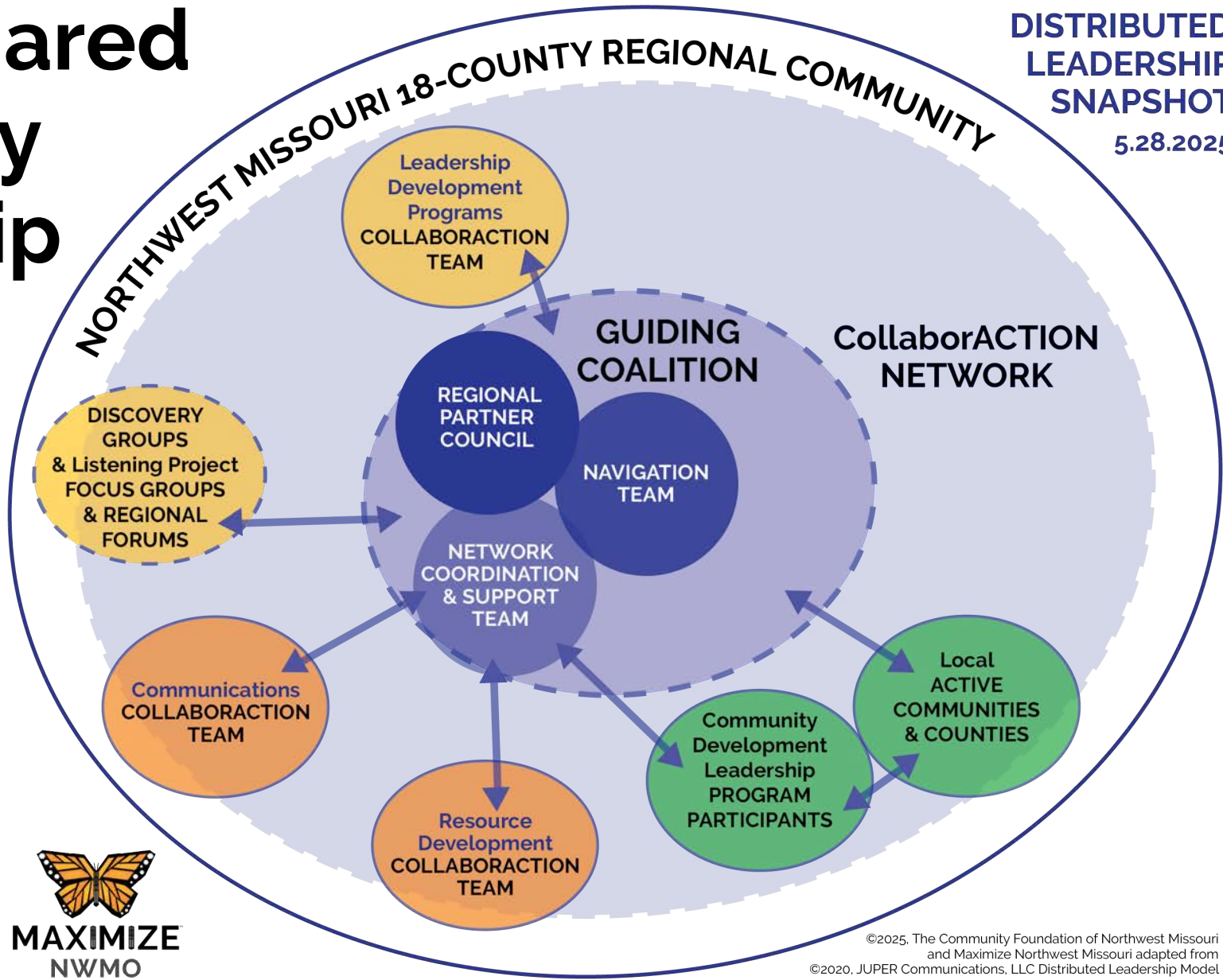
Our local communities and region are interconnected and interdependent



Practicing Shared Responsibility for Leadership and Action

DISTRIBUTED LEADERSHIP SNAPSHOT
5.28.2025

- Open Communication
- Maximize NWMO Participants
- Exploration & Action on Shared Priorities
- Backbone Operations Support
- Leadership Development & Local Next-Level Collaboration



©2025, The Community Foundation of Northwest Missouri and Maximize Northwest Missouri adapted from ©2020, JUPER Communications, LLC Distributed Leadership Model



WHAT'S
NEXT:

Deciding on Meaningful Measures of Progress

SHARED PRIORITIES			
A	B	C	D
Community Leadership Development	Placemaking Entrepreneurship	Braiding Investments in NWMO	Communications Hub & Backbone Support
Long-, Mid-, Short-Term Outcomes	Long-, Mid-, Short-Term Outcomes	Long-, Mid-, Short-Term Outcomes	Long-, Mid-, Short-Term Outcomes
Output/Process Metrics	Output/Process Metrics	Output/Process Metrics	Output/Process Metrics
Links to Quality of Life	Links to Quality of Life	Links to Quality of Life	Links to Quality of Life





**MAXIMIZE
NWMO**

Wednesday, May 20 | 11:00 am - 1:00 pm

**WHAT'S
NEXT:**

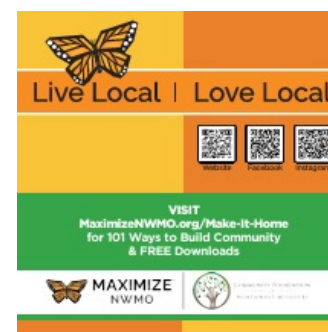
A Grassroots Placemaking Campaign

Posters

Share Social Media Posts
(SUBMIT PHOTOS to be featured!!!!)



**4" x 9"
Counter/Rack Cards**



4" Coasters



2" Stickers



OUR STATE OF QUALITY-OF-LIFE

MEDIA CAMPAIGN

MONTH	TOPICS
OCT 2025	Announce Maximize NWMO Awards presented on 9.24.2025
NOV 2025	National Recognition from C.O.R.E. (Communities of Resilience & Excellence)
DEC 2025	QOL: Social Connections and Sense of Belonging Importance
FEB 2026	2025 Alumni & Resident Survey Final Results tied to Launch of “MAKE IT HOME: Live Local, Love Local” Campaign
MAY 2026	QOL: Health
JUN 2026	QOL: Natural Environment
JUL 2026	QOL: Housing
AUG 2026	QOL: Built Environment
SEP 2026	- Promote Annual Celebration, Regional Activities, & Partner Council - QOL: Education - QOL: Economy
OCT 2026	- Announce Maximize NWMO Awards presented on 9.23.2026 - QOL: Economy
NOV 2026	Big Picture Thinking and Value of Growing Leaders of All Ages with Development Programs and Local Philanthropy



What's Coming Soon?



SAVE THE DATE!
4th Annual
Maximize NWMO
Celebration SUMMIT

SEPTEMBER 23, 2026

REGISTER
NOW!



Wednesday, September 23, 2026
inspireU, Downtown St. Joseph, MO
8:30 a.m. – 4:00 p.m.

CELEBRATING YOU!

We will be recognizing
the Vision, Regional
Navigator & Community
Navigator 2026
Awardees!

COME JOIN US
FOR LUNCH &
COLLABORATE!

Let's Learn & Celebrate Together!

8:30-10:00 a.m.	Pre-Summit Session 12 of the current 2025-2026 Building Strong Teams cohort.
10:30 - 11:20 a.m.	Keynote Speaker: Building a Vibrant Community. Quint Studer, national award-winning leader, author, & philanthropist
11:30 - 12:15 p.m.	Regional Roundtable Discussion
12:30 - 1:00 p.m.	Lunch
1:00-1:30 p.m.	Community Progress Presentation
1:30-2:00 p.m.	Awards Presentation
2:00-4:00 pm p.m.	1st session of Building Strong Teams + Invite to Anyone Who Wants to Stay for FREE as an Introduction

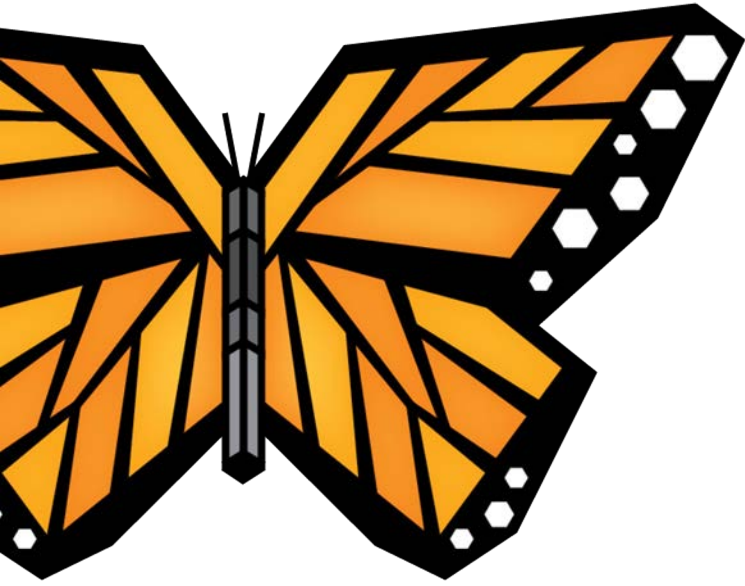
Featuring Guest Speaker



Quint Studer BSE, MSE
Co-Founder, Healthcare Plus Solutions Group
Best Selling Author, Philanthropist,
Building A Vibrant Community: How Citizen-Powered Change is Reshaping America

What's Next?

Join the Action Network!



- ❑ **Regional Partner Council**
 - Meets 2-4 times per year
- ❑ **Communications CollaborACTION Team**
 - Every month except July on the 3rd Friday at 10:00 a.m.
- ❑ **Leadership Development Program CollaborACTION Team**
 - Next Meeting TBD – We're asset mapping program key features
- ❑ **Building Strong Teams 12-Month Program for Local Community Groups**
 - New Cohort Begins on September 23, 2026, or January 13, 2027
- ❑ **Annual Celebration Summit**
 - September 23, 2026

THANK YOU!



MAXIMIZETM
NWMO

Let's dream big and grow together.

together@maximizenwmo.org | www.maximizenwmo.org

Financial support for this project comes from partner contributions to The Community Foundation of Northwest Missouri's Maximize NWMO Regional Vitality Initiative.