

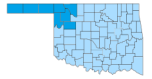
# NORTHWEST OKLAHOMA COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY



Oklahoma Economic Development Authority

2020-2024

November 2019



# Northwest Oklahoma Comprehensive Economic Development Strategy

2020-2024

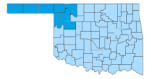
November 2019

Grant Period: January 1, 2020 through December 31, 2022

This document has been prepared with financial assistance from the U.S. Economic Development Administration.

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PO Box 425  
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Adopted December 2019





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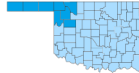
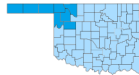


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## Executive Summary

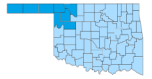
The Oklahoma Economic Development Authority (OEDA) is a Council of Governments (COG). The OEDA area is located in the northwestern corner of the state, consisting of the following eight counties: Beaver, Cimarron, Dewey, Ellis, Harper, Texas, Woods and Woodward. The OEDA jurisdiction boundaries were designated by the Oklahoma Industrial Development and Park Commission and subsequently adopted by the Commission on December 9, 1970, and recognized and appointed as a Sub-State Planning District by Executive Order dated May 21 1971. The OEDA District was designated by the Economic Development Administration (EDA) of the U.S. Department of Commerce as an Economic Development District (EDD) in July 2000. The EDA is the primary economic development agency for the federal government.



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The primary function of the OEDA EDD is to create and update the Comprehensive Economic Development Strategy (CEDS) for the district. The CEDS provides the framework by which economic development projects in the district qualify for grant funding from the EDA. The CEDS is developed by the CEDS Committee which is comprised of the OEDA Board of Trustees, area business communities, citizens, and the district staff.

The OEDA CEDS is 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.



The CEDS of the OEDA is a continuing district economic development planning process with broad-based community participation designed to help guide the economic growth of the region. The CEDS describes the district organization and management structure as well as information on the area's economic background conditions and trends.

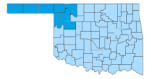
Presented are goals toward economic development efforts in the district such as job creation, resiliency of the economy, and improving quality of life. Selected data and statistics of the district are also included as supplemental information.

The following report provides a description of current economic and demographic conditions of the area, an analysis of the district strengths and weaknesses, economic development goals and objectives which includes a plan of action that outlines the activities necessary to implement the goals and objectives of the Strategy.

#### Mission Statement:

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





# Comprehensive Economic Development Strategy

## A. Background

The Comprehensive Economic Development Strategy (CEDS) for the Oklahoma Economic Development Authority (OEDA) area was created to support, develop and coordinate grant opportunities for the local communities to promote job opportunities, a more diversified economy, and an improved quality of life for the residents of the OEDA district.

“A cooperative framework for economic development coordination and planning sources.”

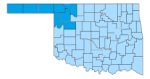
The CEDS describes the district’s organization and management structure; provides information on the area’s economic background conditions and trends; and presents goals and objectives toward economic development efforts in the district. Selected data and statistics of the district are also included as supplemental information.

The development and formulation of the CEDS is an ongoing process and a team effort among the OEDA CEDS Committee, the OEDA Board of Trustees, area business communities, citizens and the district staff. The CEDS is updated annually to show 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 CEDS is an ongoing process developed from a team effort.

The OEDA CEDS provides a cooperative framework for economic development coordination and planning as well as the following:

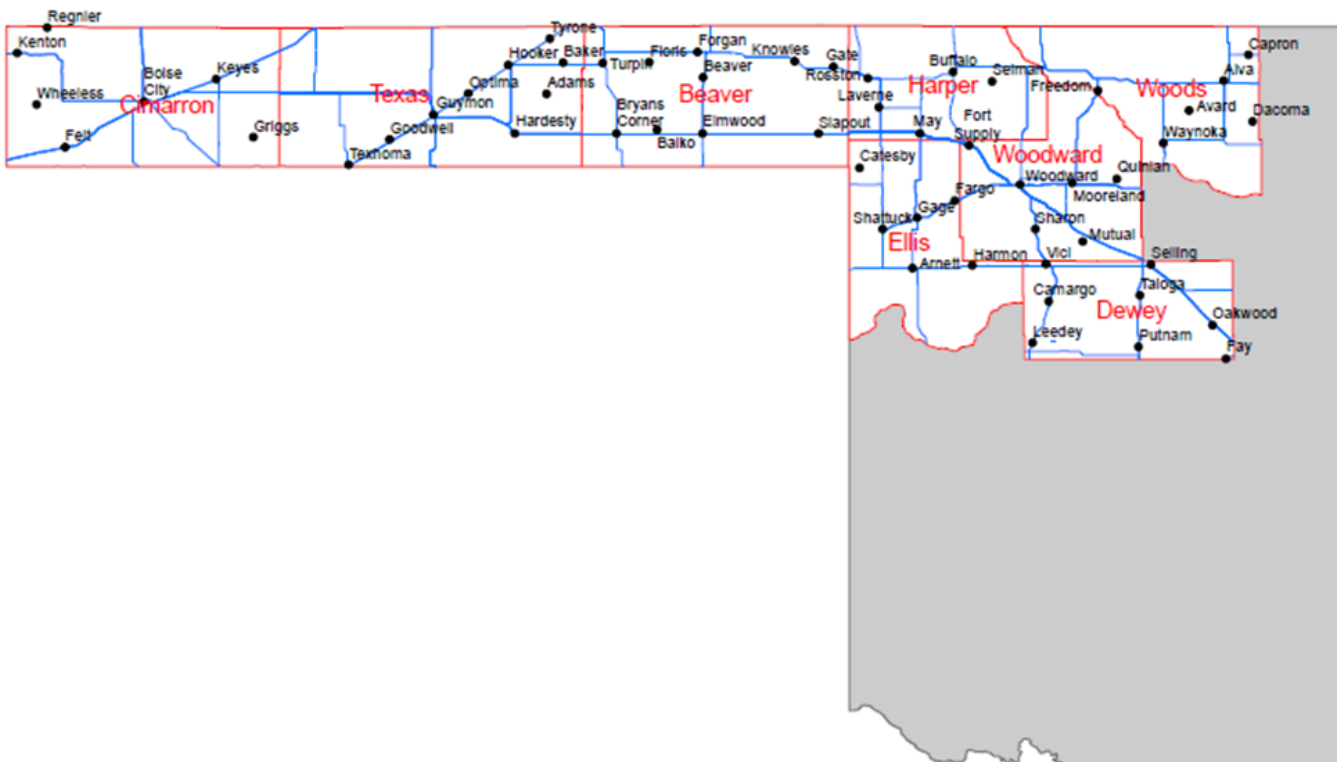
- An analysis of economic and community development problems and opportunities that incorporate relevant material from other government sponsored and supported plans;
- A background and history of the economic development situation of the area, with a discussion of the economy, including geography, population, labor force, resources and the environment;
- A discussion of community participation in the planning efforts;
- A section setting forth goals and objectives for taking advantage of the opportunities and solving the economic development problems of the area serviced;



- A plan of action, including suggested projects to implement objectives and goals set forth in the CEDS

The development and maintenance of the CEDS is required to qualify for U.S. Economic Development Administration (EDA) assistance under the public works, economic adjustment and planning programs, and is a prerequisite for designation by the EDA.

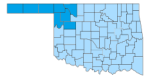
OEDA Economic Development District Boundaries



The OEDA serves an eight county area of Northwest Oklahoma and the panhandle region. The counties served are: Beaver, Cimarron, Dewey, Ellis, Harper, Texas, Woods and Woodward. The OEDA has a total population of 69,689, a large rural area with cities of less than 12,000 population, many just over or less than 1,000. Within the 11,545 square mile area, Texas and Woodward counties comprise over half of the residents in the district with populations of 20,455 and 20,222 respectively.

One of the geographic features affecting the economy of the OEDA district is the large,





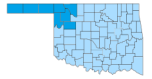
sparsely populated area. The current age trends in the area run highest in the 25 to 64 years of age range with the 25 to 44 age group coming in at 18,165 and the 45 to 64 age group coming in at 17,491. The area also struggles with the population migrating out of the area. The population dropped from 72,975 in 2015 to 69,689 in 2018. This affects the economic growth due to the lack of population being available for any company needing a larger workforce.

The terrain in the OEDA area is rolling to level prairies. 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, the OEDA area has diverse landscape features which provide natural beauty and recreational opportunities. From the Salt Flats along the Cimarron River just west of Freedom to Black Mesa at the far western end of the panhandle in Cimarron County, sand dunes in both Woods County and Beaver County, the Selman bat viewing tours along with the Alabaster Caverns in Woodward County our district has a lot to offer to nature enthusiasts. The area also has a colorful and interesting history which provides additional tourist attractions including local museums and art galleries.



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The OEDA area is in a semi-arid climate, which is between desert climates and humid climates. The district has warm to hot summers and cold winters. The area also suffers from extreme weather events. Experiences of extreme droughts and severe winter storms are not uncommon. Tornadoes, straight-line winds and flooding also hit the area.

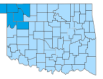


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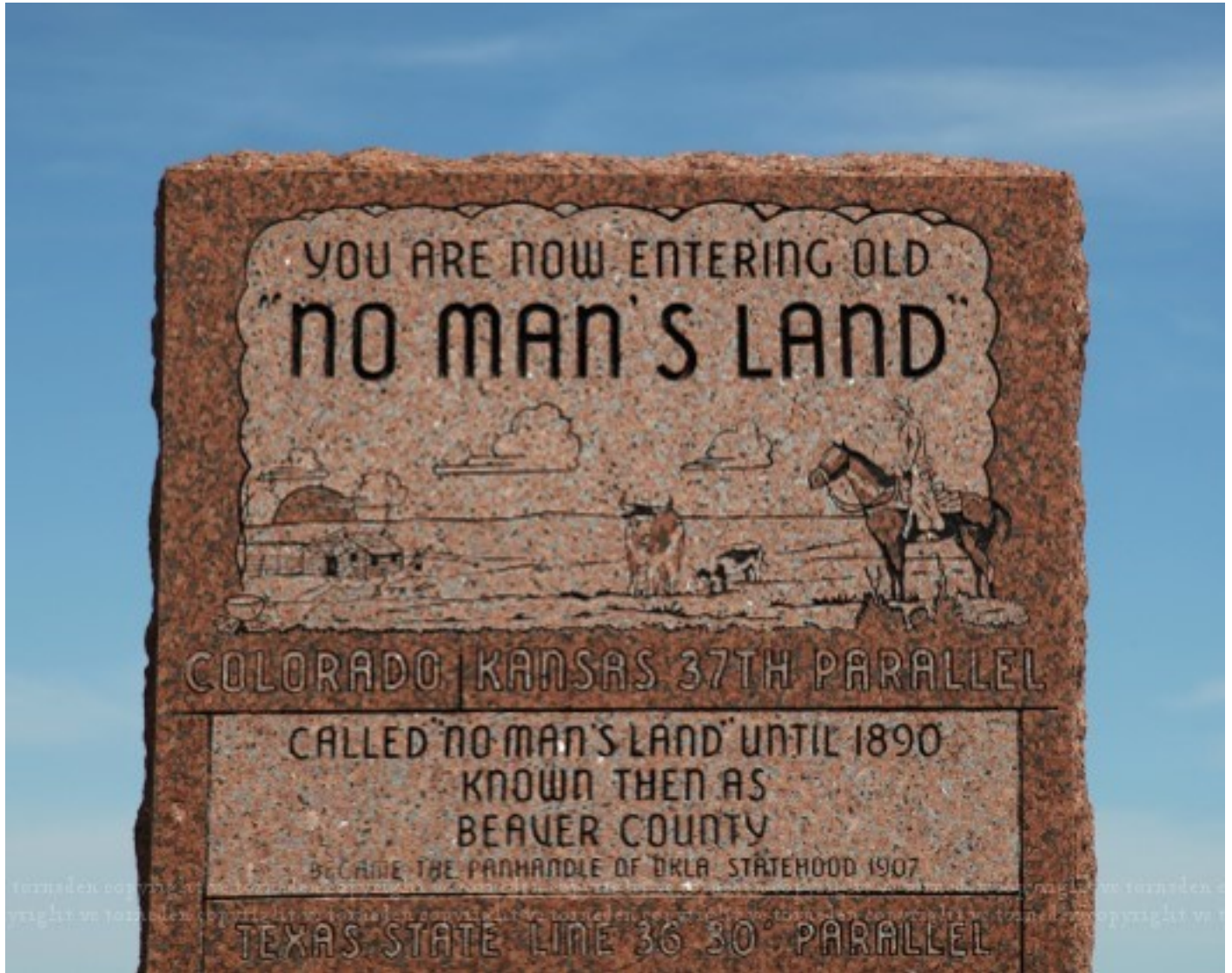


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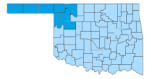


The economy of the OEDA area has been dependent upon agriculture, oil and gas productions and government services. State and local government is the District's largest employer with 6,805 jobs and following close behind is farming employment at 6,297 jobs (2017). Employment has stayed relatively stable do to the small population.



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## B. Goals and Objectives

The Comprehensive Economic Development Strategy (CEDS) establishes the goals and objectives necessary to solve the economic problems, strengthen and improve the economic outlook of the district and anticipate barriers. 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 CEDS.
- ◆ Objectives are more specific than goals, clearly measurable, and stated in realistic terms considering what can be accomplished over the next five-year time frame of the CEDS.

### Goal 1 - 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 mapping of the community assets and infrastructure.

Objective 4: Support the development of diverse, reliable and cost effective energy sources and systems.

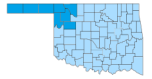
Objective 5: Housing affordability to support population growth as businesses grow and to attract new businesses.

### Goal 2 - Health Care Improvement

Objective 1: Find 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 our district.

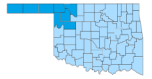
### Goal 3 - Improve Coordination

Objective 1: Improve collaboration and alignment of economic development, land use, infrastructure, energy, natural resources, workforce and community development decision-making.



## Goal 4 - Improve Industrial Development

Objective 1: Broaden the manufacturing sector of the economy through the maintenance and expansion of local industries, the attraction of new industries and the improvement of community-industry relations.



## C. Plan of Action

The 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:

### Goal 1-

1. Conduct regular meetings of the CEDS committee to evaluate the progression of the five year plan and revise its development policies.
2. The District staff will actively participate in economic development activities and provide technical assistance when needed.
3. The District 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.
4. Staff will attend Northwestern Oklahoma Alliance meetings to support businesses and local governments.
5. The District staff will identify economic development projects that may qualify for federal and state funding opportunities and provide grant writing and administrative services where needed.
6. Provide technical assistance in the form of economic impact analysis, research, and best practices to local economic development organizations.
7. Transportation consortium meeting through NODA will be attended as needed to improve multi-modal transportation in the OEDA very rural sparsely populated region.

“Staff will actively participate in economic development activities”.

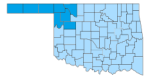
### Goal 2-

1. Support local development efforts where possible with technical assistance services to develop and/or redevelop health care facilities, and to keep and attract doctors.

### Goal 3-

1. The OEDA staff will provide input to and participate in Economic Development state planning process with the Oklahoma Association of Regional Councils (OARC), the Oklahoma Department of Commerce, and other state and Federal agencies.
2. Provide local government entities with information concerning the current EDA priorities and promote the development of local projects under these priorities.



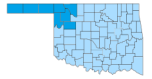


#### Goal 4-

1. Promote retention and expansion of existing businesses and assist communities to establish such programs.
2. Promote and support recruiting of targeted industries to the area.
3. District staff will work with communities to identify and assist local entrepreneurs and to attract entrepreneurs.
4. Staff will assist local communities by helping to promote currently available commercial buildings.
5. Assist communities in identifying and applying for financial assistance programs.



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## D. SWOT Analysis

The EDA requires each CEDS to contain as strategic investigation of a region's capabilities and capacity. This is used to find the **S**trengths, **W**eaknesses, **O**pportunities and **T**hreats also known as the SWOT analysis. OEDA Economic Development District has identified the following information for the area's SWOT analysis:

### Strengths

- Renewable energy potential
- Strong existing businesses
- Quality local small town schools
- Community support

### Weaknesses

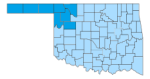
- Transportation network
- Housing options
- Local Healthcare facilities
- Economic incentives

### Opportunities

- Great cost of living
- Untapped workforce
- Small town living
- Trade training

### Threats

- Declining population
- Loss of healthcare providers and facilities
- Small community schools closing
- Attractiveness



## E. Economic Resilience

The OEDA Economic Development District has to rely on resiliency for both economic and environmental disasters.

Environmental disasters happen often in the OEDA district. The people of the area make recovery more attainable. All of the communities come together to aid other communities when they are struck by a natural disaster. Neighbors helping neighbors in their time need. Local businesses also help where they can. Although some losses can never be recovered others can with the help of community members and leaders. Organization is a big key to recovery efforts after natural disasters.



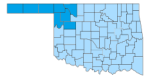
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Colleges and Universities in the area are becoming more focused on trade training. The Oklahoma Panhandle State University is currently using EDA funds to build a technical training center that will focus on trade training such as welding. Trained welders are highly sought after for several industries that are currently in or could possibly move to the OEDA District. A trained workforce will allow for current businesses to be retained and attract new employers. These factors will help greatly should there be a larger business that moves out of the region.



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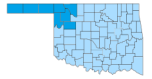


A large swine producer in the OEDA district contributes to a large number of jobs for the population. This is a very strong business that has provided the district with steady employment for several years. This company has grown and is spread throughout the region. When a downturn occurs in areas such as oil and gas production, this business is able to provide employment for those who no longer have jobs. This encourages residents to stay in the area which limits out migration. There have been other businesses moving in as well such as a casino, stores, gas stations, etc. to provide jobs. These will also help if more industries suffer from economic downturn.



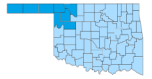
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The renewable energy sector was hit with halted projects in the last few years but it is beginning to bring more jobs to the district again. With these jobs the economy will be able to better survive an economic downturn. Wind farms provide the following types of jobs: Seasonal, full-time, part-time and contracted. Another area of employment that is seasonal is farm production which creates great opportunities for people to come to the region. Though these jobs are seasonal they help the economy greatly each year. When workers are brought to the area for seasonal jobs the economy has a boost from increased sales at the local businesses and provides money to hotels and motels.



# Northwest Oklahoma Comprehensive Economic Development Strategy

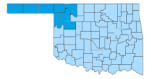
## Appendix: Technical Reports



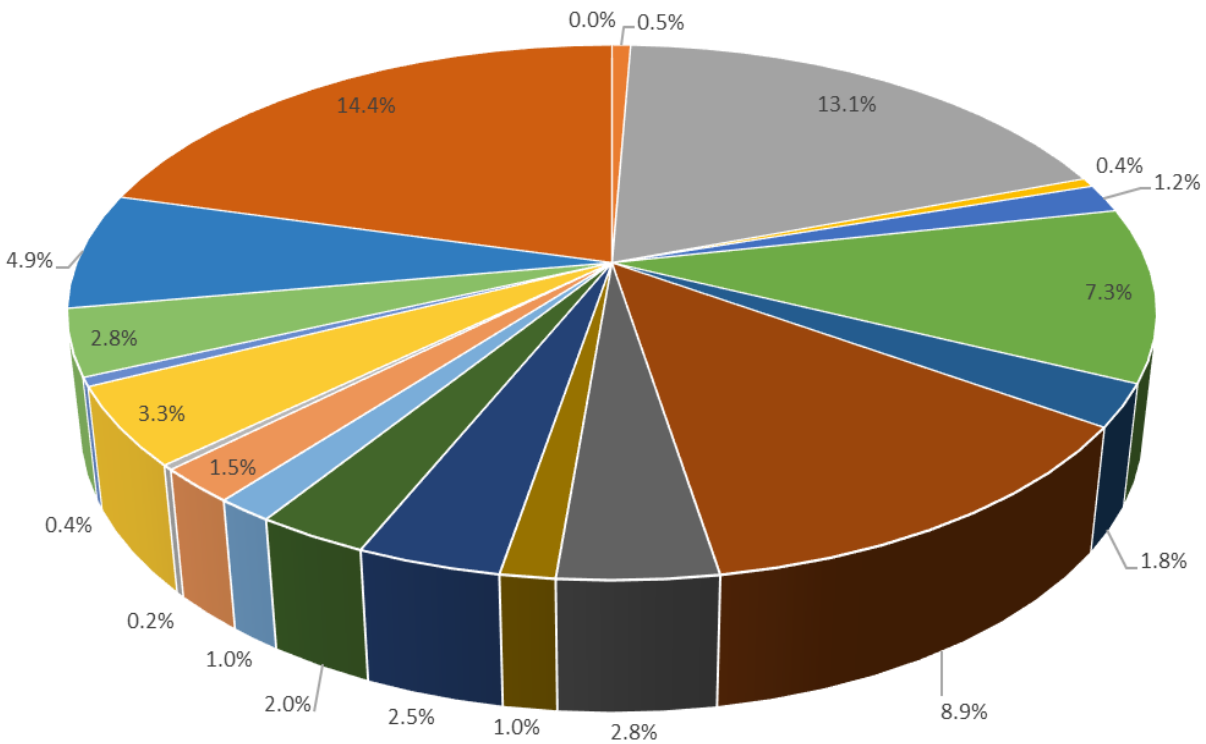
## CEDS COMMITTEE AND SUPPORT STAFF

CJ Rose	Beaver County	Jonathon Cross	Executive Director
Ruby Gore	Cimarron County	Lacey deWindt	EDA Management
Bron Gardner	Cimarron County		
David Trimble	Dewey County		
Jodi Jones	Ellis County		
Gary Nielsen	Harper County		
Jack Strain	Texas County		
John Smiley	Woods County		
Vernie Matt	Woodward County		

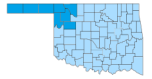




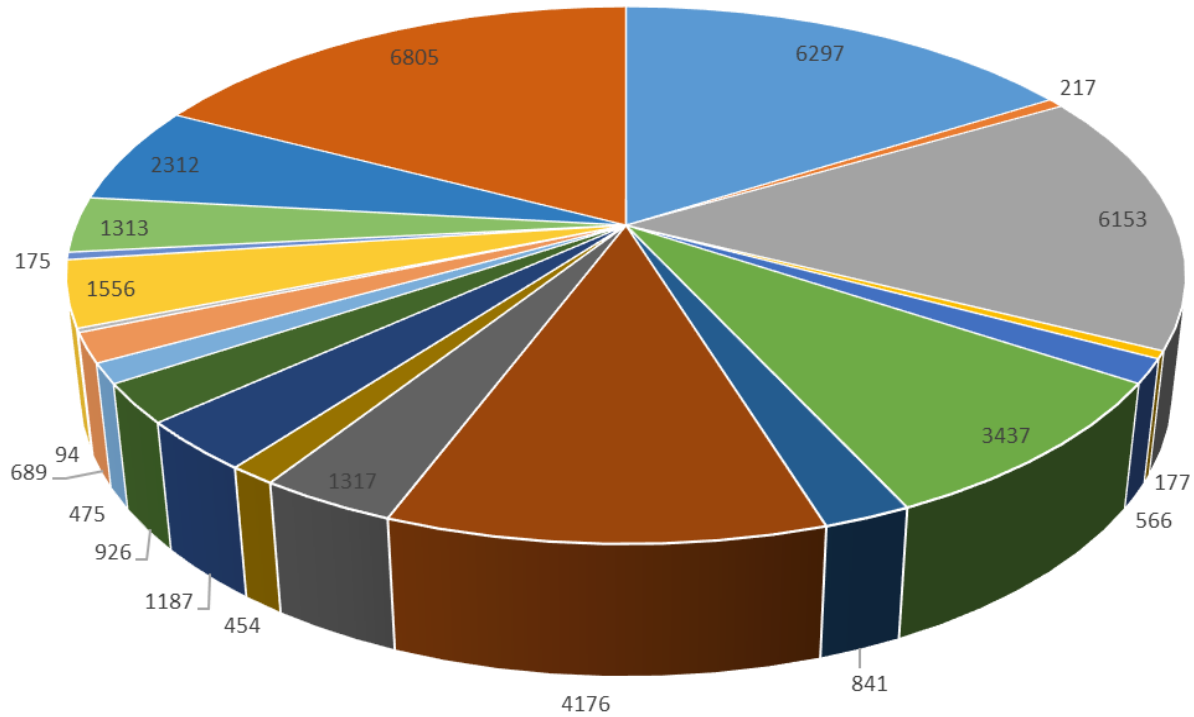
## 2017 Employment by Industry %



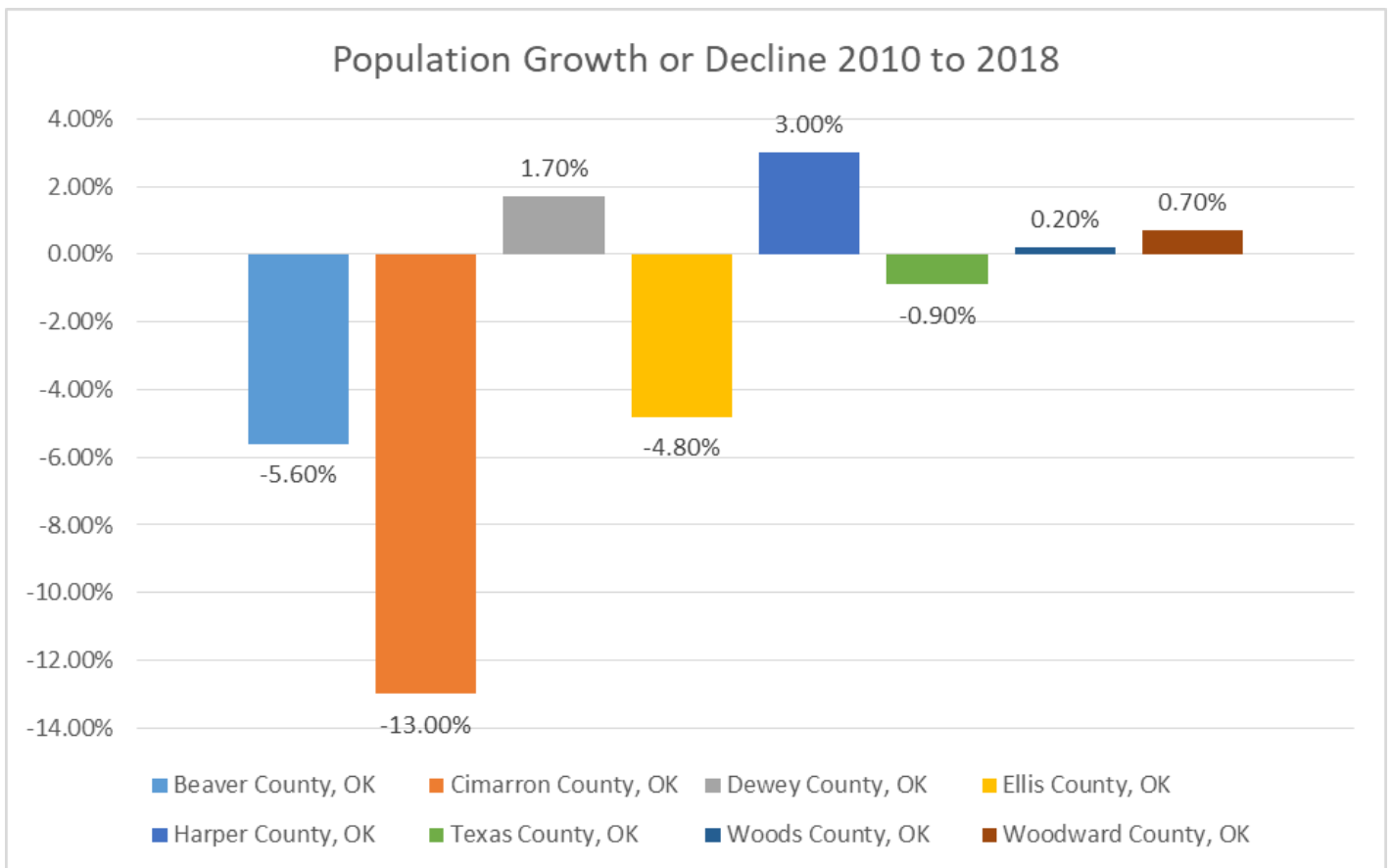
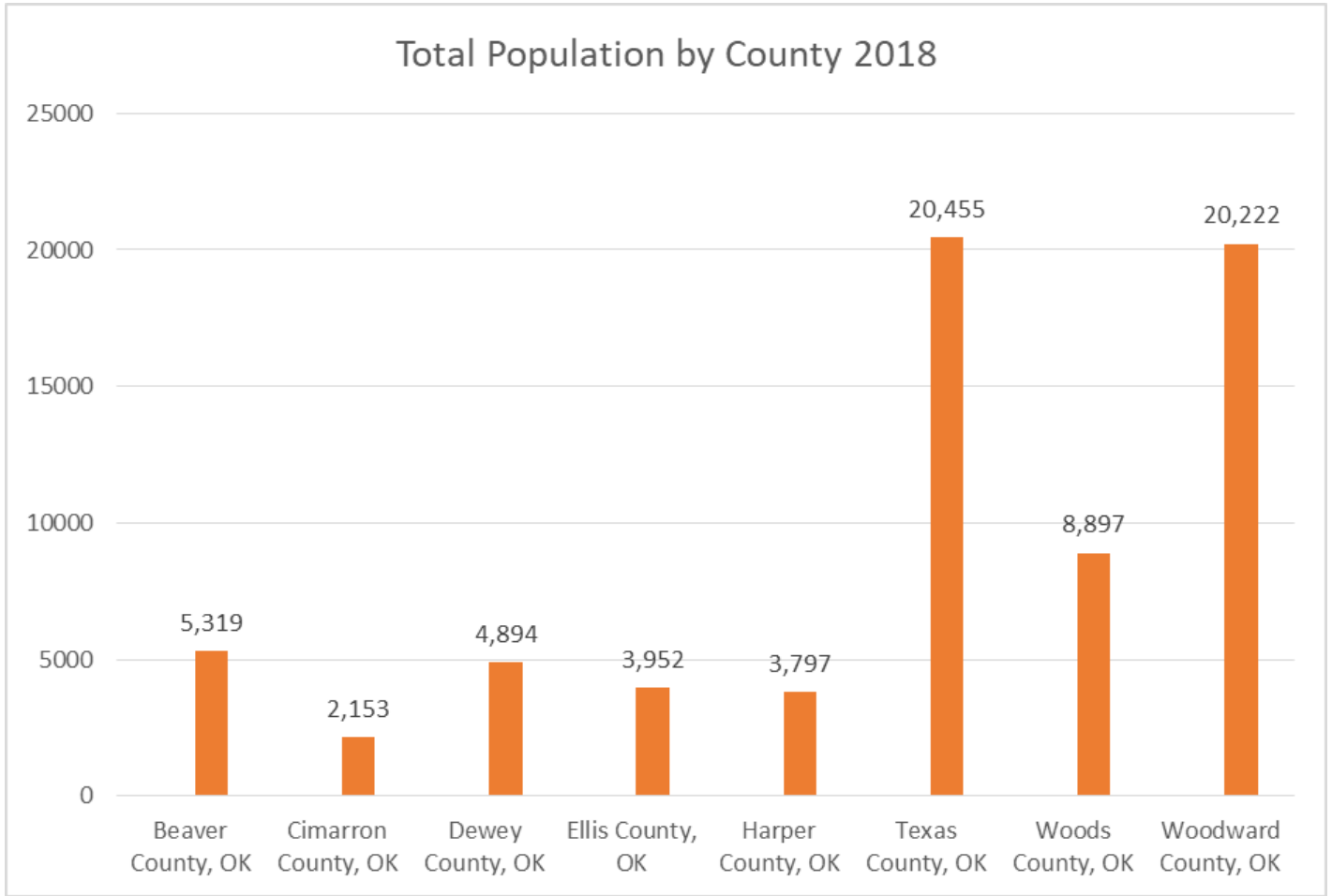
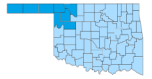
- Farm employment
- Forestry, fishing, and related activities
- Mining, quarrying, and oil and gas extraction
- Utilities
- Construction
- Manufacturing
- Wholesale trade
- Retail trade
- Transportation and warehousing
- Information
- Finance and insurance
- Real estate and rental and leasing
- Professional, scientific, and technical services
- Administrative and support and waste management and remediation services
- Educational services
- Health care and social assistance
- Arts, entertainment, and recreation
- Accommodation and food services
- Other services (except government and government enterprises)
- Government and government enterprises



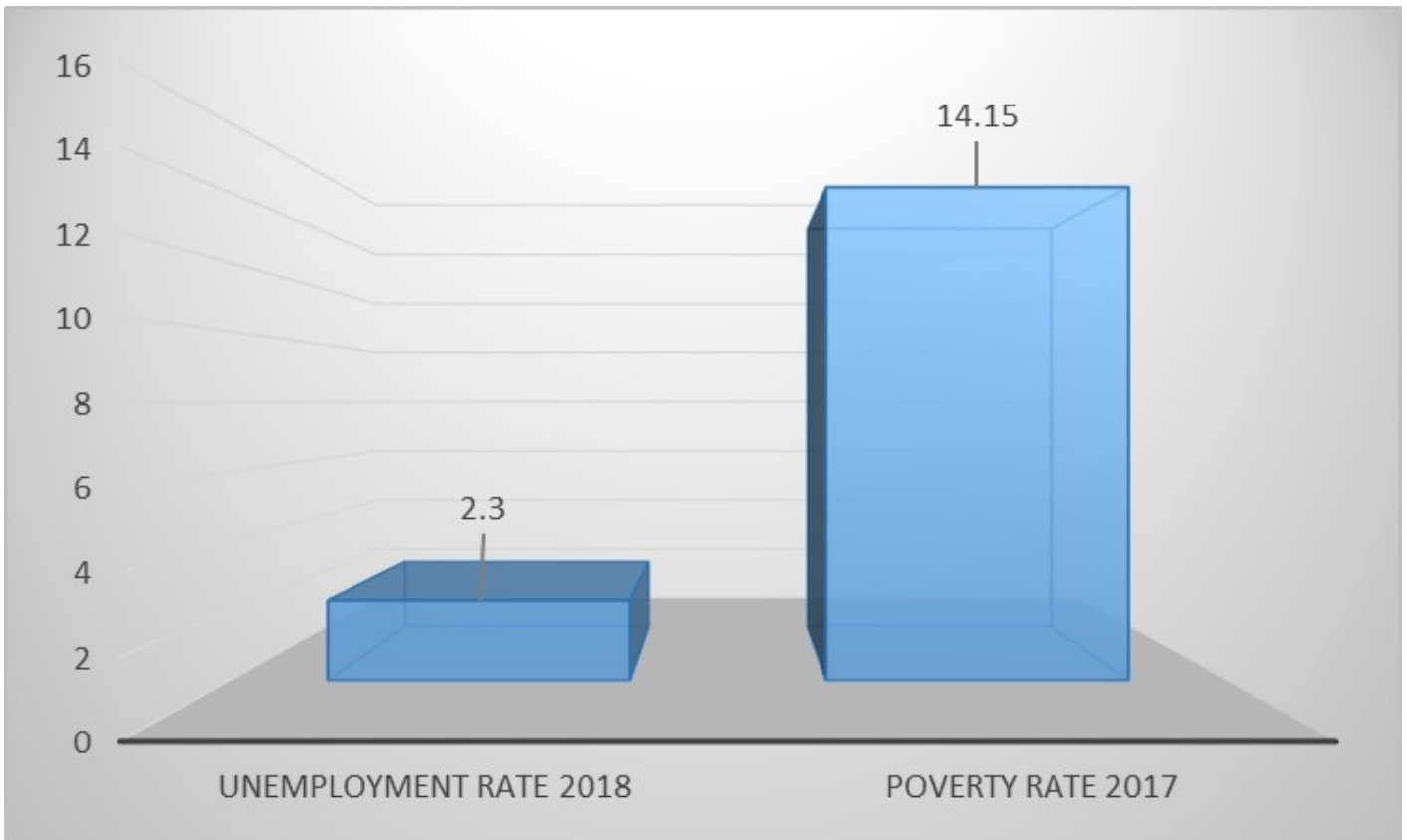
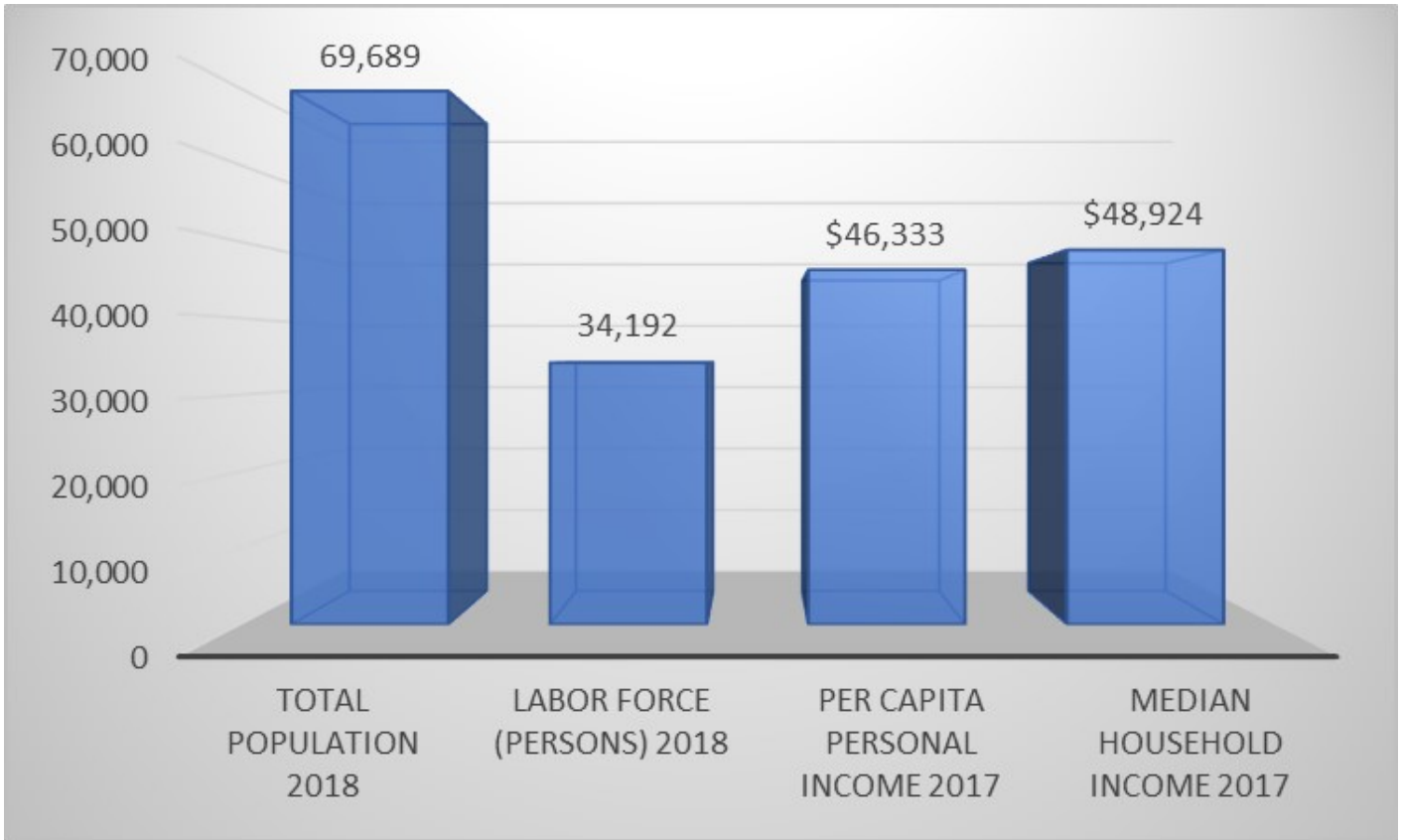
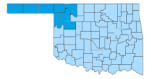
### 2017 Employment by Industry Count

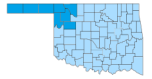


- Farm employment
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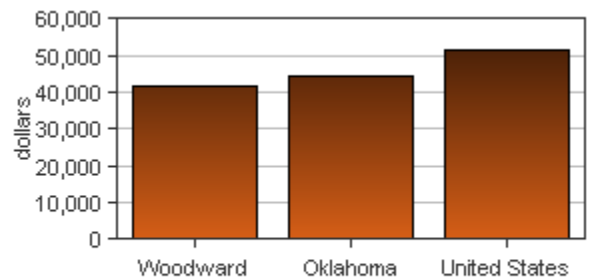
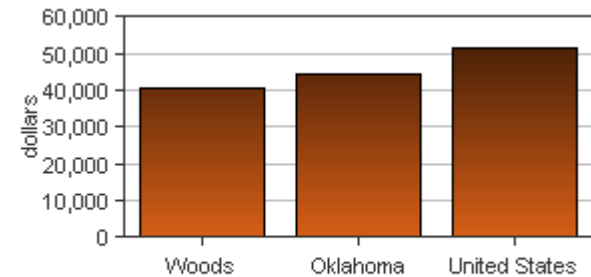
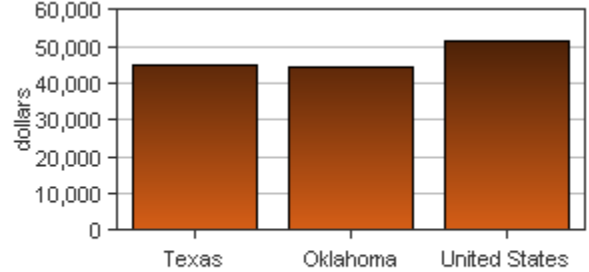
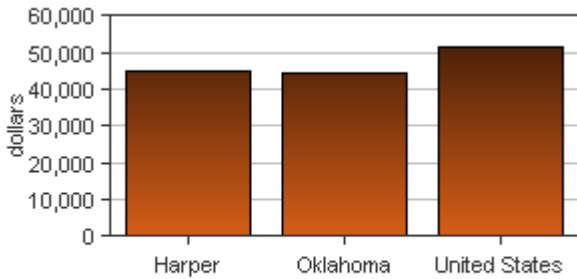
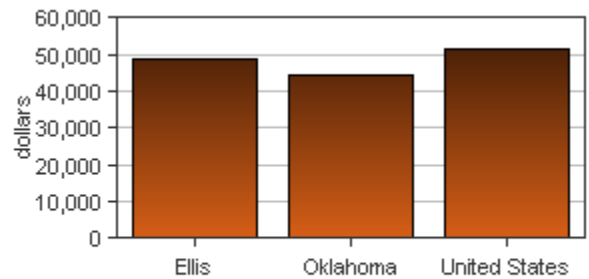
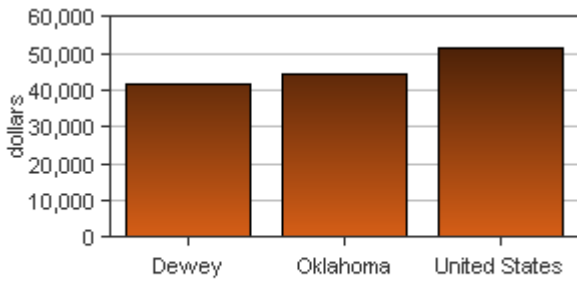
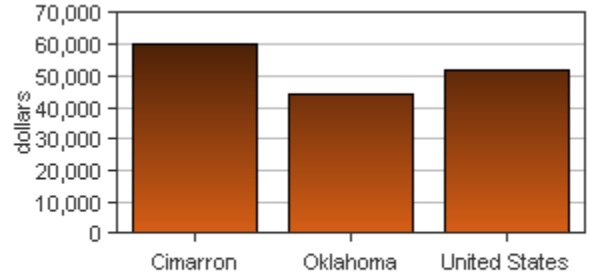
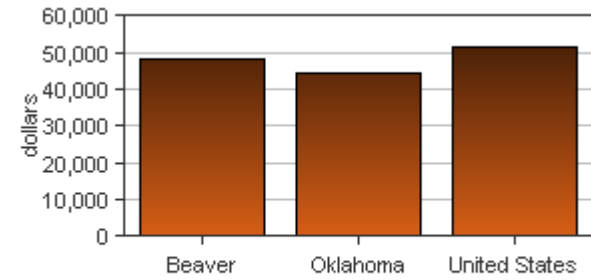


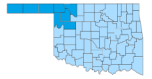




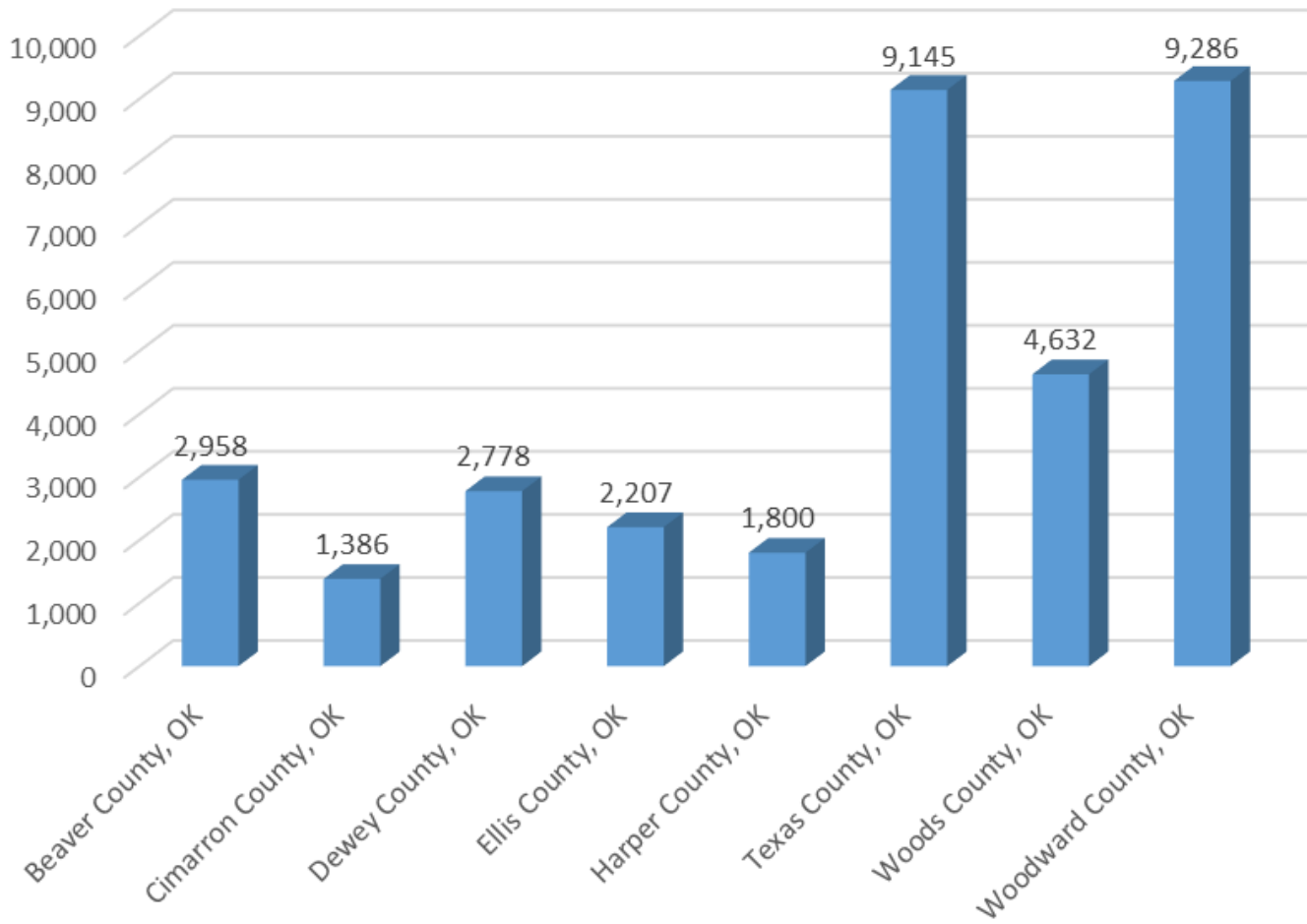
# Per Capita Personal Income, 2017

## By County

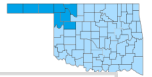




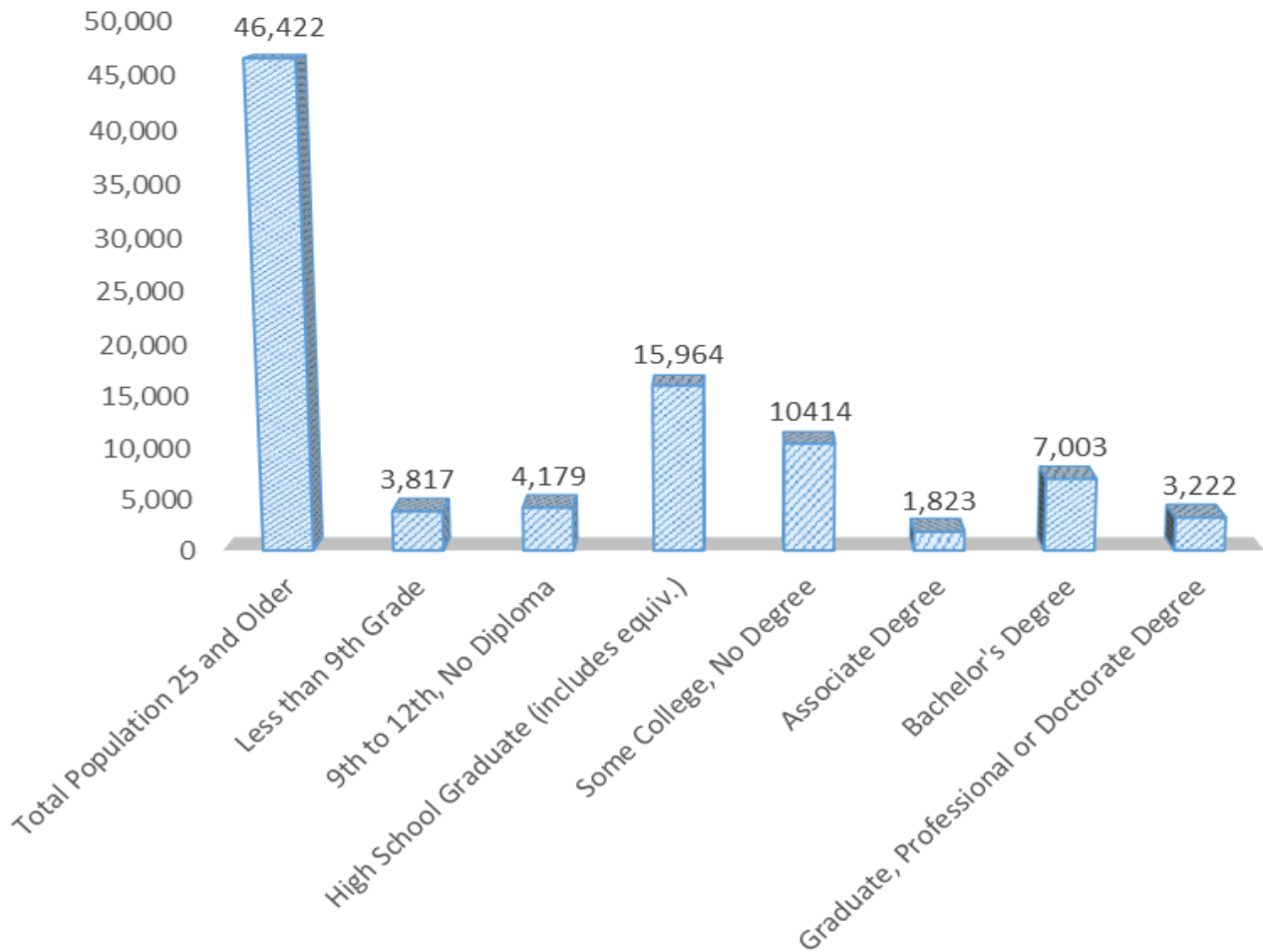
### Labor Force (persons) 2018







## 2017 EDUCATION



## 2018 POPULATION AGE

