



NORTHERN OKLAHOMA DEVELOPMENT AUTHORITY

***COMPREHENSIVE ECONOMIC
DEVELOPMENT STRATEGY***

2017-2021 Plan

Serving North Central Oklahoma

**COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY
For North Central Oklahoma
2017-2021 Plan**

Prepared for the Economic Development Administration



By NODA Economic Development District



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Glossary

CEDS	Comprehensive Economic Development Strategy
EDA	Economic Development Administration
EDD	Economic Development District
NODA	Northern Oklahoma Development Authority
ODOC	Oklahoma Department of Commerce
ODOT	Oklahoma Department of Transportation
SWOT	Strength, Weaknesses, Opportunities, and Threats

1. Executive Summary

Northern Oklahoma Development Authority (NODA) has developed this Comprehensive Economic Development Strategy (CEDS) to serve as the foundational guide for coordinating economic development activities throughout our eight county region. It is designed to help stakeholders form partnerships to leverage existing resources to help revitalize communities throughout the NODA region.

The CEDS is required by the US Department of Commerce's Economic Development Administration (EDA) of the NODA Economic Development District (EDD). Economic development planning is not only a cornerstone of the EDA programs but serves as a way to engage community leaders, involve the private sector, and establish a stage for regional collaboration.

What is a CEDS?

CEDS is a locally based, regionally driven plan for economic development for the next five years. It's a planning process that provides the capacity building foundation by which the public sector (cities, towns, counties, state and federal agencies), working in conjunction with other economic partners (individuals, firms, industries), creates the environment for regional economic prosperity.

The CEDS is both a process and a product. The process is a device for entrepreneurs, organizations, individuals, local governments, educational institutions, and private industry to engage in conversations about what capacity building efforts would best serve economic development in our region. The product (this document), is utilized by EDA to understand our region's strategy for its future and must be referenced by, and aligned with the CEDS, in any application for EDA funding from the region.

Working with existing regional and local economic development plans, we reached out to the CEDS committee members and received input from citizens across the region through sustainable community planning efforts. Our strategies focus on supporting collaboration among local and regional stakeholders within the economic development community, private industry, educational institutions, local government, foundations and the private sector. The CEDS is a responsive and flexible five-year strategic economic development plan, designed to be easily adjusted to meet the changing needs of communities throughout the region.

Contents of the CEDS

The CEDS is organized into nine sections. First is this executive summary, then in the second section we briefly talk about NODA, the geography and climate that impacts our citizens, businesses and industries, thus impacting our economy. This is followed by the economic background of NODA's EDD, our third section. The fourth section is our strengths, weaknesses, opportunities and threats as revealed to us by our reaching out to entities within our eight counties.

The fifth section shares our strategic direction – the vision, goals and objectives. We then discuss our performance measures in section six, followed by section seven and economic resilience. The eighth section is our intent to implement the CEDS. The final section is the appendix which contains many tables and charts referenced in the body of the CEDS.

This CEDS is a starting point, which takes the good work already being done in our region and moves it forward, bringing the public and private sectors together to continue to achieve great things. As the plan is implemented, it will be reworked, retooled and refined, to better reflect the economic development goals and aspirations of our region, now and in the future.

2. Introduction

Northern Oklahoma Development Authority (NODA) is a Council of Governments (COG) and serves eight counties in north central Oklahoma – Alfalfa, Blaine, Garfield, Grant, Kay, Kingfisher, Major and Noble. The NODA Economic Development District (EDD) serves the same eight counties and has developed this Comprehensive Economic Development Strategy (CEDS) with input from participants within each of the counties served.



A CEDS is the result of a local planning process designed to guide the economic growth of an area. The CEDS process provides the capacity building foundation to help create jobs, foster more stable and diversified economies, and improve living conditions. The strategy provides a mechanism for coordinating the efforts of individuals, organizations, local governments, and private industries concerned with economic development.

Geography

The NODA district is located in north central Oklahoma, with Kansas the north border, and a combined area of about 7,400 square miles. The general drainage pattern is from northwest to southeast, and contains lakes in Alfalfa (Great Salt Plains Lake), Blaine (Canton Lake) and Kay Counties (Kaw Lake). Major rivers include Arkansas, North Canadian, South Canadian, and Cimarron. None of these rivers are navigable within the NODA area, however Canton Lake and Kaw Lake are a major source of water for a few cities and towns, but the groundwater aquifers associated with these rivers are important sources of water for most of NODA's communities.

not uncommon during cold spells in the winter. The average annual precipitation ranges from about 33 inches in the east to 29 inches in the west. Year to year rainfall can be very erratic with most of the precipitation coming from thunderstorms during the spring and early summer, and the fall.

3. Background of NODA EDD Economy

Historically the NODA area economy has been dependent upon agriculture, oil and gas production, and government services. From the first organization of NODA back in the mid-1970s, the NODA area has seen continued long term employment reductions in production agriculture and related industries helping cause long term deterioration of the economy in most of the rural areas of NODA. The area has also experienced dislocation of some of the traditional agricultural processing industries. Some major area wheat and dairy operations have either down-sized significantly or relocated leaving much of the NODA region with commodity production only. Some recent increases in food processing clusters is helping to bring employment back into the region.

Oil and gas exploration and extraction has been “boom and bust”. Jobs at oil and gas processing plants had been historically the highest quality employment within the NODA area. Vance Air Force Base in Enid, and direct contracting service industries, is one of the largest employers in the region. Much of the NODA area is dependent upon the governmental sector. Given the continuing trend to downsize government this places much of the current NODA economy at risk.

Population

According to the US Census Bureau’s 2016 estimates, NODA’s population is 162,275 residents. Of those, 38.5% live in Garfield County, which is central to the NODA district. The other major population area is Kay County with about 27.6% of the NODA area population. These two counties are the most urban within the NODA area but all NODA counties have a significant rural population. Eighty two percent of the total number of incorporated cities or towns within the NODA district have a population of less than 1,500. The counties of Alfalfa and Grant are considered 100% rural by the Census Bureau.

Table 3.1: 2016 Population By Age

2016 Population Estimates By Age								
County	Total Population	Ages 0-4 (Preschool)	Ages 5-17 (School Age)	Ages 18-24 (College Age)	Ages 25-44 (Young Adult)	Ages 45-64 (Older Adult)	Age 65 & older (Older)	Median Age
Alfalfa	5,827	330	847	370	1,517	1,730	1,033	43.2
Blaine	9,643	761	1,838	697	2,032	2,515	1,800	40
Garfield	62,603	4,692	11,483	5,462	16,172	14,917	9,877	35.8
Grant	4,465	251	839	287	941	1,200	947	43
Kay	44,943	3,120	8,195	3,961	10,293	10,982	8,392	38.6
Kingfisher	15,638	1,105	3,171	1,231	3,680	4,009	2,442	37.5
Major	7,772	572	1,445	503	1,728	2,027	1,497	40.2
Noble	11,384	652	2,051	850	2,545	3,152	2,134	41.7
NODA EDD	162,275	11,483	29,869	13,361	38,908	40,532	28,122	40

Oklahoma	3,751,351	264,126	665,540	381,186	967,692	966,093	506,714	36.2
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Source: U.S. Census Bureau

Minority Populations

Minorities (Black, American Indian, Alaska Native, Asian, Pacific Islander, and Hispanic or Latino) account for almost 25% of the population in the region according to the US Census Bureau 2016 population estimates.

Racial composition differs among the counties in the region as demonstrated in Table 3.3 below.

Table 3.3: 2016 Population by Race

2016 Population Estimates by Race and Hispanic/Latino Origin									
County	Total	White Alone	Black Alone	American Indian or Alaska Native Alone	Asian Alone	Hawaiian and Other Pacific Islander Alone	Two or More Race Groups	Hispanic or Latino	Non-Hispanic or Latino
Alfalfa	5,827	5,140	261	248	23	3	152	315	5,512
% of total		88.20%	4.48%	4.26%	0.39%	0.05%	2.61%	5.41%	94.60%
Blaine	9,643	7,822	352	959	32	6	472	992	8,651
% of total		81.12%	3.65%	9.95%	0.33%	0.06%	4.89%	10.29%	98.71%
Garfield	62,603	53,627	2,022	1,963	847	1,734	2,410	7,822	54,781
% of total		85.66%	3.23%	3.14%	1.35%	2.77%	3.85%	12.49%	87.51%
Grant	4,465	4,141	64	122	9	1	128	217	4,248
% of total		92.74%	1.43%	2.73%	0.20%	0.02%	2.87%	4.86%	95.14%
Kay	44,943	36,373	996	4,754	278	135	2,407	3,406	41,537
% of total		80.93%	2.22%	10.58%	0.62%	0.30%	5.36%	7.58%	92.42%
Kingfisher	15,638	14,208	262	602	58	8	500	2,440	13,198
% of total		91.32%	1.68%	3.85%	0.37%	0.05%	3.20%	15.60%	84.40%
Major	7,772	7,216	73	238	33	7	205	741	7,031
% of total		92.85%	0.94%	3.06%	0.42%	0.09%	2.64%	9.53%	90.47%
Noble	11,384	9,574	195	1,031	60	9	515	419	10,965
% of total		84.10%	1.71%	9.06%	0.53%	0.08%	4.52%	3.68%	96.32%
NODA EDD	162,275	138,101	4,225	9,917	1,340	1,903	6,789	16,352	145,923
% of total		85.10%	2.60%	6.11%	0.83%	1.17%	4.18%	10.08%	89.92%

Source: U.S. Census Bureau

Age and Gender

The population of NODA's eight counties is aging due to the aging baby boom population and the growth of the retirement age population. The lack of family wage jobs also increases the proportionate number of aging populations because younger age groups have had to seek employment elsewhere to raise their families. The populations in the region are aging faster than the rest of the state.

Table 3.2: 5-Year Estimate Population by Age and Gender

Population by Age and Gender										
	Alfalfa	Blaine	Garfield	Grant	Kay	Kingfisher	Major	Noble	NODA EDD	Oklahoma
Total	5,755	9,810	62,192	4,517	45,587	15,302	7,700	11,506	162,369	3,849,733
Male:	3,454	5,239	30,902	2,228	22,556	7,651	3,854	5,626	81,510	1,906,944
Under 18 Years	579	1,280	7,949	520	5,902	2,111	1,004	1,421	20,766	485,381
18 to 64 years	2,334	3,198	18,898	1,280	13,090	4,493	2,187	3,325	48,805	1,179,742
65 and over	541	761	4,055	428	3,564	1,047	663	880	11,939	241,821
Female:	2,301	4,571	31,290	2,289	23,031	7,651	3,846	5,880	80,859	1,942,789
Under 18 Years	519	1,068	7,882	545	5,543	1,969	905	1,383	19,814	462,527
18 to 64 years	1,236	2,495	18,058	1,230	12,939	4,401	2,133	3,381	45,873	1,174,885
65 and over	546	1,008	5,350	514	4,549	1,281	808	1,116	15,172	305,377

Population Trends

Taking out the populations of Enid (51,004) and Ponca City (24,527), the average size of NODA's remaining communities is 1,422. However, 47 of NODA's 63 communities have a population of 1,000 or fewer, and 36 of those have a population of less than 500 residents.

The long term out migration trend has left the NODA region with a much higher median age and a much higher percentage of the population 65 years of age and older than the State of Oklahoma and the United States.

Table 3.1 is from the US Census Bureau with estimates for 2016 population by age in NODA's eight counties, NODA region total, and State of Oklahoma. The median age for the State of Oklahoma is 36.2 years, the NODA estimate is 40 years, and the NODA counties have a median age range of 35.8 to 43.2 years. The percent of NODA's regional population over 65 years is 17.3%, compared to 13.5% for Oklahoma. Over 21% of Grant County's population is over 65 and Major County is at 19.3%. The retirement age and near retirement age persons are staying in the area while the younger working-age

population is leaving in search of employment or better quality employment. This trend is also relatively more pronounced for the more rural NODA counties of Grant and Major. Table 3.4 below shows the historic populations of NODA's region by county, region, and the State of Oklahoma from 1910 through 2016 estimates from the US Census Bureau.

Table 3.4: Historic Populations for NODA Region

Historical Population by County										
Census Year	Alfalfa	Blaine	Garfield	Grant	Kay	Kingfisher	Major	Noble	NODA	Oklahoma
1910	18,138	17,960	33,050	18,670	26,999	18,825	15,248	14,945	163,835	1,657,155
1920	16,253	15,875	37,500	16,072	34,907	15,671	12,426	13,560	162,264	2,028,283
1930	15,228	20,452	45,588	14,150	50,186	15,960	12,206	15,139	188,909	2,396,040
1940	14,129	18,543	45,484	13,128	47,084	15,617	11,946	14,826	180,757	2,336,434
1950	10,699	15,049	52,820	10,461	48,892	12,860	10,279	12,156	173,216	2,233,351
1960	8,445	12,077	52,975	8,140	51,042	10,635	7,808	10,376	161,498	2,328,284
1970	7,224	11,794	55,365	7,117	48,791	12,857	7,529	10,043	160,720	2,559,229
1980	7,077	13,443	62,820	6,518	49,852	14,187	8,772	11,573	174,242	3,025,290
1990	6,416	11,470	56,735	5,684	48,056	13,212	8,055	11,045	160,673	3,145,585
2000	6,105	11,976	57,813	5,144	48,080	13,926	7,545	11,411	162,000	3,450,654
2010	5,642	11,943	60,580	4,527	46,562	15,034	7,527	11,561	163,376	3,751,351
Est. 2016	5,827	9,643	62,603	4,465	44,943	15,638	7,772	11,384	162,275	3,923,561

Source: U.S. Census Bureau

The following table shows the population changes from 1970 through 2010 by decade. Most of the 1970s was a period of moderate growth for most of NODA's region. The exception for this period was Alfalfa and Grant counties, which continued to experience population declines. These are NODA's two most rural counties. The period of around 1980 to 1983 was a period of rapid growth fueled by the rapid increase in the price of oil. The "Oil Boom" didn't last long and when the bust came, the NODA area counties lost from about ten to twenty-three percent of their population in a matter of a few years. The 1990 census indicated that the NODA area lost about eight percent of its population during the 1980s. This compares to a population gain of about four percent for the State of Oklahoma during the 1980s. Out migration due to economic distress was extreme during the 1980s in Northern Oklahoma. During the 1980s all NODA counties lost population.

Table 3.5: Population Change by Decade

NODA Area Population Change for Selected Time Periods				
Area	1970 – 1980	1980 – 1990	1990 – 2000	2000 – 2010
Alfalfa	-2.03%	-9.34%	-4.85%	-7.58%
Blaine	13.98%	-12.67%	4.41%	-.28%
Garfield	11.50%	-9.69%	1.90%	4.79%

Grant	-9.92%	-12.72%	-9.58%	-11.99%
Kay	2.17%	-3.60%	0.05%	-3.16%
Kingfisher	10.34%	-6.87%	5.40%	7.96%
Major	16.51%	-8.17%	-6.33%	-.24%
Noble	15.23%	-4.56%	3.31%	1.31%
NODA	7.68%	-7.63%	0.82%	.85%
Oklahoma	18.21%	3.97%	9.70%	8.71%

Source: Calculated from data in previous table

The 1990s was a stabilizing period for most of the NODA area with the District as a whole showing less than a one percent population increase. Population growth was modest in Blaine, Garfield, Kingfisher and Noble Counties. Kay County experienced almost no change with a .05 percent population increase. The Counties of Alfalfa, Grant, and Major all continued to decrease but at rates less than during the 1980s. These are NODA's most rural counties.

The 21st century saw population increases for Garfield, Kingfisher and Noble counties, while the remaining counties saw decreases. Grant County has continued to have the largest percent of population decrease over the last four decades. Overall the NODA region as a whole saw a slight increase of .85%, however the State's population increase was 8.71%, more than 10 times the region's increase.

Population Projections

All but a few NODA communities lost population during the 1980s and most communities lost more than ten percent of their 1980 population. This information indicates that during the 1990s about 59% of NODA area municipalities lost population and only five of the municipalities of 1,000 or more persons lost population ranging from -4.61 to -9.85 percent. This was a marked change over the decade of the 1980s. Again, the early part of the 21st Century is seeing a return to population declines in most NODA counties.

Table 3.6: Census Population and Projections

County	Census		Projections					
	2000	2010	2005	2010	2015	2020	2025	2030
Alfalfa	6,105	5,642	6,000	5,900	5,900	5,900	5,900	5,900
Blaine	11,976	11,943	12,200	12,600	13,200	13,700	14,300	14,900
Garfield	57,813	60,580	58,400	59,200	60,100	61,000	61,800	62,500
Grant	5,144	4,527	5,100	5,100	5,100	5,200	5,200	5,300
Kay	48,080	46,562	48,500	49,100	50,000	50,800	51,500	52,100
Kingfisher	13,926	15,034	14,500	15,300	16,200	17,100	18,000	18,900
Major	7,545	7,527	7,500	7,400	7,500	7,500	7,500	7,500
Noble	11,411	11,561	11,700	12,000	12,300	12,600	12,800	13,000
NODA	162,000	163,376	163,900	166,600	170,300	173,800	177,000	180,100
Oklahoma	3,452,654	3,923,561	3,576,200	3,707,000	3,838,400	3,963,800	4,081,400	4,192,400

The above table shows the most recently available population projection released by the Oklahoma Department of Commerce (including census populations for 2000 and 2010). Of note is the no growth in Alfalfa, Grant, and Major Counties' projections, and the near no growth in Noble County. Most of the growth is forecast for the area bounding upon the Oklahoma City MSA in Kingfisher County. Slight growth is also projected for the more urban counties of Kay and Garfield within NODA.

Table 3.7: 2016 Population Estimates of Net Migration

County	Net Migration		
	Total	International	Domestic
Alfalfa	-34	-1	-33
Blaine	-188	14	-202
Garfield	-1,045	177	-1,216
Grant	-35	0	-35
Kay	-373	15	-388
Kingfisher	-42	2	-44
Major	-6	8	-14
Noble	-135	0	-135
NODA EDD	-1,858	215	-1,887
Oklahoma	2,894	6,716	-3,822

The previous table displays net migration data (in-migration minus out-migration). One can easily see the impact that out migration is having upon most Counties. It should be noted Vance Air Force Base is located in Garfield County, with a primary mission to train military pilots, and therefore is expected to show a larger number of international migration. Table 3.4 shows population for 2000 and 2010. It should be noted that the NODA counties of Alfalfa and Grant had a natural decrease for the 2000 to 2010 time period. Natural decrease (number of births minus number of deaths) is as much of a population loss factor as out-migration for the more rural NODA counties.

Economic Indicators

The eight counties in the NODA district are rich in natural resources with an economy that historically is centered on agriculture and oil and gas production. Factors affecting the economy include commodity prices for both agricultural crops and oil and gas, so they change quickly, often, and can increase or decrease greatly within a short period of time. This can add to the instability of income for many of the residents.

Economic forecasts predict that the regional growth will continue to lag behind the urban areas of the state, suggesting the need to continue to invest in project and activities that will lead to economic diversification, job growth, improved infrastructure, and improved quality of life for residents as the CEDS board has done in the past.

Labor Force

Labor force and work force are synonymous with each other, and is the number of people who are either employed or employable. Generally the beginning age for a labor force is 14 years of age, although the US Census Bureau uses age 16 years and older as the bases of figuring labor force and unemployment data.

Table 3.8: Labor Force and Unemployment for June 2017

County	Year	Month	Labor Force - Not Seasonally Adjusted	Employed Labor Force - Not Seasonally Adjusted	Unemployed Labor Force - Not Seasonally Adjusted	Unemployment Rate
Alfalfa	2017	6	2,784	2,692	92	3.3
Blaine	2017	6	4,305	4,136	169	3.9
Garfield	2017	6	30,961	29,732	1,229	4
Grant	2017	6	2,994	2,907	87	2.9
Kay	2017	6	18,183	17,043	1,140	6.3
Kingfisher	2017	6	8,441	8,150	291	3.4
Major	2017	6	3,871	3,725	146	3.8
Noble	2017	6	5,879	5,647	232	3.9
NODA EDD	2017	6	77,418	74,032	3,386	4.4

Source: U.S. Bureau of Labor Statistics

According to Table 3.8 Kay County has the highest unemployment rate (6.3%) in the NODA region. The Oklahoma state-wide unemployment rate for June 2017 (not seasonally adjusted) was 4.3%.

Table 3.9 Minority-Owned Business Statistics

2012 Minority-Owned Business Statistics								
All NAICS Codes, All Genders								
	Alfalfa	Blaine	Garfield	Grant	Kay	Kingfisher	Major	Noble
Number of firms (with or without paid employees)	45	50	595	N	335	161	75	81
Sales, receipts, or value of shipments of firms with or without paid employees (\$1,000)	S	28,135	96,663	N	60,879	S	S	S
Number of firms with paid employees	0	10	75	N	69	30	15	7
Annual payroll (\$1,000)	S	729	22,285	N	12,134	S	S	S
<p><i>2012 Survey of Business Owners</i></p> <p>Symbols: S - Withheld because estimate did not meet publication standards N - Not Available For a complete list of all economic programs symbols, see the Symbols Glossary</p>								

Table 3.10 Female-Owned Business Statistics

2012 Female-Owned Business Statistics								
All NAICS Codes, All Races								
County	Alfalfa	Blaine	Garfield	Grant	Kay	Kingfisher	Major	Noble
Number of firms (with or without paid employees)	136	184	1,564	124	984	441	182	161
Sales, receipts, or value of shipments of firms with or without paid employees (\$1,000)	36,133	37,125	122,360	S	129,579	124,732	S	30,513
Number of firms with paid employees	18	37	171	31	91	63	42	26
Annual payroll (\$1,000)	7,001	8,765	25,563	S	18,624	14,768	S	4,041
<p><i>2012 Survey of Business Owners</i></p> <p>Symbols: S - Withheld because estimate did not meet publication standards For a complete list of all economic programs symbols, see the Symbols Glossary</p>								

Table 3.11 Employed Civilian Worker by Classification

Class of Worker for Civilian Employed Population 16 Years and Older										
Subject	Alfalfa	Blaine	Garfield	Grant	Kay	Kingfisher	Major	Noble	NODA EDD	Oklahoma
Civilian employed population 16 years and over	2,176	3,270	28,056	2,098	19,588	7,289	3,518	5,141	71,136	1,719,541
Private for-profit wage and salary workers:										
Employee of private company workers	1,326	1,977	19,808	1,264	14,219	5,335	2,385	3,203	49,517	1,204,624
Self-employed in own incorporated business workers	1,259	1,869	18,898	1,192	13,673	4,907	2,261	2,985	47,044	1,144,898
Private not-for-profit wage and salary workers	67	108	910	72	546	428	124	218	2,473	59,726
Local government workers	66	167	1,971	93	1,081	307	170	308	4,163	112,336
State government workers	169	279	1,490	184	1,233	383	228	596	4,562	99,866
Federal government workers	222	318	1,699	152	1,353	460	253	549	5,006	122,476
Self-employed in own not incorporated business workers and unpaid family workers	46	141	1,143	31	504	101	49	148	2,163	69,230
	347	388	1,945	374	1,198	703	433	337	5,725	111,009

Source: U.S. Census Bureau, 2011-2015 American Community Survey 5-Year Estimates

Industry Clusters

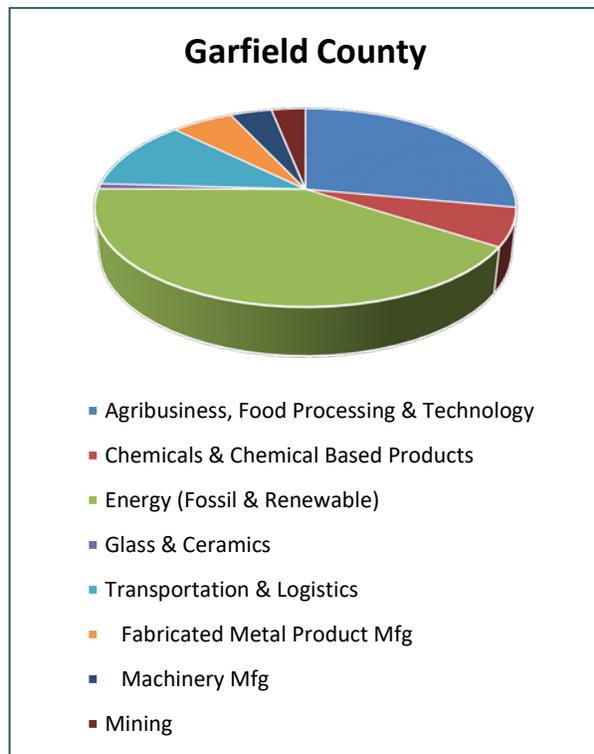
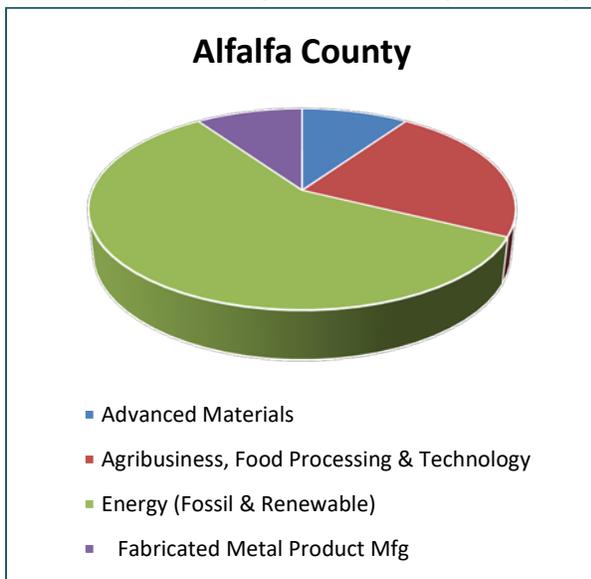
The layout of the economic realm is characterized by “clusters,” a geographic concentration of interrelated companies, organizations, and/or institutions within a specific field that is present within a region or area. Clusters increase a company's productivity and operational efficiency with local assets and like firms, institutions, and infrastructure around it (i.e. a supplier or purchaser is located nearby thus reducing transportation expenses and wait times). Clusters can stimulate innovation and facilitate new business formation.

Seventeen industry clusters have been identified: advanced materials; agribusiness, food processing & technology; apparel & textiles; arts, entertainment, recreation & visitor industries; biomedical/biotechnical (life sciences); business & financial services;

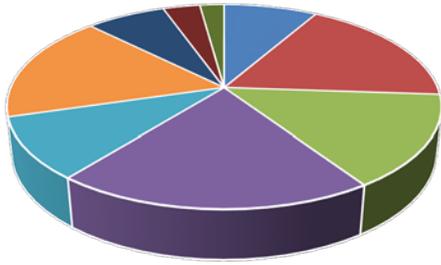
chemicals & chemical based products; defense & security; education & knowledge creation; energy (fossil & renewable); forest & wood products; glass & ceramics; information technology & telecommunications; transportation & logistics; manufacturing supercluster; mining; and printing & publishing. Within the manufacturing supercluster are five sub-clusters: fabricated metal product; machinery; computer & electronic product; and transportation equipment.

In the NODA EDD the energy cluster is prevalent in all eight counties, showing its importance to the local economy. The next cluster ranking in importance is agribusiness, food processing & technology, appearing in six of the eight counties. The manufacturing supercluster has at least one sub-cluster present in seven counties.

2012 Top Industry Clusters by County

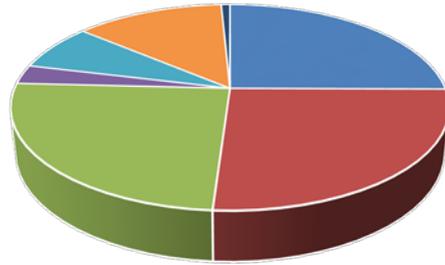


Blaine County



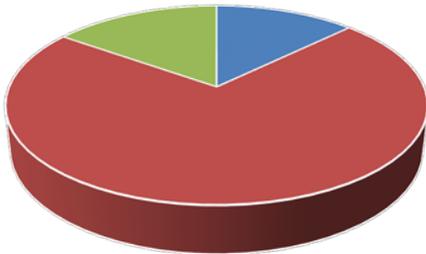
- Advanced Materials
- Agribusiness, Food Processing & Technology
- Arts, Entertainment, Recreation & Visitor Industries
- Biomedical/Biotechnical (Life Sciences)
- Chemicals & Chemical Based Products
- Energy (Fossil & Renewable)
- Transportation & Logistics
- Machinery Mfg
- Mining

Kay County



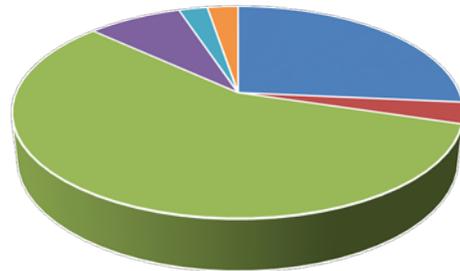
- Arts, Entertainment, Recreation & Visitor Industries
- Energy (Fossil & Renewable)
- Manufacturing Supercluster
- Primary Metal Mfg
- Fabricated Metal Product Mfg
- Machinery Mfg
- Mining

Grant County



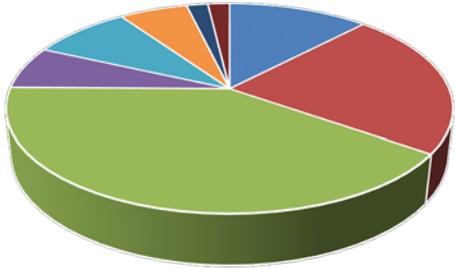
- Agribusiness, Food Processing & Technology
- Energy (Fossil & Renewable)
- Transportation & Logistics

Major County



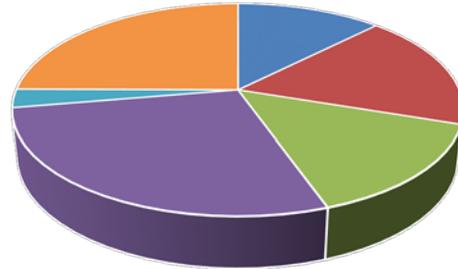
- Agribusiness, Food Processing & Technology
- Chemicals & Chemical Based Products
- Energy (Fossil & Renewable)
- Transportation & Logistics
- Machinery Mfg
- Mining

Kingfisher County



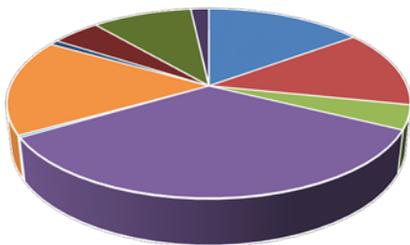
- Agribusiness, Food Processing & Technology
- Education & Knowledge Creation
- Energy (Fossil & Renewable)
- Transportation & Logistics
- Manufacturing Supercluster
- Machinery Mfg
- Transportation Equipment Mfg
- Mining

Noble County



- Arts, Entertainment, Recreation & Visitor Industries
- Biomedical/Biotechnical (Life Sciences)
- Energy (Fossil & Renewable)
- Manufacturing Supercluster
- Fabricated Metal Product Mfg
- Machinery Mfg

NODA EDD



- Agribusiness, Food Processing & Technology
- Arts, Entertainment, Recreation & Visitor Industries
- Chemicals & Chemical Based Products
- Energy (Fossil & Renewable)
- Glass & Ceramics
- Manufacturing Supercluster
- Primary Metal Mfg
- Fabricated Metal Product Mfg

Table 3.12 Industry Cluster for Energy, 2012

2012 Energy Industry Cluster		
County	Employment	
	QCEW Cluster	Industry Cluster - LQ*
Alfalfa	343	4.79
Blaine	333	2.53
Garfield	3,022	2.56
Grant	354	6.15
Kay	1,717	2.03
Kingfisher	1,275	4.97
Major	653	5.78
Noble	502	2.56
NODA EDD	8,199	2.87

*An industry's location quotient (LQ) is a measure of how significant that industry is to a particular region's economy.

Source: U.S. Bureau of Labor Statistics, Quarterly Census of Employment & Wages (QCEW) and Purdue Center for Regional Development (cluster definitions).

Table 3.13 2012 Industry Cluster for Agribusiness, Food Processing and Technology

Agribusiness, Food Processing & Technology							
		Establishments		Employment		Wages	
County	Year	QCEW Cluster	Industry Cluster - LQ*	QCEW Cluster	Industry Cluster - LQ*	QCEW Cluster	Industry Cluster - LQ*
Alfalfa	2012	13	5.34	134	3.69	\$4,419,118	3.83
Blaine	2012	21	4.17	347	5.2	\$15,261,401	9.03
Garfield	2012	64	2.48	2,063	3.46	\$83,592,243	4.48
Grant	2012	12	5.25	63	2.16	\$2,396,133	2.54
Kay	2012	19	1.03	231	0.54	\$7,032,209	0.56
Kingfisher	2012	23	3.05	382	2.94	\$14,504,294	3.42
Major	2012	19	4.77	302	5.28	\$10,266,923	6.11
Noble	2012	8	2.07	67	0.68	\$1,903,835	0.63
NODA EDD	2012	179	2.58	3,589	2.49	\$139,376,156	3.16

*An industry's location quotient (LQ) is a measure of how significant that industry is to a particular region's economy.

Source: U.S. Bureau of Labor Statistics, Quarterly Census of Employment & Wages (QCEW) and Purdue Center for Regional Development (cluster definitions).

Industrial Parks/Areas

The lack of available industrial space for new and expanding industry in the NODA area is not the development constraint that it was in the past. While available space ready for timely development is not always ideal progress has been made. The cities in the NODA area with industrial sites by county are as follows:

- Alfalfa County – Cherokee
- Blaine County – Okeene and Watonga
- Garfield County – Enid
- Grant County – Medford and Pond Creek
- Kay County – Blackwell, Ponca City, and Tonkawa
- Kingfisher County – Kingfisher
- Major County – Fairview
- Noble County – Perry

Some of these communities have buildings available. Improvement of the quality of available industrial space is now more important than availability.

In addition, Blackwell has a transload facility, constructed with a grant from the Economic Development Administration (EDA). The building is currently being utilized by Duke Energy for their wind farms.

Education

Within NODA EDD there are 39 public school systems and 13 private schools, all providing levels of education ranging from elementary to college preparatory courses. Public technology centers, a part of the Oklahoma CareerTech system, provides hands-on learning and skill development for a wide range of employment options including health care, automotive, culinary arts, fire and EMS, construction, cosmetology, robotics and electronics, IT, business entrepreneurship, graphic arts, etc. These centers also work with local business and industry leaders to develop needed skills courses that will benefit employers and strengthen the skills of their employees.

NODA EDD Technology Centers

School Name	County	City
Autry Technology Center	Garfield	Enid
Pioneer Technology Center	Kay	Ponca City
Chisholm Trail Technology Center	Blaine and Kingfisher County Line	Omega –between Kingfisher and Watonga on Hwy. 33.
Northwest Technology Center	Major	Fairview

In addition to these facilities the NODA area has state higher education facilities at Northern Oklahoma College in Tonkawa and Enid; a branch campus of Northwestern Oklahoma State University in Enid, and University Center at Ponca City.

4. Strengths, Weaknesses, Opportunities and Threats (SWOT)

In developing this CEDS, an analysis of Strengths, Weaknesses, Opportunities and Threats (SWOT) was conducted for the NODA region. The SWOT represents a combination of findings from data analysis and stakeholder feedback, which was gathered from the CEDS Committee, members of the public, and other stakeholders.

Strengths

When looking at the eight county region of NODA, some communities' strengths are other communities' weaknesses. However, overwhelmingly the communities and counties agree their biggest strength is the citizens – hard-working, devoted, caring citizens. Being a rural area, many of them are also the backbone of their community – the volunteers who are mayors, town and school board members, church council members, fire chiefs and firefighters, EMT's, reserve officers, etc. They aren't afraid to step up and help out whenever and wherever needed, which is an excellent quality employers are looking for in their employees. Knowing there are good, dependable neighbors, friends, co-workers, etc., plays very much into the happiness one can expect within the community they live and work.

Another common strength is education – even the small towns can have strong schools, and the local technical schools, colleges and universities provide a wealth of educational and training opportunities that enhance the communities, and surrounding communities, they serve.

Good schools, including technical, college, and universities, are important factors for employers and NODA's region provides this element. Many existing businesses utilize the Oklahoma Career-Tech system to develop specialized training to meet the needs of their business, and local colleges such as Northern Oklahoma College (NOC) in Tonkawa and Enid have also developed specialized coursework to meet the needs of employers.

Most of NODA's communities were founded with a church being constructed within a very short time of their first settlements, and many residents still find comfort and fellowship in the strength of their faith.

A large number of NODA communities own and operate their utilities, thus providing a service to residents and businesses and generating income to support the infrastructure. As stated before, some communities have been able to keep their infrastructure updated and this provides them with stability to attract businesses.

A few NODA communities can offer free broadband internet in addition to the standard utilities, which is a benefit for its citizens and businesses alike, giving them one less thing to pay for or deal with setting up.

NODA community leaders recognize the strength of having a highway (or two) going to and through the community. It offers the ability to have businesses frequented by

travelers, which brings in additional sales tax to help pay for necessary infrastructure improvements. Those communities along the I-35 corridor especially are looking at the benefit of developing property for businesses that cater to travelers, i.e. truck stops, fast food restaurants, hotel chains, etc.

In addition to the I-35 corridor for transportation of goods, US Highway 412 is a major, divided four-lane highway that runs east and west through NODA and allows some companies to have easier transport to the I-35 corridor.

Some communities have airports utilized by private businesses, including large corporations and local crop dusting services, and local airplane enthusiasts.

A low crime rate is very attractive to many people seeking to relocate and that is offered in NODA's region. Providing for the safety and well-being of employees, as well as their facilities, is a priority for employers. For those small communities without a police department, county sheriffs and their staff provide the security and protection all residents' desire. Each county has a county emergency manager, and most of the communities also have an emergency manager (often the fire or police chief). They work with residents on steps to take to keep themselves, their families, pets and homes safe and prepared for any emergency that may occur.

NODA's communities are also protected by "volunteer" or un-paid fire departments, men and women who undergo the same training as paid fire department personnel. Three NODA communities – Enid, Ponca City and Blackwell – have all paid personnel, while a few more have only one or two paid positions. The vast majority of the 71 fire departments in NODA's region are manned by highly trained, unpaid personnel who respond day or night to fire, medical and auto accident calls, and are also part of a storm-spotter network, coordinated by emergency managers, to further keep residents safe.

With 10 hospitals and 16 ambulance services serving the region, and most of the fire, police, and sheriff departments having one or more trained EMTs on the department, good medical support is nearby for the added reassurance residents need to know they are safe and will be taken care of in any emergency situation.

Being a largely rural area, there is land available for growth and expansion of businesses and industries within the NODA eight county region, including along the I-35 NAFTA corridor. Many communities have zoning ordinances to help direct growth in a planned, well-thought out manner that will serve residents and businesses alike for years to come. Several airports also have the ability to expand when the need arises to provide additional air services and hangar space.

Some of the more progressive communities have active and engaged chambers of commerce and Main Street programs that continue to look for improvements to their community so residents and businesses will not only want to come and stay but enjoy their lives in north central Oklahoma.

NODA's region is home to several tribal nations, whom contribute to local economies through gaming, retail, industrial and other establishments. The tribes employ hundreds of tribal members and local residents and represent a resource upon which those seeking opportunity can build.

A growing wind energy cluster is emerging in NODA's region and is contributing to local economies through taxes, which is benefiting several school districts allowing them to continue to offer quality education with small class sizes.

Weaknesses

Probably the biggest weakness in the NODA region is the aging population and loss of young adults to larger cities, especially after graduation from college. Some feel this is due to low paying salaries; lack of adequate housing, entertainment, and shopping options may also factor into the equation.

Lower worker populations, due to aging population and/or young adult outmigration, can also mean limited skilled workers and smaller pools of talent for employers to draw upon. Income levels tend to remain average or below average for unskilled laborers in NODA's region. It remains difficult for companies seeking highly skilled employees, even highly paid positions, to recruit people because spousal opportunities in a smaller community can often be limited by the size of the employment base. In addition, while there are some very lucrative positions seeking specialty skills, it can be difficult to attract someone with those skills if the job in question is the only such position in the community. Should the position not work out, by necessity that employee will have to seek opportunities elsewhere.

Many communities have limited resources for operating and struggle with funding to update or improve their infrastructure. Some communities don't have the proper equipment to make repairs and have to hire contractors to come make even minor repairs for them. As stated before, they realized the need for strong infrastructure systems (water, sewer, streets, etc.) to attract and keep residents and businesses.

The most recent oil boom in Oklahoma was from 2011-2015, and most of NODA's rural roads, including major and minor state highway corridors, were damaged by the large, heavy oilfield construction equipment, and trucks servicing the oilfield sites. Many paved county roads were not built to withstand the weight and volume of this traffic so at times damage was extensive and made some roads dangerous for passenger vehicles to travel. Oftentimes the cost to repair and/or improve these damaged roads exceeded the income generated from oilfield companies, so not all roads could be repaired to their former condition.

A lack of housing is a resounding concern in the NODA region, including multi-family opportunities. If there isn't adequate housing for its employees to relocate into, the business will simply find another location. While NODA boasts about its loyal, hard-working residents, one weakness is the low worker population to attract and retain

business and industry to the region. The lack of affordable housing adds to the problem of attracting good workers into the region to support business growth.

With housing, or lack thereof, being such an issue many communities feel they should take a leading role in securing new housing, or renovation of existing houses. However, a major concern is the cost of construction and/or remodeling/updating may not keep the homes affordable for the low and moderate income residents. Some feel the community cannot afford to get into the landlord and/or realtor business, as the return on investment can take many years to be recognized.

Some communities have noticed drainage issues, which can cause flooding concerns. If a community doesn't plan out their growth they could inadvertently cause problems with drainage and then flooding occurs in areas that previously did not have issues.

Empty store fronts, decaying/dilapidated buildings, and businesses that are not well kept are also deterrents for business/industry prospects as it can appear that either the residents don't support local businesses or the business doesn't care about their appearance. Some communities have a shortage of readily available industrial buildings and/or shovel ready industrial sites, and the cost of extending infrastructure to sites on the periphery of a community often cannot be recouped for 10 years or longer.

Some of NODA's communities are dealing with an economic downturn due to the loss of oilfield jobs. Some have lost businesses due to declining population as workers will go to other areas to find jobs. Some communities don't have enough retail business to generate local sales tax to help provide funding for infrastructure improvements or business recruitment.

Retail leakage, either through increased internet sales or in larger communities, continues to hurt the small town merchants. Also, a few communities have not focused on retail and community amenities, believing the creation of jobs through the support of existing companies, start-ups and recruited companies, will attract other investment. A balance between being a community of choice for people (and families) and operating industry-focused economic development programs needs to be developed.

While I-35 passes north and south through the eastern side of NODA's area, there are still many communities that cannot compete for industry because they are not close to this major NAFTA transportation corridor.

Because of the continued agriculture-based economy for much of NODA's region, low commodity prices over the past few years are a concern. A farmer's commodity sales need to be more than the expenses of producing the crop/raising the livestock for them to continue farming. For many farmers this is a family tradition and some don't have the skills necessary for employment in another line of work.

Census projections, and secondary projections used throughout the business world, show a downward trend in many communities due to closure of large employers. It has a

negative effect on companies and individuals who are reluctant to invest in a community that “big data” says is shrinking.

The perception of the lack of workforce for new, existing and/or expanding companies and growing specialization of jobs makes it difficult for smaller communities to compete for employers.

Opportunities

Also recognized across much of NODA is a low crime rate and low cost of living. These are important factors for many families as they want to feel safe in their communities and be able to afford to do the things they enjoy doing. And they don't have to worry about global security concerns, overcrowded schools and traffic issues as in major metropolitan areas.

Being located in north central Oklahoma, most of the NODA region is within an hour or two of three major metropolitan areas – Oklahoma City, Tulsa, and Wichita, Kans. Within these cities are major airports/airlines with access to travel across the United States and abroad. Small town living with close proximity to larger cities is important to some people, and with improved technology more people are able to work from home, wherever that may be. Some of NODA's communities are able to provide free wireless internet throughout their business and/or residential areas, making small town living more attractive to young families.

With the increasing interest in multi-modal transportation options, some communities on the east side of NODA's region are joining with larger cities to push for a connection of passenger rail from Oklahoma City, through the NODA region, into Wichita. This would allow rail travel from Texas and Oklahoma to Chicago, Ill., and the east coast, or to California.

Some community leaders see an opportunity to enhance their community for families by providing more recreational attractions, such as an updated swimming pool, splash pad, park improvements, places and spaces to be active and fit, arts and cultural activities, and family friendly events.

The Oklahoma Dept. of Transportation (ODOT) has focused on including shoulders on all state highways. To accomplish this they have needed to redo many bridges in the NODA area. Many of these project have been or are near completion, including some on I-35 overpass bridges. With these improvements comes the added peace of mind that the bridges will be safe and reliable for years to come.

With the aging and retiring of “baby boomers” some communities want to take this opportunity to provide housing needs for retirees and senior citizens, including assisted living and health service facilities. This would allow older residents to stay in their beloved communities for many years.

Some community leaders feel creating additional, affordable housing, possibly in a new sub-division, will allow homeownership for young families, which in turn can lead to a demand for additional businesses and shops. This will then increase sales tax income for the community, adding to funding for various needed improvements around the community (i.e. infrastructure, beautification, park enhancements, etc.). This could allow for progressive thinking retail businesses to supply residents' needs, thereby residents would not have to travel out of town to get their basic supplies.

The possibility of annexing commercial businesses to increase tax revenue, developing land near I-35, filling empty buildings in commercial areas, and continuing development of the commercial and industrial parks are all opportunities several communities are looking at how they can take advantage of now to increase their tax base to provide better infrastructure and recreational options.

Threats

One threat to the NODA region is the perception that small towns have declining populations and can't offer the same quality of life as the big cities. While this may be true for some small towns, it doesn't hold up to several in the region.

Another common threat, for communities with hospitals, is the state, federal, and Medicaid funding cuts. Many facilities are closing or nearing that point. The lack of care could cause more people to leave the rural communities.

School budget cuts are a concern in most communities. Due to state budget shortfalls in recent years, many school districts have had to make big changes to their staffing or extracurricular activities, or daily schedules. Many fear smaller school districts may be consolidated if state funding does not improve. These will cause even more population loss for our small rural towns.

Many communities feel their aging infrastructure, and/or inadequate infrastructure, will keep them from being able to compete for businesses, thus not having the ability to grow and improve their community.

State and federal budget cuts, especially to road improvement projects, hurt NODA's communities, especially the smaller ones that don't have much of a tax base to draw upon for infrastructure improvements.

Housing, and the lack thereof, continues to be a threat in most if not all of NODA's communities. Either there is not enough of it or it is out of the budget range of the majority of employees.

5. Strategic Direction

The CEDS process at NODA is a dynamic, ongoing process. This strategy and its goals, objectives and priorities are continually updated as the local economy changes and as the policies of EDA and the NODA Board of Trustees change over time.

Mission Statement

The general mission of NODA as an organization remains principally as follows:

“Provide north central Oklahoma communities and individuals the opportunity to enhance and improve their quality of life by providing necessary support services.”

For the EDA program and planning process this mission statement has been translated into the following action:

“Assist NODA communities in identifying their needs and provide the needed services through either district initiative, district capability, or through referral to or linkage with another appropriate organization.”

The function and work program of the NODA Board of Trustees serving as the CEDS committee and the Revolving Loan Fund (RLF) committee include:

1. Coordinate the review and development of the CEDS, both program and plan for implementation, including development of strategic goals and objectives.
2. Project selection and prioritization based on staff recommendations, district and EDA priorities.
3. Coordinate to insure internal consistency with the Oklahoma Rural Economic Action Plan (REAP), the Community Development Block Grant (CDBG) program, the NODA Capital Improvements Planning project (CIP) and the NODA Hazard Mitigation Planning project.
4. Review the CEDS progress and act as first point of contact for implementation activities as appropriate.
5. Review and approve or disapprove RLF loan applications and activities.
6. Review, approve and serve as the Board of Trustees for proactive initiatives.

Vision Statement

This statement addresses the Northern Oklahoma Development Authority Economic Development District’s (NODA EDD) vision, goals and objectives. It should be noted that the primary economic ill of the NODA area as a whole has now become long-term economic deterioration as manifest by long-term out migration and general population decline, the long term erosion of the labor force base, the widening of the per-capita income gap and the long term brain drain. It should be further noted that the more rural areas and counties have been more greatly afflicted and their decline is or will spill over into the urban areas in time.

The Vision of the NODA EDD is a regional economy that has beaten the economic factors at work causing this long term economic decline. That is as follows:

An economy with long term growth providing a broader range of employment opportunities with average wages approaching or exceeding the national average.

Goals

The Overall Goal of the NODA EDD is:

To develop a more diversified sustainable regional economy; increase employment and the quality of employment; improvement of the general quality of life in the region by maximizing the use of available resources including federal, state and local resources to achieve this goal.

This overall goal was developed in past strategic planning activities of the NODA CEDS Committee/Board of Trustees and has been modified through discussion and presentations in the planning process over the past few years. These generalized goals and priority area objectives are more specifically detailed and stated in the three following categories.

Human Resources

I. Improve the quality of life in the region. Quality of life is subjective and often is used to describe the happiness, independence and/or freedom available. This can include good paying job, nice home, the ability to shop locally, variety of entertainment options, safe living and playing environment, good school system, etc.

1. Provide adequate affordable housing.
2. Develop entrepreneurial rural communities.
3. Provide opportunities that enhance the accessibility to adequate health care and human services for all of NODA including the rural residents.
4. Continue to pursue a leadership role in developing a federal/state/local partnership for implementation of economic development initiatives.

Infrastructure Development

II. Increase local readiness for new and expanding business. In order for a community to grow they need to bring in new, and/or to expand existing, businesses. Appropriate and well maintained infrastructure needs to already be in place, including quality water, a good water delivery system, an efficient wastewater system, substantial electrical and gas services, and good streets and sidewalks to meet the needs of the entire community.

When it comes to infrastructure some communities have been able to make improvements to their water, sewer, streets, electrical and/or gas systems through state and federal grants, while others have had a harder time qualifying for those grants. A few communities have been able to make the necessary improvements without the use of grants, but in some cases it has strapped their community's financial situation.

1. Maintain infrastructure planning and technical assistance programs to local government entities.
2. Provide enhanced access to infrastructure financial assistance programs.
3. Development of enhanced communication infrastructure with availability of broadband internet service to all NODA area rural communities.

Employment and Business Development

III. Create new long-term high quality jobs. A community cannot sustain itself without long-term employment for its residents. High quality jobs help keep good employees and their families within the community. Boom and bust economic cycles create imbalance in the community, hardship on residents, loss of revenue for the community, and loss of residents.

Some NODA communities have long-term stable employers, in addition to school districts and city/town/county governments, such as the James Crabtree Correctional Facility at Helena, OneOK gas plant at Medford, Oxbow Calcining near Kremlin, Koch Nitrogen and Vance Air Force Base at Enid, and Phillips66 and Dorado Foods in Ponca City to name a few. But these employers can have changes that affect their employees and communities greatly, so communities need to continually strive to bring in new and diversified businesses and industries.

A growing trend is business or industry “clusters”, businesses that utilize and support each other, such as the food processing cluster growing in Ponca City. It is important to keep a community diversified, so if there is a major change or decline in a cluster it won't have a dramatic effect on the community as a whole, and those employees can find work without having to relocate. Ponca City has been through this in their oil and gas industry cluster, with the mergers and re-location of Conoco/Phillips66 corporate headquarters to Houston, Tex. They have taken great strides to minimize the losses, and recently have increased employment in their area by focusing on diversity of business and industry.

1. Assist in further diversification of the region's economy.
2. Assist with the development of local and regional sustainable development.
3. Support locally created partnerships that focus on regional solutions for economic development.
4. Support entrepreneurial development and the development of entrepreneurial communities.
5. Increase access to capital for economic development.
6. Capitalize on location.
7. Support development of renewable natural resources in a sustainable manner.
8. Respond as quickly as possible to unknown economic dislocations.

Action Plan

The **NODA CEDS** is limited to consideration of the stated three generalized goals and their priority area objectives as they relate to the NODA District and this strategy for

cooperative development/redevelopment. The priority area objectives have been specifically identified and grouped under each general goal. The NODA Implementation Plan will assign general rankings for NODA action consistent with available resources and policies as expressed to the NODA staff by the CEDS Committee and Board of Trustees.

I.1 Develop entrepreneurial rural communities:

- a. Continue to provide and promote regional training for elected and appointed officials in cooperation with the Oklahoma Municipal League and other linkages to improve local leadership.
- b. Promote, host or otherwise provide local and regional forums for public input to governmental processes. Hold public hearings and/or solicit input from citizens concerning projects where needed.
- c. Support and participate in strategic planning processes with other agencies and programs at both the state and local level.
- d. Work with area communities to identify and assist local entrepreneurs and/or attract entrepreneurs to NODA communities.
- e. Renovation of “City Central” building (a six story, multi-tenant office building in Ponca City), through a grant from EDA, will refurbish it into a class A office structure that will become the heart of a business services cluster, built upon the community’s abundant fiber infrastructure heavily used by businesses and providing global connectivity to help businesses keep up with emerging digital technology. This fiber infrastructure is robust from a per capita standpoint and also prepares students for the emerging technology.

I.2 Provide opportunities that enhance the accessibility to adequate health care and human services for all of NODA including the rural residents.

- a. Support local development efforts where possible with technical assistance services to develop and/or redevelop health care facilities and keep and attract doctors.
- b. Promote, assist and or operate and expand the development of regional transportation systems and services.

I.3 Continue to pursue a leadership role in developing a federal/state/local partnership for implementation of economic development initiatives:

- a. Provide input to and participate in Economic Development state planning process with Oklahoma Association of Regional Councils, the Oklahoma Dept. of Commerce, Oklahoma Dept. of Transportation, Oklahoma Emergency Management, and other state agencies.
- b. Provide local government entities with information concerning the current EDA priorities and promote the development of local projects under these priorities.
- c. Work with community based coalitions for development of specific economic development projects involving, but not limited to, housing (affordable availability), tourism (priority agri-tourism and historic preservation), agriculture diversification (priority sustainable development projects and value added projects), infrastructure to support quality job development (priority on areas of

- depressed incomes and state designated enterprise zones, rural communications and high technical projects and sustainable development projects such as value added agriculture, and renewable resource development), and NAFTA corridor development (priority on EDA priorities).
- d. Participate in state and local planning programs relating to District goals and objectives.

II.1. Maintain infrastructure planning and technical assistance programs to local government entities.

- a. Work with local government entities to help develop projects for state and federal assistance each year. Develop project management plans, public participation plans, hazard mitigation plans and administer the projects when feasible.
- b. Continue to inventory the status of local infrastructure on a regional basis leading to capital improvements planning and a more active local planning process.
- c. Local planning assistance with regard to the NODA Rural Economic Action Program.

II.2. Provide enhanced access to infrastructure financial assistance programs.

Continue to provide access to state and federal grant and loan opportunities through grant application assistance and loan referral and improve the level of quality of assistance in the application process. Maintain and provide application packets and provide technical assistance in application processes.

II.3. Develop enhanced communication infrastructure with availability of broad band internet service to all NODA area rural communities.

Continue the development of the NODANET broadband wireless internet system until all NODA area rural communities have available broadband internet service at competitive prices.

III.1. Assist in further diversification of the District's economy.

- a. Work with state and local organizations to promote the development of local tourism resources with priorities on agri-tourism, multiple use facilities and historical preservation.
- b. Promote efforts to recruit and develop facilities for retirees to northern Oklahoma.
- c. Assist communities in development of food processing and other value added agriculture activities using locally produced products and local labor by working with local development organizations.
- d. Promote sustainable development projects, such as eco-industrial parks, brownfield redevelopment, and renewable resource development by working with local organizations and entrepreneurs to access EDA and other federal, state and local programs.

- e. Promote new technology and product development and further diversification of agriculture by working with local organizations and entrepreneurs to access federal, state and local assistance programs.

III.2. Assist with the development of local and regional sustainable development.

- a. Assist the City of Blackwell and the Blackwell Industrial Authority with their Brownfield redevelopment project.
- b. Promote and provide assistance with agriculture diversification and diverse value added product development.
- c. Promote agri-tourism potential within NODA.
- d. Promote and assist with the development of food processing based eco-industrial parks.
- e. Assist with the development of affordable housing for low and moderate income residents.

III.3 Support locally created partnerships and focus on regional solutions to economic development.

- a. Assist with the establishment of local economic development support groups, committees, and local planning activities.
- b. Work and partnership with local economic development programs such as the Oklahoma Department of Commerce and NODA Capital Improvements Planning program to better ensure that regional and local priorities are consistent.

III.4 Support entrepreneurial development and the development of entrepreneurial communities.

- a. Assist area leaders to identify and recruit entrepreneurs.
- b. Assist area entrepreneurs through linkages, referral and direct assistance where possible to assess the feasibility of new products, to market new products and to get into or expand production of new products.
- c. Assist area entrepreneurs through linkages, referral and where possible directly in obtaining financing for new ventures.

III.5 Increase access to capital for rural economic development.

- a. Market and administer the NODA regional revolving loan fund with priority on establishment and expansion of new business in the rural communities.
- b. Continue technical assistance program to local members with regard to financing necessary development infrastructure.
- c. Continue to plan and administer the NODA Rural Economic Action Program.

III.6 Capitalize on location.

- a. Assist communities on Interstate 35 and with direct links with the development of infrastructure to capitalize on NAFTA.
- b. Assist through linkages to promote Interstate 35 as a central transportation corridor.

III.7 Support development of renewable natural resources in a sustainable manner.

- a. Promote and assist where applicable with the development of wind energy, agriculture based fuels and energy conservation.

III.8 Respond as quickly as possible to unknown economic dislocations.

- a. Contact community leaders and inform them of the availability of EDA programs.
- b. Assist with preliminary economic adjustment planning and proposal development.

6. Performance Measures

To implement the region's development strategy, the efforts of NODA must be directed toward many individual activities and/or projects simultaneously. Understanding the potentials and constraints of the region's economy is critical to successful economic development. To this end, the gathering and analysis of information, progress points, and success factors is an ongoing task. NODA's staff maintain direct contact with the various agencies and organizations that collect and disseminate information about economic trends, demographics, agriculture, environmental issues, and community interests.

NODA is, and always has been, concerned with all aspects of community and economic development. New employment opportunities are essential to the health and well-being of our communities, and adequate infrastructure for residential and business needs go hand in hand with this philosophy. The limited resources of the NODA EDD will be used on the efforts that will provide the most benefit possible for the people of north central Oklahoma. At least annually NODA provides data to the EDA regarding successful projects that have created new employment opportunities, leveraged private and public sector financing, and fulfilled a need in the region for economic stability and diversification.

The proposals identified within this CEDS will be measured for progress through these actions. These steps towards success will be reviewed by the NODA Board of Directors, CEDS Committee, and our industry and community partners. The NODA board meets monthly to monitor the progress of our initiatives and operations. The business leaders, educators, and agency personnel engaged in the specific implementation of the strategies will also be reviewing progress benchmarks as the proposals move forward.

At this time, only a few of the strategies are far enough along in the prioritization, development, and implementation state; however, detailed scopes of work for the individual strategies have not been completed developed at this time. We anticipate that the following metrics are representative of the potential benchmarks that can be measured under each proposed initiative:

7. Economic Resilience

No one wants to talk about the potential for disaster but, for the sustainability of an economy, community, and people, preparedness could mean the difference between weathering the storm and losing everything.

The biggest threat to the sustainability of the NODA region’s economy is natural disasters. The bigger players affecting NODA are tornadoes, thunderstorms, flooding, wildfires, winter storms, earthquakes, severe heat, and drought. Dealing with these weather events is not unusual for residents, and most are prepared for the initial incident, but the long term effects on companies, industries, and employees can be overwhelming.

Hazard mitigation plans have been developed for NODA’s eight counties but a true focus on the economic resilience of the business industry has not been fully developed. This is a project NODA EDD can take on to aid and assist businesses, cities, towns, and counties in the task of “getting back to normal” after a disaster. For many entities it is a new normal, but preparedness of a community needs to focus on not just building back, but building back better.

Man-made threats to our resilience include loss of a major employer or a decline in a key industry. For this reason we have been working to diversify employment into other areas besides agriculture and oil and gas production, our region’s major employment sectors. Looking at the different sectors of the current economy in NODA’s region, this is occurring - however more work needs to be done.

Table 7.1 NODA EDD Occupational Employment for 2010

Geography Name	Description	Occupation Cluster Employment
NODA EDD	Managerial, Sales, Marketing and HR	6,817
NODA EDD	Skilled Production Workers	8,396
NODA EDD	Health Care and Medical Science (Aggregate)	4,211
NODA EDD	Health Care and Medical Science (Medical Practitioners and Scientists)	847
NODA EDD	Health Care and Medical Science (Medical Technicians)	883
NODA EDD	Health Care and Medical Science (Therapy, Counseling and Rehabilitation)	2,480
NODA EDD	Mathematics, Statistics, Data and Accounting	1,700
NODA EDD	Legal and Financial Services, and Real Estate (L & FIRE)	7,278
NODA EDD	Information Technology (IT)	760
NODA EDD	Natural Sciences and Environmental Management	458
NODA EDD	Agribusiness and Food Technology	7,196
NODA EDD	Primary/Secondary and Vocational Education, Remediation & Social Services	4,543

NODA EDD	Building, Landscape and Construction Design	368
NODA EDD	Engineering and Related Sciences	767
NODA EDD	Personal Services Occupations	1,815
NODA EDD	Arts, Entertainment, Publishing and Broadcasting	1,351
NODA EDD	Public Safety and Domestic Security	829
NODA EDD	Postsecondary Education and Knowledge Creation	688
NODA EDD	Technology-Based Knowledge Clusters	5,219

Source: Economic Modeling Specialists, Inc. Complete Employment Statistics

Agri-tourism involves creating a tourist destination around an agricultural location, such a farm, ranch, winery, specialized farms, etc. This can allow family farms and ranches to be able to continue to operate while supplementing their income. Shared kitchens is another possible opportunity for farmers or entrepreneurs to “test the waters” of producing and selling food products on a small scale, allowing them to determine if they have a quality product at a competitive price that appeals to a larger customer base without having to purchase the necessary equipment and/or facility during the initial stage of manufacturing.

Being fairly centrally located between Wichita, Oklahoma City, and Tulsa could allow for an increase in hotel occupancy, especially along the I-35 corridor. If that occurs then retail development along it could also be expanded.

With a multitude of trains passing through Perry daily (on both north/south and east/west tracks) and disrupting traffic flow east of town on Highway 64 and south of town on Highway 86, their community leaders feel a railroad overpass would help them to be able to expand their community and attract more businesses. Although this is a major financial undertaking, there are possible grants available through USDOT to pay for part of the project.

8. Implementation Plan

The implementation plan includes a listing of major work elements for the OEDP/EDP Committee and the district staff. The Plan is broken out by continuous work program elements, short-term elements, and long-term program elements.

Continuous Work Elements – On-going

1. Assessment of area needs and improvement of planning process.
2. Local technical assistance to government entities in project development for public works or other forms of economic development and community development infrastructure projects.
3. Dissemination of information and demographic and economic data.
4. Local leadership training, workshops, seminars, and conferences.
5. Utilize grants and funding opportunities geared to help communities with infrastructure improvements:
 - ❖ Community Development Block Grants (CDBG) from US Dept. of Housing and Urban Development (HUD) are administered through Oklahoma Department of Commerce (ODOC). Water/wastewater infrastructure improvement projects can qualify for up to \$450,000, dependent upon meeting the threshold requirements.
 - ❖ REAP grants are provided by the State of Oklahoma through the Councils of Government (COGs). NODA is one such COG. Communities with populations under 7,000 can qualify and these funds can be used as leverage for federal grants. Funding amounts can vary but often infrastructure project awards range from \$50,000 to \$125,000.
 - ❖ REAP grants are also provided by the State through Oklahoma Water Resources Board (OWRB) and are specifically for water or wastewater projects only. Funding amounts also vary but can be up to \$150,000, with many awards under \$100,000.
 - ❖ OWRB also has Clean Water State Revolving Funds (CWSRF) grants and loans, as well as Drinking Water State Revolving Funds (DWSRF) grants and loans. Many small community leaders feel it is too difficult to pay back a loan and so do not take advantage of this opportunity.
 - ❖ ODOT has a grant program, Transportation Alternatives Program (TAP), which can fund transportation infrastructure projects which promote safety, connectivity, community improvement, and environmental mitigation. Such project include sidewalks, crosswalks, ADA accessibility, pedestrian and bicycle paths, transit facilities, etc. Northern Oklahoma Regional Transportation Planning Organization (NORTPO, a subsidiary of NODA) works with ODOT on the scoring of projects in northern Oklahoma.

- ❖ US Department of Transportation (USDOT) has two transportation infrastructure grant programs: Transportation Investment Generating Economic Recovery (TIGER) which provides funding for major projects including transit, planning, rail, ports, bicycle and pedestrian, and roads. Fostering Advancements in Shipping and Transportation for the Long-term Achievement of National Efficiencies (FASTLANE) is the other program, geared for major projects, has a match requirement, and a minimum award of \$5,000,000. Both are highly competitive, nation-wide programs.

6. Intergovernmental coordination through affiliation or membership in other development organizations and coordination with state government agencies and other quasi-government agencies.

7. Market and administer a regional revolving loan fund to support new business and new expansions and entrepreneurial development by being better able to directly partner with area financial institutions particularly in rural areas and counties suffering most from long term economic deterioration.

Short-Term Work Elements – One to five years

1. Housing availability
2. Support sustainable development project priorities on: the Blackwell Brownfield, renewable resource development, and diversification and value-added agriculture.
2. EDA Public works assistance projects for:
 - a. Assist with the performance evaluation of area EDA infrastructural projects as requested by EDA.
 - b. Development of infrastructure to capitalize on Interstate 35 central location.
 - c. Assist the area communities with efforts to develop and expand their industrial parks and areas.
3. Other EDA technical assistance projects and or public works projects as they may emerge including response to as yet unknown economic dislocations or downsizing.
4. Project management and administration and assistance to on-going infrastructure projects.
5. Expansion of NODANET to make available broadband internet service available throughout NODA.
6. Specified plans, studies and surveys as may be needed, including capital improvements plan updates.

Long Term Work Program Elements – Five or more years

1. Continue to update needs assessment and improve the planning process and technical assistance to local governments.
2. Re-capitalize the NODA RLF if necessary.
3. Continue operation of NODANET.
4. Development of a small business incubator facility by working with Autry Technology Center.

Appendix

CEDS Committee Members

<u>Member</u>	<u>Representation</u>
Marci Hyde	Alfalfa County Cities/Towns
“Toby” Ray Walker	Alfalfa County Commissioner
<i>Vacant</i>	Blaine County Cities/Towns
Brandon Schultz	Blaine County Commissioner
Howard Powell	Garfield County Cities/Towns
Marc Bolz	Garfield County Commissioner
Dea Mandevill	Grant County Cities/Towns
Max Hess	Grant County Commissioner
Noel Clonts	Kay County Cities/Towns
Jason Shanks	Kay County Commissioner
Richard Raupe Jr.	Kingfisher County Cities/Towns
Jeff Moss	Kingfisher County Commissioner
Philip Schrahl	Major County Cities/Towns
Kent Schlotthauer	Major County Commissioner
Eloise Schultz	Noble County Cities/Towns
Lance West	Noble County Commissioner
Alvie Trissel	Alfalfa County Conservation District
<i>Vacant</i>	City of Enid
Chris Henderson	City of Ponca City
Catherine Lantz	At Large/Female
<i>Vacant</i>	At Large/Tribal

Social & Economic Context – Annual Metrics for NODA Economic Development District, 2015

Includes: Noble County, OK; Major County, OK; Kingfisher County, OK; Kay County, OK; Grant County, OK; Garfield County, OK; Blaine County, OK; Alfalfa County, OK

Population by Age, 2015

	Custom Region	Pct. of Total	U.S.	Pct. of Total
Total	162,369	100%	316,515,021	100%
Preschool (0 to 4)	11,499	7.1%	19,912,018	6.3%
School Age (5 to 17)	29,081	17.9%	53,771,807	17.0%
College Age (18 to 24)	13,624	8.4%	31,368,674	9.9%
Young Adult (25 to 44)	38,784	23.9%	83,533,559	26.4%
Adult (45 to 64)	42,270	26.0%	83,313,486	26.3%
Older Adult (65 plus)	27,111	16.7%	44,615,477	14.1%
Median Age*	40.7		37.6	

Source: U.S. Census Bureau, American Community Survey, latest 5-Year Estimates

*Median Age is averaged for combined areas

Population by Race and Hispanic Origin, 2015

	Custom Region	Pct. of Total	U.S.	Pct. of Total
Total	162,369	100%	316,515,021	100%
American Ind. or Alaskan Native Alone	7,238	4.5%	2,569,170	0.8%
Asian Alone	971	0.6%	16,235,305	5.1%
Black Alone	3,818	2.4%	39,908,095	12.6%
Native Hawaiian and Other Pac. Isl. Alone	1,306	0.8%	546,255	0.2%
White Alone	133,047	81.9%	232,943,055	73.6%
Two or More Race Groups	9,541	5.9%	9,447,883	3.0%
Hispanic or Latino				
Total Hispanic or Latino	14,578	9.0%	54,232,205	17.1%
Mexican	13,158	8.1%	34,640,287	10.9%
Cuban	46	0.0%	2,014,010	0.6%
Puerto Rican	491	0.3%	5,174,554	1.6%
Other	883	0.5%	12,403,354	3.9%

Source: U.S. Census Bureau, American Community Survey, latest 5-Year Estimates

Educational Attainment, 2015

	Custom Region	Pct. of Total	U.S.	Pct. of Total
Total Population 25 and Older	108,165	100.0%	211,462,522	100.0%
Less Than 9th Grade	4,562	4.2%	12,093,869	5.7%
9th to 12th, No Diploma	9,600	8.9%	16,135,225	7.6%
High School Graduate (incl. equiv.)	38,859	35.9%	58,722,528	27.8%
Some College, No Degree	25,021	23.1%	44,529,161	21.1%
Associate Degree	8,397	7.8%	17,029,467	8.1%
Bachelor's Degree	15,205	14.1%	39,166,047	18.5%
Graduate or Professional Degree	6,521	6.0%	23,786,225	11.2%

Source: U.S. Census Bureau, American Community Survey, latest 5-Year Estimates

Households, 2015

	Custom Region	Pct. of Total	U.S. Households	Pct. of Total
Total Households	63,134	100.0%	116,926,305	100.0%
Family Households	43,299	68.6%	77,260,546	66.1%
Married with Children	12,439	19.7%	22,693,259	19.4%
Married without Children	20,707	32.8%	33,785,372	28.9%
Single Parents	5,883	9.3%	11,039,498	9.4%
Other	4,270	6.8%	9,742,417	8.3%
Non-family Households	19,835	31.4%	39,665,759	33.9%
Living Alone	17,414	27.6%	32,316,130	27.6%
Average Household Size	2.4		2.6	
Average Family Household Size	3.0		3.3	

Source: U.S. Census Bureau, American Community Survey, latest 5-Year Estimates

Housing units, 2015

	Custom Region	Pct. of Total	U.S. Units	Pct. of Total
Total Housing Units	73,857	100.0%	133,351,840	100.0%
Owner Occupied	44,345	60.0%	74,712,091	56.0%
Renter Occupied	18,789	25.4%	42,214,214	31.7%
Vacant For Seasonal or Recreational Use	1,269	1.7%	5,329,103	4.0%
1-Unit (Attached or Detached)	53,409	72.3%	80,488,964	60.4%
2 - 9 Units	2,991	4.0%	14,655,807	11.0%
10 - 19 Units	678	0.9%	5,083,810	3.8%
20 or more Units	1,333	1.8%	9,845,692	7.4%
Built prior to 1940	12,903	17.5%	17,561,083	13.2%

Source: U.S. Census Bureau, American Community Survey, latest 5-Year Estimates

Poverty, 2015

	Custom Region	Pct. of Total	U.S.	Pct. of Total
Total Population (for whom poverty status determined)	156,208	100%	308,619,550	100%
In Poverty	21,999	14.1%	47,749,043	15.5%
Age 65 and Over In Poverty	2,142	1.4%	4,058,359	1.3%
Family Households				
Total Family Households	43,299	100%	77,260,546	100%
In Poverty	4,606	10.6%	8,761,164	11.3%
In Poverty With Female Head	2,259	5.2%	4,648,079	6.0%
In Poverty With Female Head With Kids	2,001	4.6%	3,991,032	5.2%

Source: U.S. Census Bureau, American Community Survey, latest 5-Year Estimates

Commuting to Work, 2015

	Custom Region	Pct. of Total	U.S.	Pct. of Total
Workers 16 years and over	70,807	100.0%	143,621,171	100.0%
Car, truck, or van -- drove alone	59,129	83.5%	109,733,354	76.4%
Car, truck, or van -- carpooled	6,873	9.7%	13,575,283	9.5%
Public transportation (excluding taxicab)	131	0.2%	7,362,038	5.1%
Walked	1,519	2.1%	3,998,629	2.8%
Other means	921	1.3%	2,599,130	1.8%
Worked at home	2,234	3.2%	6,352,737	4.4%
Mean travel time to work (minutes)	19		26	

Source: U.S. Census Bureau, American Community Survey, latest 5-Year Estimates

Resident Occupations, 2015

	Custom Region	Pct. of Total	U.S.	Pct. of Total
Employed civilian pop. 16 years and over	71,136	100.0%	145,747,779	100.0%
Management, professional, and related	20,774	29.2%	53,433,469	36.7%
Service	11,968	16.8%	26,446,906	18.1%
Sales and office	16,293	22.9%	35,098,693	24.1%
Farming, fishing, and forestry	864	1.2%	1,061,192	0.7%
Construction, extraction, and maintenance	9,469	13.3%	11,977,387	8.2%
Production, transportation, and material moving	11,768	16.5%	17,730,132	12.2%

Source: U.S. Census Bureau, American Community Survey, latest 5-Year Estimates



**A RESOLUTION OF THE BOARD OF TRUSTEES OF THE NORTHERN OKLAHOMA
DEVELOPMENT AUTHORITY ADOPTING THE 2017-2021 COMPREHENSIVE
ECONOMIC DEVELOPMENT STRATEGY**

WHEREAS, the Northern Oklahoma Development Authority (NODA) is required to develop a Comprehensive Economic Development Strategy (CEDS) as a requirement of the Economic Development Administration (EDA) Economic Development Planning and Technical Assistance Program, and

WHEREAS, this document serves as the economic development strategy for the NODA Economic Development District (EDD) and its membership.

NOW THEREFORE be it resolved by the Board of Trustees of the Northern Oklahoma Development Authority:

That the 2017-2021 Comprehensive Economic Development Strategy is hereby officially adopted as the economic development strategy of the Northern Oklahoma Development Authority Economic Development District and as a strategy, plan and guide for economic development for the membership.

ADOPTED this 28th day of September, 2017, by the Board of Trustees of the Northern Oklahoma Development Authority.

Marc Bolz, Chair

ATTEST:

Secretary

