

NORTHWEST OKLAHOMA COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

2015-2019

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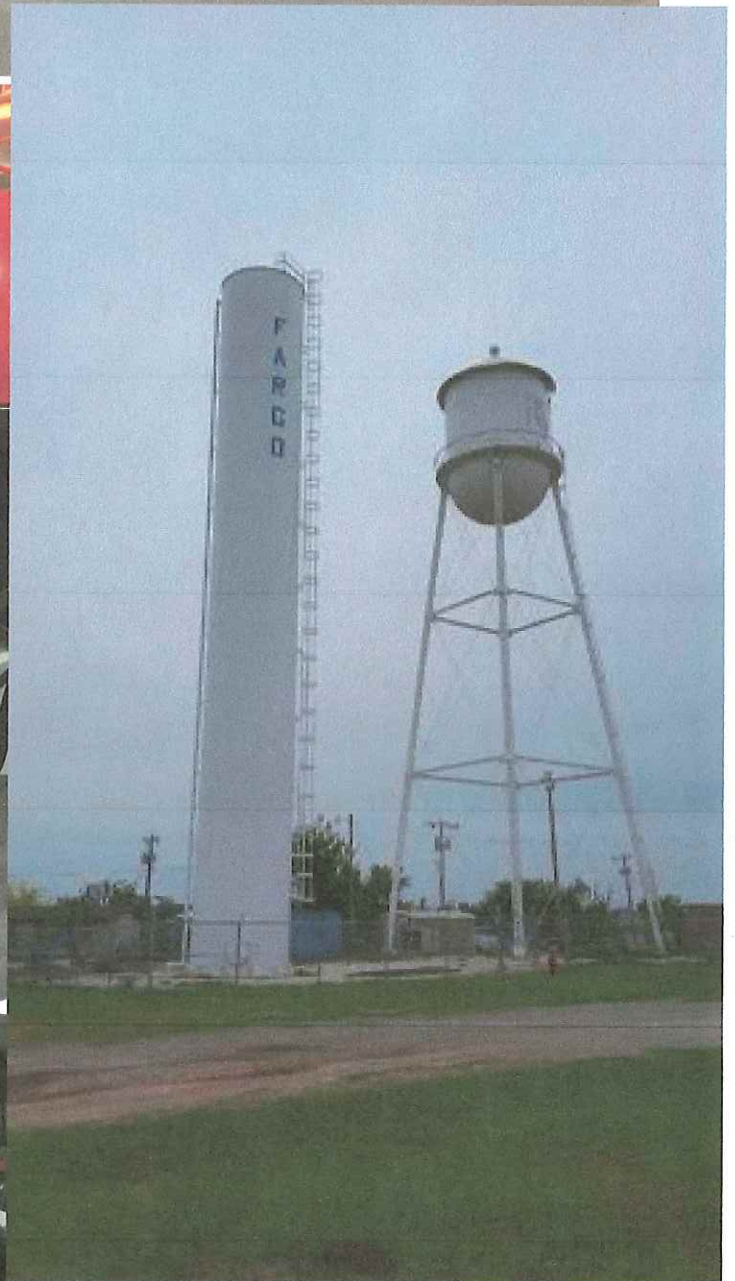


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Executive Summary

The Oklahoma Economic Development Authority (OEDA) was organized on July 1, 1998, as a public trust pursuant to Title 60 O.S. Section 176et. Seq., as amended and supplemented; the Inter-Local Cooperation Act, Title 74O.S. Supp. 1970 Section 1001-1008, inclusive; the Oklahoma Trust Act and other applicable laws of the State of Oklahoma.

OEDA's jurisdiction boundaries were delineated by the Oklahoma Industrial Development and Park Commission and subsequently adopted by the Commission on December 9, 1970, and recognized

*Coming together is a beginning;
keeping together is progress;
working together is success.*

Henry Ford

and appointed a Sub-state Planning District (District No. 11) Executive Order dated May 21, 1971. District 11 is located in the northwestern corner of the state and consists of the following eight counties: Beaver, Cimarron, Dewey, Ellis, Harper, Texas, Woods, and Woodward. The OEDA District began working towards being designated by the Economic Development Administration, U.S. Department of Commerce as an Economic Development District (EDD) in July of 2000.

Mission Statement

“Assist OEDA communities in identifying their needs and provide the needed services through either district capability or through referral to or linkage with other appropriate organizations or funding sources.”

Comprehensive Economic Development Strategy

The Comprehensive Economic Development Strategy for the OEDA area was developed to support, develop and coordinate grant opportunities for the local communities to develop job opportunities, a more diversified economy and im-

prove the quality of life for the residents of the OEDA district.



The CEDS describes the district organization and management structure; provides information on the area's economic background's conditions and trends; and presents goals and objectives toward economic development

efforts in the district. Selected data and statistics of the district are also included as supplemental information.

The development and formulation of the CEDS is an on-going process and a team effort among the OEDA CEDS Committee, the OEDA Board of Trustees, area business community, individuals and the district staff. The CEDS will be updated annually to reflect the changes in the district economy and program direction. This CEDS reflects the national objectives and priorities mandated by Congress in the Economic Development Reform Act of 1998, passed on November 13, 1998.

The OEDA CEDS are endorsed and adopted by all the counties, as well as communities in the district, as planning guidelines for local economic development efforts. It also serves as a coordination tool for development programs and projects for federal, state, and local entities.

ORGANIZATION AND MANAGEMENT

OEDA ECONOMIC DEVELOPMENT DISTRICT

Planning Process

OEDA CEDS is an on-going process of (1) problem identification, (2) policy planning, (3) program selection and implementation, and (4) policy and program evaluation. Each of these steps is conducted with public and private input to assure compliance with local, state, and national goals.

However the general strategy of OEDA as it relates to the EDA program has been translated into the mission statement:

“Assist OEDA communities in identifying their needs and provide the needed services through either district capability or through referral to or linkage with other appropriate organizations or funding sources.”

The specific activities of the process which resulted in the preparation of the CEDS document include the following:

1. A review of state and local plans and studies related to the economic development of the area.
2. A solicitation of public and private input into the CEDS through the SWOT analysis, CEDS Committee, community leaders and the Work Force Investment and Opportunity data.
3. The preparation of the Draft CEDS.
4. Review and comment of the Draft CEDS by staff, the CEDS Committee and other development organizations in the area.
5. Staff revision of the Draft CEDS.
6. Final approval of the CEDS by the CEDS Committee and the OEDA General Board of Directors.

Planning Area and District Membership

The Service area for Oklahoma Economic Development Authority (OEDA) includes an eight county area of Northwest Oklahoma and the Panhandle region. The region has the following counties represented in its service area: Beaver, Cimarron, Dewey, Ellis, Harper, Texas, Woods, and Woodward.

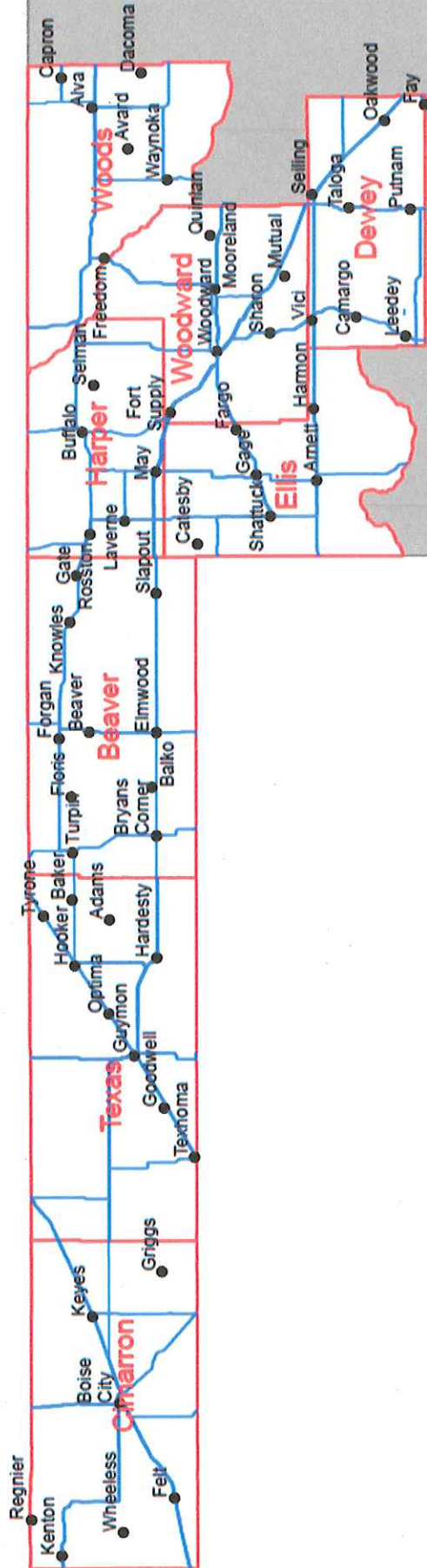
All eight county governments, most of the 39 incorporated cities and towns, and 2 conservation districts are actively participating in all of the activities in the OEDA District.

A 19 member Board of Directors governs OEDA Planning District, which represents all areas of the District. Eight members represent the municipalities, eight members represent the counties, and four members represent the conservation districts

The CEDS committee consists of the eight members of the executive board plus one minority member at large. These persons also represent an occupational and cultural mix of business (agriculture, energy, banking), government, senior citizens and minorities. Thus giving the CEDS committee representation of all major interest and viewpoints of the service area.

In addition to the planning area OEDA is actively involved in the Northwestern Workforce Board area serving as the Fiscal Agent and Employer of record for the Northwestern Workforce Board Staff. The Northwest region includes the 8 OEDA counties as well as 9 counties to the east which include Alfalfa, Kay, Noble, Blaine, Kingfisher, Major, Garfield, Grant and Payne. Both areas are strong in agriculture and energy with a growing manufacturing presence but the eastern area also has a military base.

OEDA EDA DISTRICT



THE AREA AND ITS ECONOMY

Analysis: Where are we now?

OEDA district has a total population of 72,975 (2015 population estimates), a large rural area with cities of less than 12,000 population. Within the 11,545 square mile district are 38 incorporated cities and towns and 9 conservation districts. Texas and Woodward counties comprise over half of the population in the district with populations of 21,489 and 21,559 respectively.

One of the geographic features affecting the economy of the OEDA district is the large area, which is sparsely populated with an aging population. This affects the economic growth due to the lack of labor being available for any company needing a larger labor workforce.

The terrain in the OEDA area is rolling to level prairies with wheat and cattle being the primary agricultural products. The Panhandle region has a large corporate swine industry that adds to the region's importance as a national agricultural producer.

Although tourism is not a large economic presence in the district, we have diverse landscape features which provide natural beauty and recreational opportunities. From the Salt Flats along the Cimarron River just West of Freedom to the Black Mesa area at the far western end of the Panhandle, Sand Dunes at both Waynoka and Beaver , the Selman Bat Caves in Harper County along with the Alabaster

Caves of Woods County our district has a lot to offer for the nature enthusiast. We also have a colorful and interesting history that provides additional tourist attractions including local museums and art galleries.



Wind Energy is a growing and beneficial business in the OEDA region tapping into a renewable energy that we are infamous for. Wind can provide environmentally friendly electricity and offers the promise of financial gains to rural communities and landowners. The following report for Oklahoma was developed by the American Wind Energy Association. In conjunction with the wind energy the power lines

needed to transport the electricity to areas across the United States are being built across the region. The proposed Clean Line Route has already begun and will follow the route to transmit the electricity to Tennessee.

Oklahoma is a national leader in the wind energy industry.

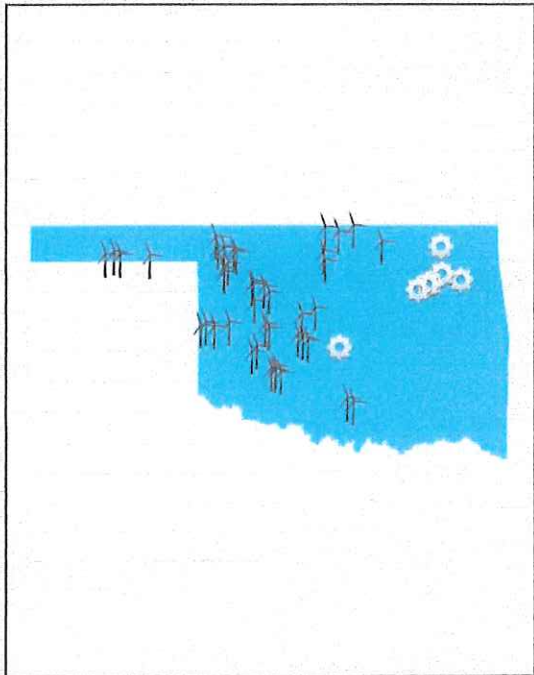


OKLAHOMA WIND ENERGY



Oklahoma is a national leader in the wind energy industry.

Oklahoma ranked third nationwide in 2016 for installed wind capacity and total wind energy generation, providing enough electricity to power the equivalent of 1.8 million average U.S. homes. This wind energy translates into cost savings for electricity customers, saving SPP customers \$1.2 billion in 2013. Oklahoma's incredible wind resource also provides economic development, paying annual land lease payments to landowners and supporting 8,001 to 9,000 direct and indirect jobs in 2016. A recent study from Oklahoma State University found that wind companies paid nearly \$134 million in ad valorem taxes to the state since 2004, increasing revenues for local schools and county services.



Online Wind Project



Manufacturing Facility

Note: Calculations based on national and state averages.

BENEFITS Jobs & Economic

An investment in wind power is an investment in jobs, including jobs in operations and maintenance, construction, manufacturing and many support sectors. In addition, wind projects produce lease payments for landowners and increase the tax base of communities.

- 2016 direct and indirect jobs supported: 8,001 to 9,000
- Total capital investment through 2016: \$12.3 billion
- Annual land lease payments: \$15-20 million

Wind-Related Manufacturing

The United States has over 500 manufacturing facilities producing products for the wind industry that range from blade, tower and turbine nacelle assembly facilities to raw component suppliers, including fiberglass and steel.

- Number of active manufacturing facilities in the state: 7

Wind Projects

- Installed wind capacity: 6,645 MW
- State rank for installed wind capacity: 3rd
- Number of wind turbines: 3,394
- State rank for number of wind turbines: 4th
- Wind projects online: 41 (Projects above 10 MW: 40)
- Wind capacity under construction: 552 MW
- Wind capacity in advanced development: 99 MW

Current Wind Generation

During 2016, wind energy provided 25.12% of all in-state electricity production.

- Equivalent number of homes powered by wind: 1.8 million

Wind Generation Potential

The DOE Wind Vision Scenario projects that Oklahoma could produce enough wind energy by 2030 to power the equivalent of 1.9 million average American homes.

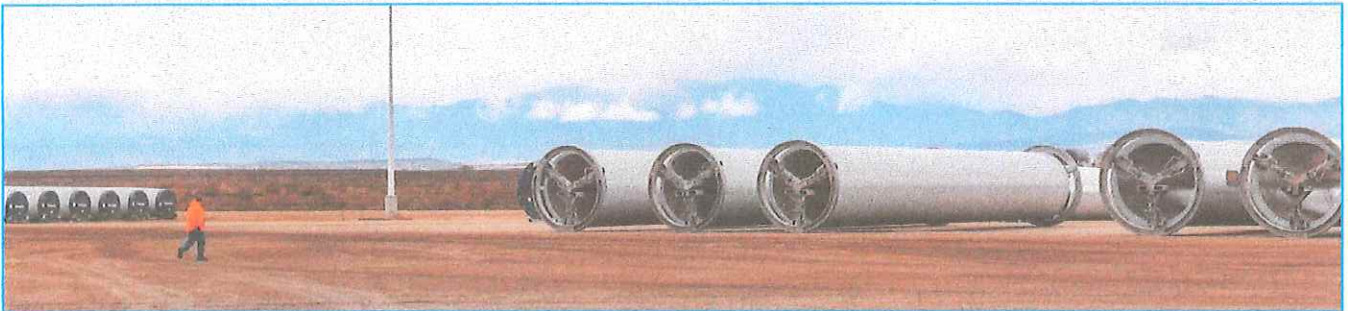
- Land based technical wind potential at 80 m hub height: 390,592 MW
- Land based technical wind potential at 110 m hub height: 367,984 MW (Source: NREL)

Environmental Benefits

Generating wind power creates no emissions and uses virtually no water.

- 2016 annual state water consumption savings*: 4.3 billion gallons
- 2016 equivalent number of water bottles saved: 32.6 billion
- 2016 annual state carbon dioxide (CO₂) emissions avoided: 8.3 million metric tons
- 2016 equivalent cars worth of emissions avoided: 1.8 million

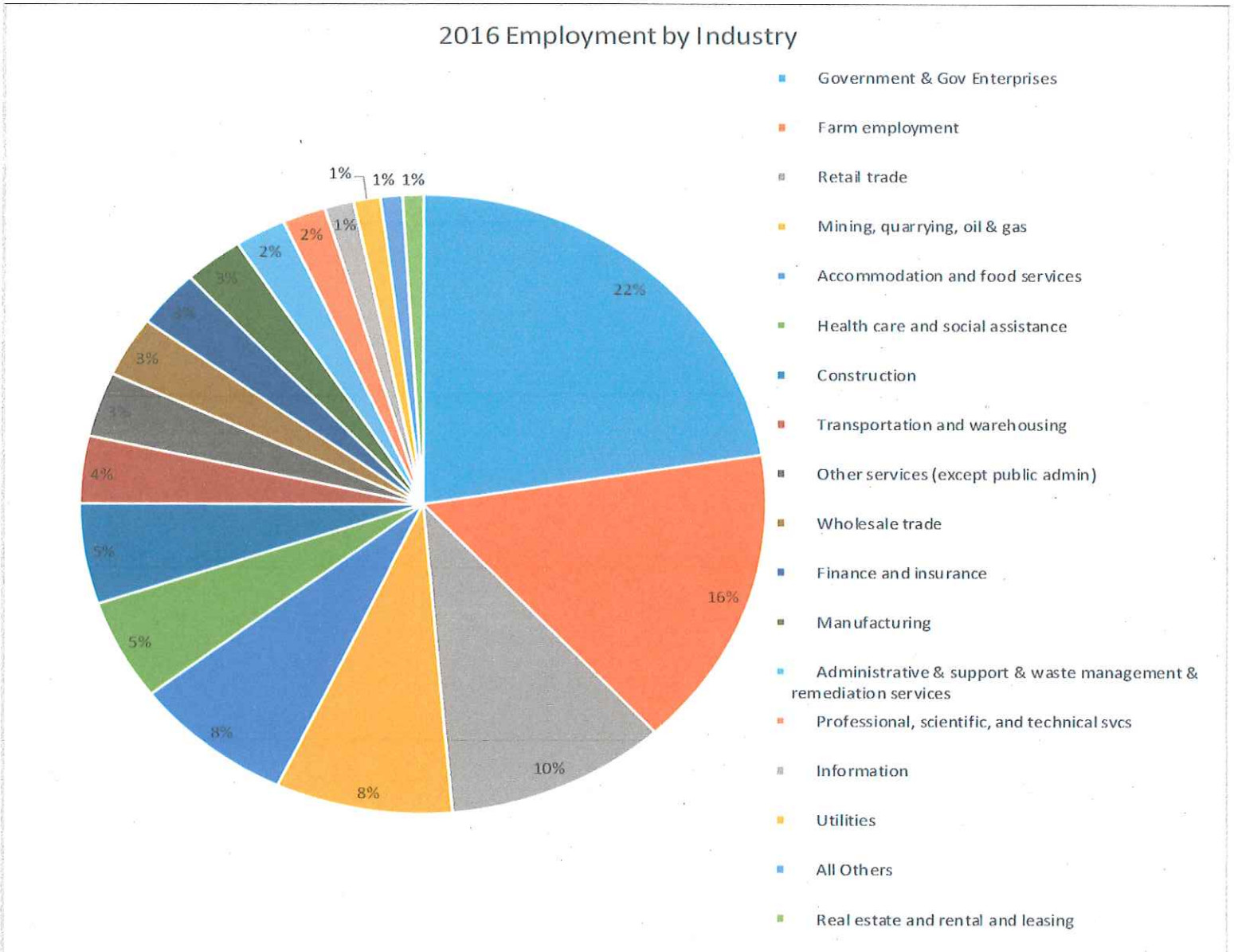
*Based on national average water consumption factors for coal and gas plants



Renewable Portfolio Goal

In 2010, Oklahoma set a renewable energy target for 15 percent of total installed generation capacity for operating electric utilities to be renewable sources by 2015. Wind energy has historically been the renewable resource chosen to meet renewable energy targets.

The economy has always proven to be relatively stable with low unemployment rates and businesses that continue to adapt. Although the energy industry is not our largest employer the effects of lower oil prices has impacted those businesses and the local businesses that serve them. State and local government is still our largest employer with Agriculture coming in second. Average earnings by industry



is \$47,732, 75% of the national average. Although unemployment is relatively low in our region, mining, quarrying and oil and gas extraction unemployment is at 28% in 2016. This compares to a 10% national average in the same field.





SOCIO-ECONOMIC FACTORS

The 2010 census showed the district population to be 70,356. Of the 41 cities, towns and CDPs listed in the 2010 census, twenty-three (23) or 56% were less than 500. Fifteen (15) or 37% were 500 to 2000. One (1) was 2000 to 5000 and only two communities have a population over 5,000. The City of Guymon has a 2010 census population of 11,442 and Woodward, being our largest city with a

COMMUNITY POPULATION SIZE ANALYSIS					
	less than 500	500 to 2000	2001 to 5000	over 5000	Total
Communities	23	15	1	2	41
% of Total	56%	37%	2%	5%	100%

population of 12,051. Total area population has not changed significantly in the past 40 years. There was a decline from 1970 to the 2000 census of 1,105 people or 1.6% but since 2000 the population has grown 1.9% with an increase of 1,289 people. Not a significant change but typical for our area.

Growth trends have been negative for the past four decades as a result of declining employment conditions, particularly in the agricultural and energy sectors. The late 1990's showed an up swing in population and job opportunities for Texas County due to the swine industry. Woodward County also showed a slight increase in population from 1990 but all other counties show a decline.

Geography	1990	2010	
	Census	Census	Change
Beaver County, Oklahoma	6,023	5,636	-387
Cimarron County, Oklahoma	3,301	2,475	-826
Dewey County, Oklahoma	5,551	4,810	-741
Ellis County, Oklahoma	4,497	4,151	-346
Harper County, Oklahoma	4,063	3,685	-378
Texas County, Oklahoma	16,419	20,640	4,221
Woods County, Oklahoma	9,103	8,878	-225
Woodward County, Oklahoma	18,976	20,081	1,105

GOALS AND OBJECTIVES

The goals and objectives of the Comprehensive Economic Development Strategy are meant to solve problems, strengthen and improve the economic outlook of the district and anticipate barriers to achieve those goals. The district's planning program is a vital link between federal and state programs, while maintaining a communication and feedback system among local, state and federal entities for the best use of resources and minimizing conflicts and resolving sensitive issues.

- ◆ Goals are general guidelines or expectations of the strategy
- ◆ Objectives are more specific, considering what can be accomplished to meet the goals over the next 5 years.

Goal 1: Linking Economic Development with Workforce training.

Objective 1: Linking Economic Development with Workforce training needs to be a high priority and engaging all businesses into the process. Area is highly divided in this respect and we need to promote what workforce can contribute to the business economic development. (On the job training, training unskilled workers, worker training for promotion within the company)

Objective 2: One business workforce need being addressed is to increase certification of Registered Nurses (RNs) in the Western Region. RNs are a specific occupation in demand in our Western Region.

Objective 3: Such a large area restricts the collaboration of all businesses, but small clusters can be managed in key areas of the region.

Objective 4: Working with low income part time job employees to benefit and promote them to a job that will pay the bills.

Objective 5: Finding alternative education choices for high school students.



Goal 2: Economic Development.

Objective 1: Assist, promote and develop new business opportunities with the local governments, Chambers of Commerce and other Economic Development entities.

Objective 2: Continue to assist local governments in procuring funding to repair, upgrade and expand infrastructure. Adequate infrastructure is needed to entice new businesses into the community and to allow established businesses to grow.

Objective 3: Continue to assist local communities in the GIS/CIP mapping of the community assets and infrastructure.

Objective 4: Support the development of diverse, reliable and cost effective energy sources and systems including wind farm generators and solar powered systems.

Objective 5: Affordable housing is needed to support population growth as businesses grow and to attract new businesses.

Goal 3: Health Care improvement.

Objective 1: As in Objective 1, we will continue to increase certification of RN's, LPN's and other supportive medical staff.

Objective 2: Finding solutions for local communities to retain basic medical services. Regional hospitals are struggling to stay open. Solutions need to be found to support these hospitals to retain major medical treatment in the area.

Goal 4: Elderly program retention.

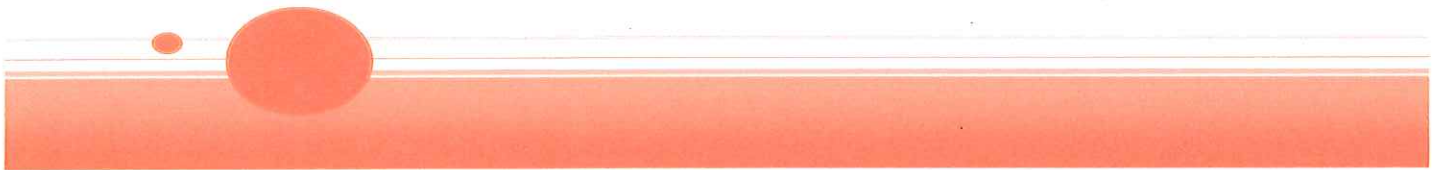
Objective 1: With an ever increasing elderly population a need to retain current elderly programs, such as the nutrition sites and senior community centers; local healthcare services; Ombudsman program; Legal Aid services and all other Area Agency on Aging programs.

Objective 2: Transportation for the elderly, many need assistance to get to Oklahoma City, Amarillo or Wichita to access medical specialists.

Goal 5: 911 development and coordination

Objective 1: Continue to support and coordinate 911 development and finding solutions to local regional issues.

Objective 2: Work with local areas struggling to get a 911 system in compliance with State guidelines.





PLAN OF ACTION

OEDA Economic Development District will coordinate the CEDS projects with local, regional and state economic development agencies as appropriate. The plan of action will implement the goals and objectives of the Strategy as follows:

1. Conduct regular meetings of the CEDS committee to evaluate the progression of the 5 year plan and revise its development policies. OEDA staff will actively participate in economic development activities and provide technical assistance when needed.
2. Staff will attend the PREDCI (Panhandle Regional Economic Development Coalition, Inc.) meetings and actively participate in its promotion of the Panhandle area of the region.
3. Staff will attend Northwestern Oklahoma Alliance meetings to support business, local government and workforce training collaboration.
4. OEDA will continue to provide assistance in funding opportunities to the local communities
5. OEDA staff will work closely with 3 Counties in development of the 911 system. Cimarron County in developing a 911 system by building the mapping (GIS) system and further development of the system as needed. Beaver County is needing assistance in training the 911 coordinator. Harper County is progressing on their own for now but we will be available to assist as their 911 system progresses. We currently have a contract with Texas County to provide staff for the 911 Coordinator position. The other 4 counties will be assisted if needed.
6. Although OEDA has relinquished its Area Agency on Aging designation for the area we are working closely with SWODA (Southwestern Oklahoma Development Authority) to assure uninterrupted services in the area for the elderly population. We will continue to support this program in whatever capacity we can.
7. Transportation consortium meetings through NODA will be attended as needed to improve the transportation in our very rural sparsely populated region.

STRATEGIC PROJECTS, PROGRAMS AND ACTIVITIES

To achieve the goals of the district the following activities are ongoing or will be implemented in the next few years.

1. Support the Northwestern workforce board in developing education training in healthcare and youth certification.
2. 911 system implementation with Cimarron County
3. 911 system training with Beaver County 911 Coordinator.
4. 911 system assistance with Harper County
5. CDBG/REAP funding with Seiling, Oklahoma in building of a community center.
6. Legislative communication on support of the wind generator farms and its benefits to the local communities and school systems.
7. Networking with State and regional economic development groups to support projects, build positive relationships and prevent duplication.

“Assist OEDA communities in identifying their needs and provide the needed services through either district capability or through referral to or linkage with other appropriate organizations or funding sources.”