



**Lake of the Ozarks**  
Regional Economic Development Council  
Quality Life. Quality Business.

# ***2022 Annual Report***

**December 31, 2022**

**Presented on behalf of the  
Lake of the Ozarks Regional Economic Development Council (LOREDC)  
2022 Board of Directors**

Jeana L Woods, President—City of Osage Beach  
K.C. Cloke, Vice President—Camdenton Chamber of Commerce  
Harrison Fry, Secretary—City of Lake Ozark  
Heather Brown, Treasurer—Lake of the Ozarks Convention and Visitor Bureau  
Amy Jackson—State Fair Community College  
Erin Rohwer—Eldon Career Center  
Seven Dust—Waterfront Corporate Services  
Dina Dunklee—Versailles Chamber of Commerce  
Mike Koenigsman—Lake West Chamber of Commerce



# Lake of the Ozarks

Regional Economic Development Council  
Quality Life. Quality Business.

## President's Message...

On behalf of LOREDC's Board of Directors, thank you to all our investor members for your continued support and engagement in our organization.

LOREDC - *The Lake of the Ozarks Regional Economic Development Council* – is dedicated to economic growth of our region, and successfully exists because of our active membership. We serve a three-county region - *Camden, Morgan, and Miller Counties* - and through the many partnerships and our members' commitment, we push our goal of regional efforts to coordinate and facilitate programs to enhance our business attraction, address our workforce challenges, build our organizational sustainability, and move our marketing to the next level.

In 2022 our organization, as with many, faced challenges which influenced timelines, availability of resources, and engagement and collaboration efforts with our membership investors and community partners. However, we have remained dedicated to our region economic growth and because of this, we launched new projects and enhanced programs, remaining steadfast to our NextSite partnership, organizational strategic planning, business and industry analysis and attraction, and workforce efforts.

The outlook for 2023 is exciting as we continue to move our priorities forward to serve our region through the financial commitments and invaluable efforts of our volunteer member base who are dedicated to promoting and enhancing our regional economic activities and initiatives.

I look forward to what will continue to be accomplished in the upcoming year, which would not be possible without the hard work and enthusiasm of our Board of Directors and engaged membership investors. Many thanks to those who continue to serve our region through LOREDC.

*Jeana L Woods, CPA, ICMA-CM*

Osage Beach City Administrator  
LOREDC President



## Our MISSION

To serve as a liaison and promote a regional approach to marketing the Lake of the Ozarks area by serving the business communities of Camden, Miller, and Morgan Counties with professional and experienced economic development representatives.

## Your Liaison to the Lake of the Ozarks

The Lake of the Ozarks is a diverse area that has an excellent business environment and outstanding quality of life attributes. LOREDC promotes a regional approach to bringing growth and cohesiveness to our communities, encouraging and facilitating economic development efforts to program development, coordination and evaluation of community projects, programs, and resources.



2022 Board of Directors: K.C. Cloke, Heather Brown, Dina Dunklee, Jeana Woods, Amy Jackson, Steve Dust, and Harrison Fry. Not pictured: Erin Rohwer and Mike Koenigsman

## LOREDC Committee and Project Updates from 2022

LOREDC programs and activities are based on the fundamental goal to proactively lead and initiate economic growth to the Lake of the Ozarks through cohesive and cooperative representation while complementing efforts of the individual communities of the region.

- **Business Retention & Expansion Committee**—In 2022, the Business Retention and Expansion (BR&E) Committee coordinated two key projects on behalf of LOREDC. The regional data analytics and commercial recruitment partnership with Next Site entered its second year, and the organization has initiated a hospitality feasibility study through Growth Services Group (GSG).
  - The Next Site partnership originally began on 2021, with Eldon, Versailles, Osage Beach, Camdenton, and Lake Ozark serving as MUNICIPAL contributors and project areas, and Ameren serving as a corporate partner for the project. The firm continues to provide data analysis on an ongoing basis for the region, and through information provided by the CVB, they have provided targeted analysis pertaining to large events occurring in the area. They have represented the LOREDC service area at several retailer conferences through the fall and winter, and have identified several restaurant/food service concepts that have expressed interest in the lake area. They continue to provide insight into retail growth patterns nationally and regionally.
  - The Hospitality Study through GSG was initiated at the recommendation of Next Site, in recognition that each municipality in our service territory has expressed interest in hotel recruitment and development, but that this is beyond the scope of what their firm can provide. While the project is still in the data collection phase, the BR&E Committee is optimistic that their assessment of the regional a whole and specific sites within the region will prove fruitful. The firm will be providing an assessment of the most optimal sites with recommendation for size and scope of future hospitality development in the lake area.

*BR&E Committee Co-Chairs: Harrison Fry, Steve Dust*

- **Workforce Committee**—The Workforce Committee meets monthly (usually the 4th Friday of each month at 11am via Zoom) and has led conversations and efforts relating to workforce related challenges and successes. This year's efforts included a Workforce related data study which entailed surveying a variety of regional employers to garner the current workforce needs and understand the current workforce related challenges so that it can be communicated regionally and lead future action items. With that data, the committee is driving the efforts to host an upcoming **2023 Workforce Roundtable Summit (to be held March 2nd, 2023, from 8a-12pm, location TBD)**. At the upcoming Workforce Roundtable Summit, employers, educators, elected officials, and other regional supporting organizations will come together to not only provide an opportunity to connect resources, hear of current challenges and success, but ultimately develop a strong action item task list to which will guide future regional efforts.



*2022 Workforce Roundtable Summit held at Margaritaville*

*Workforce Committee Co-Chairs: Amy Jackson, K.C. Cloke, and Dina Dunklee*

- **Marketing Committee**—The Marketing Committee has been keeping up with website updates along with enhancing our social media presence. In 2022 the committee decided to revisit the Strategic Plan of the organization and it will be implemented in 2023. The Marketing Committee will revamp the website and all marketing messages to reflect the goals of the Strategic Plan as the organization moves forward.

*Marketing Committee Chairman: Heather Brown*

## **LOREDC Committee and Project Updates from 2022 continued...**

**Strategic Plan Task Force**—In Fall 2022, the Board of Directors revived the strategic organizational plan development process began in 2019. To advance the work began pre-COVID, the Board agreed to again retain the consultants, Strategic Solutions Group. The Consultant's scope, now nearing completion, is to update the data informing the current and projected economic conditions in the Lake Area, guide LOREDC through the process of defining outcomes desired, and craft a cogent implementation plan.

To ensure a variety of perspectives shaped the outcomes, the Board invited a diverse group of business owners and executives, Chamber executives, and local government executives, inclusive of a broad spectrum of industry sectors and geographic locations throughout the Lake Area.

The Task Force met with the Consultant in four sessions, both in person and via virtual meetings.

- Meeting One: In-person. 1) Reviewed drafted plan at 2019. 2) Received and discussed updated pertinent data about the Lake area economic trends and competitive assessments. 3) Discussed strategic issues, barriers to economic growth, emerging opportunities, and apparent priorities.
- Meeting Two: Via Zoom. Updating the Plan – 1) Defined Needed Outcomes 2) Reviewed Overall Goal. 3) Discussed priority strategies & tactics. 4) Reviewed suggested action plans and adjustments, including the roles of regional stakeholders, interests, and organizations with whom LOREDC must collaborate to reach goals and achieve outcomes, and budget and schedule
- Meetings Three & Four: Split in Two Sessions, Different Dates. 1) Consultants delivered the draft document. 2) Discussed implementation by LOREDC, its organizational structure, and financial requirements. 3) Chair collected further comments and consultants conducted one-on-one phone calls to Task Force members to review specific areas of interest. 4) Task Force discussed the refined draft and recommended the draft to the Board.

The recommended outcomes and supporting plan were delivered to the Board of Directors by the Task Force Chair during its November meeting. Following a period of review and comment, the Board approved the outcomes and plan during its December meeting. Next steps in the process will be to complete organizational changes to align with the outcomes and prioritize the implementation steps. LOREDC members are encouraged to review the outcomes and implementation plan for the "new" LOREDC.

*Strategic Plan Taskforce Chair: Steve Dust*

Valued Participation in our Strategic Planning Sessions	
Industries Represented	Locations Represented (Entity/Employer Location)
Bank/Finance	Camdenton
Utilities/Broadband	Eldon
Healthcare	Lake Ozark
Food & Beverage	Laurie
Professional Office	Osage Beach
Marine/Industrial Fab	Sunrise Beach
Work From Home-Business Owners & Managers	Versailles
Entrepreneurial Support Facility & Services	Multiple Regional Locations or Service Areas (some with extra-regional operations)
Manufacturing	
Chamber of Commerce	
Local Government	
Higher Education	

**Join us in 2023 at a LOREDC Meeting!**

**When: 3rd Thursday—MONTHLY—1 PM**

**Where: Meeting locations rotate within our three county region. Exact locations TBD.**

**Next Meeting: Thursday, February 16, 2023—1 PM (Location and Topic TBD)**

**Are you on our email list? Never miss meeting information and important updates from LOREDC. Contact a Board member today to get added to our list!**

## What you missed in 2022...

### Meeting Presentations

LOREDC hosted a variety of presenters to provide a wealth of knowledge to its members and community guests in attendance. We were honored to have the following presenters in 2022 at our regular monthly meetings.

- ◆ Lake of the Ozarks Council of Local Governments (LOCLG)—*LOCLG Projects and Services*
- ◆ Charles Branch, Vice President of Business Development, NextSite—*Regional Partnership with Data Analysis, Program Details*
- ◆ Ed Thomas, Executive Director, CCDDR/SB 40 Board and LACDC Board Member—*Lake Area Community Development Corp and USDA Direct Loans*
- ◆ Matt Davis, Superintendent Eldon Schools—*Eldon's Development Initiatives*
- ◆ Jan and Stacy Pyrtle, Program Leads, Magic Dragon Trails Initiative—*Magic Dragon Trails Initiative and Development Details*
- ◆ Corey Mahaffey, President, Growth Services Group—*Regional Hospitality Study*
- ◆ Dr. Brent Bates, President, State Fair Community College—*Programs and Activities*
- ◆ Lagina Fitzpatrick, Executive Director, Tri-County Lodging Association—*TCLA Programs*

## LOREDC 2021 Award Winners—Presented in January 2022

Each year LOREDC provides an opportunity for the community to honor persons and businesses in the three county region for outstanding contribution to our Lake area community. Since 2005, LOREDC has recognized many outstanding businesses and community leaders in the tri-county region.



### Small Business Partner of the Year—Ozark Amphitheater

LOREDC was honored to award Ozark Amphitheater for producing great

publicity for our entire region, bringing new visitors to the Lake, and for their commitment to supporting the people of the Lake.

Marine for their vision and commitment to create unforgettable Lake experiences. Established by Lake locals, Sunny's Marine not only gives new life to salvaged boats and provides the Boatel experience, but is also recognized as the #1 Boat Bottom Paint Shop at the Lake.



### Business Person of the Year—George Tucker

LOREDC was honored to award George Tucker for his vision, community-minded

attitude, his continued impact on the Lake community, and for his commitment to the future of the Lake due to the role he plays as an leader in business.



### Large Business Partner of the Year—Quaker Windows

In span of a few short years, Quaker Windows' investment in the Eldon

Manufacturing campus has had a profound impact on the Lake region. LOREDC was honored to award their partnership for their tremendous impact on the local workforce, economic diversity, supply chain expansion, ongoing support of the community, and for their catalyst for growth.



### Employee of the Year—Barbara Bunch

LOREDC was honored to award Barbara Bunch for being the lifeblood of an ever-growing

organization, and for her professionalism and champion for the Lake mindset.



### Emerging Venture of the Year—Sunny's Marina

LOREDC was honored to award Sunny's

**For 2023... What outstanding business or person will you nominate?**

# 2022 LOREDC Board of Directors & Committees

## BOARD MEMBERS:

*President:* Jeana Woods,  
City of Osage Beach (2024)  
*Vice President:* K.C. Cloke,  
Camdenton Chamber (2022)  
*Secretary:* Harrison Fry,  
City of Lake Ozark (2023)  
*Treasurer:* Heather Brown,  
Lake of the Ozarks CVB (2024)

Amy Jackson,  
State Fair Community College (2022)  
Erin Rohwer,  
Eldon Career Center (2022)  
Steve Dust,  
Waterfront Corporate Services (2023)  
Mike Koenigsman,  
Lake West Chamber (2023)  
Dina Dunklee,  
Versailles Chamber (2024)

(\*Term Expiration)

## COMMITTEES:

BR&E Committee Co-chairs:  
Steve Dust, Harrison Fry  
Marketing Committee Chairs:  
Heather Brown  
Membership Committee Co-chairs:  
Jeana Woods, K.C. Cloke  
Workforce Committee Co-chairs:  
Amy Jackson, K.C. Cloke

## Membership Investors as of December 31, 2022

(parenthesis indicates year of membership)



### Silver—\$250

- ◇ Anderson Engineering, INC (2019)
- ◇ Camdenton Area Chamber (2005)
- ◇ Camdenton R-III School District (2011)
- ◇ City of Laurie (2005)
- ◇ City of Sunrise Beach (2015)
- ◇ City of Versailles (2005)
- ◇ Eldon Area Chamber (2005)
- ◇ Eldon R-I School District (2011)
- ◇ Gregory D Williams Attny at Law (2018)
- ◇ Lake Area Chamber (2005)
- ◇ Miller County (2013)
- ◇ School of the Osage (2013)
- ◇ State Fair Community College (2005)
- ◇ University of Missouri Extension (2006)
- ◇ Waterfront Corporate Services (2020)

### Diamond—\$2,500

- ◇ City of Osage Beach (2005)

### Platinum—\$1,000

- ◇ Ameren Missouri (2005)
- ◇ Central Bank of Lake of the Ozarks (2006)
- ◇ City of Lake Ozark (2005)
- ◇ Cochran Engineering (2020)
- ◇ KRMS (2022)
- ◇ Oak Star Bank (2008)
- ◇ Lake Regional Health System (2006)
- ◇ First Bank of the Lake (2012)
- ◇ First Mid Bank (2016)

### Gold—\$500

- ◇ AECEI (Associated Electric Cooperative Inc.) (2020)
- ◇ Camden County (2005)
- ◇ City of Camdenton (2005)
- ◇ Co-Mo Electric Cooperative (2010)
- ◇ Morgan County R-II Schools (2013)
- ◇ Strategic Wealth Inc (2018)

### Bronze—\$100

- ◇ Camden Co Development Disability Resources (2017)
- ◇ Lake of the Ozarks CVB (2005)
- ◇ Lake West Chamber (2005)
- ◇ Versailles Chamber (2006)
- ◇ Waterfront Corporate Services LLC (2020)

## Financial Information

### Revenues & Expenses

	2022	2021	% Change
<b>Revenues:</b>			
Membership Investment	11,200	18,450	-39%
Program Contributions	130	9,500	-99%
<b>Total Revenues</b>	<b>\$11,330</b>	<b>\$27,950</b>	-209%
<b>Expenses:</b>			
Advertising / Promotional	(470)	(513)	-8%
Contracted Services	(31,017)	(10,000)	310%
Grants / Awards	(188)	(128)	47%
Membership /Dues	(475)	(375)	27%
Operations	(4,454)	(2,669)	-5%
Professional Services	(1,480)	(1,260)	117%
Travel & Meetings	(1,373)	(2,528)	-46%
<b>Total Expenses</b>	<b>(\$39,457)</b>	<b>(\$17,473)</b>	226%
<b>NET Ending Position</b>	<b>(\$28,127)</b>	<b>\$10,477</b>	-368%
<b>Balance Sheet</b>			
<b>Assets:</b>			
Current Assets	11,212	39,239	
<b>Total Assets</b>	<b>\$11,212</b>	<b>\$39,239</b>	-71%
<b>Liabilities &amp; Net Assets:</b>			
Current Liabilities	0	0	0%
Total Current Liabilities	\$0	\$0	0%
<b>Net Assets</b>			
Unrestricted	39,239	19,262	
Restricted Assets	0	9,500	
Net Income	(28,027)	10,477	
Total Net Assets	\$11,212	\$39,239	-71%
<b>Total Liabilities &amp; Net Assets</b>	<b>\$11,212</b>	<b>\$39,239</b>	-71%

Interested in becoming a member?

**Representation from all areas in our region is desired.**

1000 City Parkway  
Osage Beach, Missouri 65065  
573.302.2000 ext 1010  
www.LOREDC.com

Social Media Links



**Lake of the Ozarks**  
Regional Economic Development Council  
Quality Life. Quality Business.