

Butler County

Chautauqua County

Cowley County

Elk County

Greenwood County

Harper County

Harvey County

Kingman County

Marion County

McPherson County

Reno County

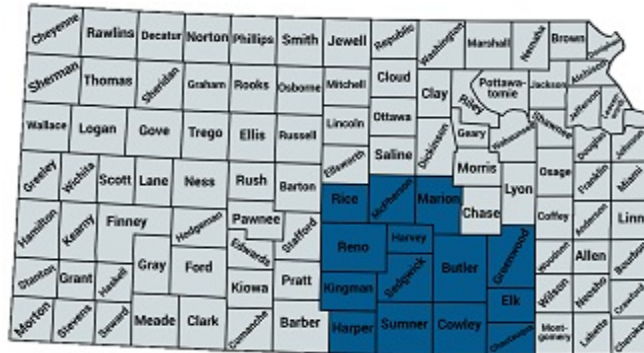
Rice County

Sedgwick County

Sumner County



2017 COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY



Butler County
Chautauqua County
Cowley County
Elk County
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Harvey County
Kingman County
Marion County
McPherson County
Reno County
Rice County
Sedgwick County
Sumner County

**To enhance and improve the economic vitality,
community infrastructure and housing quality
within our region.**

SCKEDD MISSION STATEMENT

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SCKEDD is utilizing my.sidewalk.com for source data. You can review South Central Kansas Development District socioeconomic data under the South Central Kansas Economic Development District dashboard link

<https://dashboards.mysidewalk.com/south-central-kansas-economic-development-district-dashboard/>.

In addition, you will find a detailed socioeconomic profiles for each county in the 14 county SCKEDD region.

The 2017 SCKEDD CEDS strategy builds upon this information and analyses.

EXECUTIVE SUMMARY

In 1972, The U.S. Economic Development Administration established the South Central Kansas Economic Development District (SCKEDD) to bring together local communities and advocate economic growth in south central Kansas.

SCKEDD serves fourteen counties, including Butler, Chautauqua, Cowley, Elk, Harper, Harvey, Greenwood, Kingman, Marion, McPherson, Rice, Reno, Sedgwick, and Sumner.

SCKEDD is governed by a Board of Directors individually appointed by their respective member county Commissioners. Please see table below.

2018 SCKEDD Governing Board		
David Alfaro Butler County Economic Development Director Butler County	Joseph Goedert Appointee Butler County	Sue Kill President, Sedan Chamber of Commerce Chautauqua County
Kerri Falletti Director Cowley County Economic Development Partnership Cowley County	Kevin Lowe Appointee Cowley County	Shari Kaminska County Commissioner Elk County
Linda Snyder Appointee Greenwood County	Melinda McCurley Harper County Community Development Director Harper County	Jennifer Mueller Retention & Expansion Manager Harvey County Economic Development Corporation Harvey County
Terry Fruechting Appointee Harvey County	Daniel Blaha Appointee Kingman County	Diane Novak Marion County Commissioner Marion County
Randy Collett City of Marion Economic Development Director Marion County	David O'Dell Appointee McPherson County	Tom Brown Mayor, City of McPherson McPherson County
Ron Hirst Reno County Commissioner Reno County	Abby Stockebrand Economic Development Manager Hutchinson/Reno County Chamber of Commerce Reno County	Jim Seitnater Mgr. Planning Department City of Hutchinson Reno County
Stacy Clark Rice County Economic Development Director Rice County	Chad Pettera CFO, Workforce Alliance of South Central Kansas Sedgwick County	Tim Goodpasture Economic Development Analyst, City of Wichita Urban Development Sedgwick County
Danny Crittenden Appointee Sumner County		

A Strategic Planning Committee was established to guide and assist the development of a revised 2017 Comprehensive Economic Development Strategy. The Strategic Planning Committee included board members, Tom Brown, Linda Snyder, Ron Hirst, Sue Kill, Shari Kaminska, Kerri Falletti, and the participation of the key management including Steven Wilkinson Executive Director, Daniel Bass Chief Financial Officer, Christie Henry Loan Program Manager and Jodi Suhler Housing and Weatherization Assistance Program Manager.

The 2017 Comprehensive Economic Development Strategy (CEDS) provides the South Central Kansas Economic Development District (SCKEDD) a strategic regional framework for implementing defined collaborative strategies to advance, expand and develop key economic development programs and services to achieve greater economic prosperity in the area served by SCKEDD.

SCKEDD applies the CEDS as an effective economic development planning tool to engage community leaders, involve private sector and public organizations, and establish a collaborative strategic framework for regional economic prosperity.

The effective employment of the CEDS further enriches SCKEDD's efforts to inspire, cultivate, enhance and improve the economic vitality, community infrastructure, and housing quality within our region.

The 2017 CEDS report is designed to build organizational capacity and guide economic growth and resiliency in the District.

Key data and information was solicited from a broad range of local and regional public municipalities, private sector industries, partner economic development organizations, educational institutions, and civic groups throughout the fourteen county area served by SCKEDD.

Utilizing key data and assembled information the 2017 CEDS report identifies regional economic issues, outlines SCKEDD's projects and scope of work, establishes SCKEDD's goals and objectives, and sets measurable metrics to evaluate regional economic success.

Analysis of Regional Strengths, Weaknesses, Opportunities and Threats

South Central Kansas Economic Development District (SCKEDD) is a diverse blend of small rural communities, country towns, and urban municipalities circling a major metropolitan city, spread across 13,287 square miles and home to an estimated population of 810,157 residents (ACS 2017).

Population Comparison: 2000 to 2016

Total Population - 2000	Total Population
South Central Kansas Economic Development District	South Central Kansas Economic Development District
756,424.62 People	810,157 People
Wichita Area	Wichita Area
413,737.78 People	459,437.23 People
Rural Surrounding Area	Rural Surrounding Area
343,088.46 People	351,328.68 People

Sources: US Census 2000; US Census 2013-2017 ACS

Serving fourteen counties, including Butler, Chautauqua, Cowley, Elk, Harper, Harvey, Greenwood, Kingman, Marion, McPherson, Rice, Reno, Sedgwick, and Sumner, SCKEDD is uniquely qualified to support the unique economic development efforts of the many communities located within the District.

The City of Wichita, located in Sedgwick County, is the largest city in the state of Kansas with an estimated population of 390,519 (ACS 2017).

Wichita is known as the “Air Capital of the World” and is a world leader in aircraft design and manufacturing of general aviation and commercial aircraft. The aircraft design and manufacturing industry has long historically commanded the economic health and development of Wichita. A number of notable aircraft manufacturers are located in Wichita, including Cessna Aircraft Co., Hawker Beechcraft Corp., Bombardier Aerospace and Boeing Defense, Space & Security. Spirit AeroSystems Holdings Inc., formed in 2006, is one of the world’s largest independent producers of commercial aero-structures and is major supplier of aircraft components for Boeing and Airbus. According to the most recent employment data collected by Wichita State University, these five aerospace industry giants employ more than 35,000 workers in Wichita, (WSU Data).

Together, the local aviation industry, universities, technological colleges and high schools are working together to provide a talented skilled workforce to meet the increased demand for highly specialized aircraft production and maintenance jobs in the aerospace industry. An excellent example, is the recent announcement May 7, 2018 between the Wichita school district, WSU Tech and Textron Aviation, proposing a new aircraft production and maintenance certificate program that would allow students to begin meaningful careers in the aviation industry immediately after graduation.

Wichita State University, home to the National Institute for Aviation Research (NIAR) a major research site with extensive facilities, providing research, design, testing, certification and training to the aviation manufacturing industry. NIAR is also home to the FAA Center of Excellence for Composites and Advanced Materials (CECAM) and the National Center for Advanced Materials Performance (NCAMP).

In 2014, President John Bardo of Wichita State University outlined a major expansion to the Innovation Campus master plan to better suit the research, technology and collaboration needs of businesses in the future. A successful private and public partnership, major companies including Airbus and Koch Industries are working with the University to provide students real-world applications and training to quicker assimilate graduated students into the workforce.

The National Center for Aviation Training (NCAT) a world-class aviation manufacturing training center located in northeast Wichita. Managed by WSU Tech, this world-class training facility provides students the opportunity to receive hands-on, real-world training in the areas of general aviation manufacturing and aircraft and power plant mechanics.

Wichita State University, Newman University, Friends University, and WSU Tech, are also working with other local industries to provide an educated workforce to meet the higher technological needs of a number of highly competitive industry sectors, including the advanced manufacturing, advanced materials, engineering and value added agriculture industry.

The economic fortunes of the many surrounding communities, located within urban counties in close geographical proximity to Sedgwick County are heavily influenced by the City of Wichita, which is the primary economic driver in the District.

Urban county residents have the optimal tangible option to live in urban communities and commute to a greater range of prosperous economic opportunities within metropolitan Sedgwick County. Businesses in these urban counties also have a swift interstate transportation network available to transport goods and services quickly to manufacturers, wholesalers, and retailers located in Sedgwick County.

Additionally, the urban counties close proximity to Wichita and Sedgwick provide them with a large work pool of educated employees desiring to living in a metropolis that

provides broader cultural and social diversity, and greater housing and educational options.

Urban counties such as McPherson County, Butler County and Reno County have strong industry sectors, or are actively targeting industry clusters, including Plastics, Energy, Equipment and Life Sciences in McPherson County, Oil and Gas in Butler County, and Machinery Manufacturing, Emerging Technology and Healthcare in Reno County.

Rural south central Kansas has been experiencing an economic downturn in the agriculture and oil sectors, plus a vast advanced technological revolution, has resulted in a severe decline in rural population, particularly a potent loss of young adults and families.

Because, the state of Kansas is major producer of agriculture commodities including cattle and calves, wheat, corn, sorghum and soybeans, adverse changes in commodity prices or demand, greatly impacts rural south central Kansas

In 2016, Kansas ranked #2 in the U.S. when it came to wheat production and ranked #1 in hard red winter wheat production, which is typically used in yeast bread and rolls.

A wheat-producing state, Kansas generated 20.2% of the nation's total wheat crop and wheat accounts for approx. 40% of the state's total agricultural crop production. However, Kansas wheat planting has declined the past 10 years from a high of 10.4 million acres in 2007 to 7.6 million acres in 2017. (USDA) The decline in wheat planting is partially attributable to lower prices per bushel of wheat; a 10-year downward trend-line in wheat prices from a high of \$11.95 a bushel February 25, 2008 to \$4.87 a bushel as of April 2, 2018. Other variables impacting the decline in wheat planting, are changes in government programs that give farmers more planting flexibility, increased competition from the European Union, Canada and Russia in global wheat markets, and the appreciation of the U.S. dollar compared to other major world currencies, and now recent dismantling of international trade agreements and reciprocal trade tariffs on American products exported to China.

Kansas is ranked #1 in the nation for sorghum production, growing more than 56% of the nation's country's crop in 2016 (3). In the United States, the livestock industry is one of the longest-standing marketplaces for forage sorghum. Sweet sorghum is used for the production of ethanol. Pure sorghum is gluten-free, and the consumer food industry is becoming a growing marketplace for sorghum as the demand for gluten-free products is rising sharply. It is becoming a popular ingredient in many gluten-free baking mixes and recipes. Food producers are using the 100% whole grain kernel.

Sorghum exports is representing a larger portion of the U.S. sorghum marketplace over the last few years. International sorghum customers include, China, Japan and many other countries. Between 2013 and 2015, sorghum exports to China exploded, from less than half a million metric tons in 2013 to 9.1 million tons in 2015. However, as

aforementioned, recent dismantling of international trade agreements and reciprocal trade tariffs on American products exported to China have decimated sorghum exports to China.

A drop in West Texas Immediate crude oil prices per barrel at a high of \$113.92 a barrel August 2013 to \$54.13 a barrel as of November 2017 has led to a receding Kansas Crude Oil production trend-line the past five years from a high of approx. 4,000 million barrels in 2013 to 3,019 million barrels as of September 2017. (Ycharts)

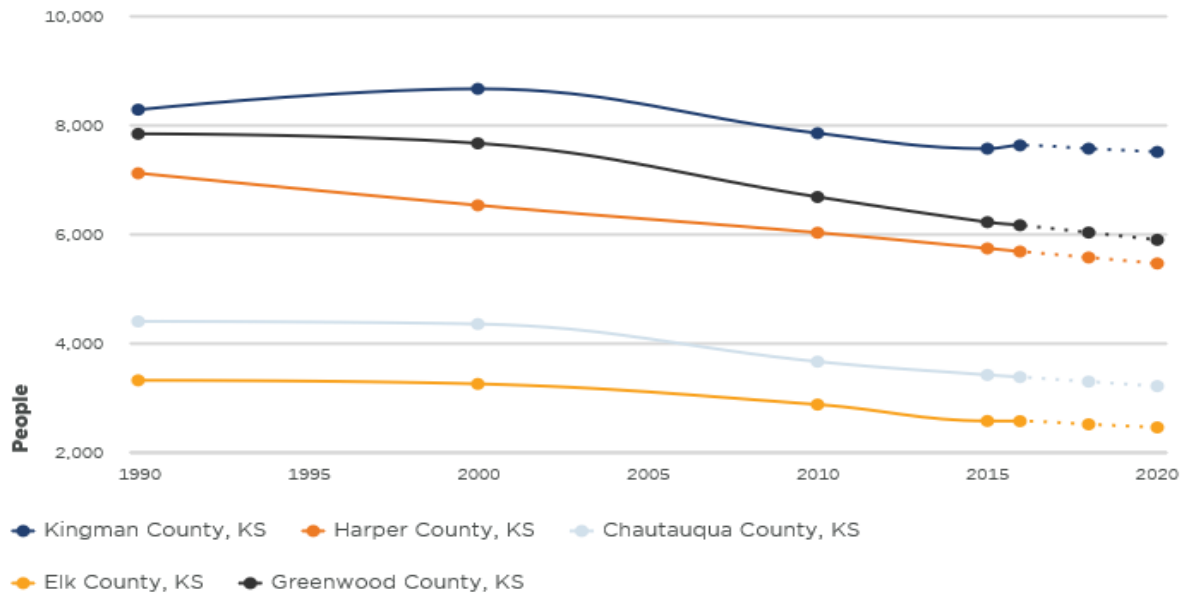
Rural young people traditionally relied on local farms, agricultural plants or manufacturing jobs for their economic livelihood. However a seismic shift in technological advances, many of these traditional employment opportunities have been automated or outsourced, and rural areas in south central Kansas are experiencing a collapsing demand for labor.

The lack of economic opportunities has driven many young people to migrate from small rural communities to larger urban centers for employment opportunities, greater social interaction and new life experiences. Rural south central Kansas is becoming older and less populated.

Young families, that would like to return to their small rural childhood communities, are unable to find employment opportunities that provide wages to support a young family, thereby inhibiting the settlement of young families to rural areas. A USDA report discusses the three-primary decision making variables affecting former residents returning to their childhood rural communities (Cromartie, 2015). Many former residents, of small rural communities, expressed the positive aspects of raising young families back home, near family and within a familiar environment. However, two dominant economic obstacles limit young families from returning to their childhood communities; low wages and limited career opportunities.

This youthful migration from rural communities, the absence of new flourishing families, combined with a correlated decrease in births compared to deaths, has netted nominal growth in many small rural communities, with some geographically isolated communities experiencing substantial declines in population (Kusmin, 2015).

Population Trends in More Rural Counties



Sources: DC 1990, 2000, 2010, ACS 2015

The decline in grain and oil prices have dramatically reduced the economic wealth of many rural South Central Kansas counties requiring steep local and regional governmental budget cuts, and leaving enduring rural residents bearing an increasing tax burden. Consequently, many rural community populations are aging, stagnant or decreasing, many small town main street retail businesses have closed, and the historical sales and property tax base to support physical infrastructure is crumbling.

A concentrated efforts by small communities to retain existing small and medium sized businesses plus actively recruiting new service and manufacturing companies are important steps in revitalizing their rural towns and enticing young people to stay or move back to their childhood homes. These communities clearly recognize helping existing local rural companies grow and expand, and provide reasonable wages, is a crucial component in economic development and the repopulation of their small rural communities. Furthermore, these communities have identified manufacturing companies are crucial to expanding the local employment base, providing higher wage jobs, attracting skilled employees, and thereby leading to greater communal economic growth and stability. Today, many manufacturing companies, of all sizes, are achieving financial success by focusing on advanced technology and innovation, to create distinct superior products that create demand in the marketplace. Furthermore, numerous resourceful manufacturing companies are marketing their goods beyond the local and national markets and are seeking to expand to their products to international markets.

In building a regional economic development strategy, overcoming political jurisdictions can represent a major challenge. To compete globally, an economic development strategy must reach across rural and urban county lines.

To develop a globally competitive region, economic development partners must remove centric organizational self-interests that have all too often been barriers to collaboration in the past.

This challenge is especially difficult in rural areas where community development is still largely practiced one county at a time and is ensnared by long-time individual repressive attitudes woefully fostering rural opposition to collaborating with more populous urban communities. Historical provincial economic development strategies, have created strong insular recruitment stances in the mindset of local leaders. And, in the worst cases, economic development has degenerated into a practice of poaching businesses from neighboring jurisdictions.

Effective economic development efforts in other rural regions strongly suggests, that building a strong partnership with critical mass is an essential principle to achieve future economic development success.

Regional economic development is no longer a zero-sum game of winners and losers. As a region, community organizations and political leaders must focus on aligning, linking and leveraging regional assets to pursue new market opportunities. Working collaboratively, a strong regional economic development strategy will provide mutual benefit to rural and urban communities in the region.

GOALS AND OBJECTIVES

A. Provide Small to Medium Sized Businesses Broader Access to Financial Capital.

Access to finance capital is a core component of the economic development process. Providing broad diverse pathways to financial capital is a powerful economic development driver.

SCKEDD's capacity to provide multiple financing options is bridging the capital needs of businesses that are not fully addressed by traditional lending and investment institutions.

SCKEDD wide availability of funding programs is used to tailor loans to small and medium businesses specific to industry needs, businesses in different stages of development, and under-served borrowers, including women, minority, veterans, startups and entrepreneurs.

The flexible loan programs are a valuable motivation for business borrowers to create or retain jobs, buy new technology to stay competitive and expand.

B. Improve the Community Infrastructure within Our Region

Community Infrastructure is the foundation and a basic physical component upon which quality of life, economic development, and social services take place and thrive.

Rebuilding the physical infrastructure of a community improves the local business climate and is critical to the redevelopment of distressed neighborhoods.

Infrastructure gets people to their jobs, and goods and services to their markets. Many distressed neighborhoods suffer from inadequate infrastructure, decreasing their access to economic opportunities and their ability to integrate into regional, national, and international markets.

Programs to build roads, provide water and waste removal, and offer telecommunications services all bestow substantial economic benefits such as job and business creation and retention, improved quality of life and enhanced social services. Additionally, modernizing physical infrastructure can help improve the image of a distressed neighborhood or community.

Whether it is replacing bridges, retrofitting a facility for business attraction, or installing a new sewer system, a community that improves their infrastructure can position themselves for business attraction.

C. Improve the Housing Quality within Our Region.

Improving the quality of housing in a community can enhance a community's economic performance and competitiveness. When housing is utilized in a comprehensive economic development strategy, future commercial investment is attracted creating future sustainable economic growth.

D. Build Effective Regional Economic Development Partnerships.

Developing and maintaining partnerships with other agencies and groups is an essential factor of SCKEDD's successful economic development efforts. The partnerships SCKEDD has with other agencies and groups provide a valuable resource network for SCKEDD in meeting internal goals and objectives, reducing duplication of service, and enhancing the region's overall ability to meet economic development goals.

Working together effective regional economic development partnerships can identify, anticipate, evaluate and prepare for changes to economic conditions affecting the region.

Effective economic development partnerships improves SCKEDD's ability, and other agencies, to partner on complex and unique regional projects which demand the types of services and expertise SCKEDD and other agencies were established to provide.

PLAN OF ACTION

Goal #1 Broader Access to Financial Capital

Broad access to financial capital is a core component of economic development prosperity. Providing greater pathways to financial capital is a powerful economic development driver.

SCKEDD has numerous funding programs available to borrowers unable to attain financing from traditional lending and investment institutions.

Access to financial capital can transform a good business idea into high demand products or services, and generate communities that create and retain jobs, while cultivating wealth.

In addition, financial capital helps existing businesses expand and stay competitive.

Activities:

SCKEDD lending team to actively market and promote the Small Business Administration (SBA) and Economic Development Administration (EDA) loan programs to community leaders, Chambers of Commerce, economic development organizations, plus local and regional financial institutions.

Initiate and implement technology to improve and speed up the loan funding process for prospective borrowers. Provide new internal technological refinements and improvements for staff to quicken the funding process. Utilize additional online platforms to deliver crucial financial access to borrower in remote rural locations.

Produce a sustainable marketing program to inform, educate and publicize SCKEDD's lending programs developed to provide access to financial capital for borrowers unable to attain conventional financial institutional financing.

Objectives:

- Job creation and retention
- Business creation, retention, and expansion
- Support for distressed communities and those in the process of economic adjustment
- Economic diversification and stability
- Support for disadvantaged and underserved businesses

Resources:

- SBA Loan Programs
 - SBA 504, SBA 7(a) loan guarantee, SBA Community Advantage, and SBA Microloan Programs
- Economic Development Administration (EDA) Revolving Loan Fund (RLF)
- US Department of Agricultural (USDA) Rural Business Tax Credit Loans (RBTC)

Targets:

- Minimum of four (4) SBA 504 loans approved each calendar year and a minimum of three (3) SBA 504 loans closed each calendar year
- Minimum of four (4) SBA 7(a) loans packaged each calendar year
- Minimum of six (6) SBA Community Advantage Loans closed each calendar year
- Minimum of twenty (20) SBA microloans each calendar year
- Minimum of eight (8) USDA RLF loans closed each calendar year
- Minimum of two (2) Rural Business Tax Credit loans each calendar year

Goal #2 Improve the Community Infrastructure within Our Region

Community Infrastructure is the foundation and basic physical component upon which quality of life, economic development, and social services take place and thrive.

Rebuilding the physical infrastructure of a community improves the local business climate and is critical to the redevelopment of distressed neighborhoods.

Infrastructure gets people to their jobs and goods and services to their markets. Many distressed neighborhoods suffer from inadequate infrastructure, decreasing their access to economic opportunities and their ability to integrate into regional, national, and international markets.

Programs to build roads, provide water and waste removal, and offer telecommunications services all bestow substantial economic benefits such as job and business creation and retention, improved quality of life and enhanced social services.

Additionally, modernizing physical infrastructure can help improve the image of a distressed neighborhood or community.

Whether it's replacing bridges, retrofitting a facility for business attraction, or installing a new sewer system, a community that improves their infrastructure can position themselves for business attraction.

Activities:

- Regularly contact and develop relationships with the principal county and city leaders in each of the fourteen (14) counties within our district.
- Listen to communities and explore, research and advise other revenue generating programs, products or services that SCKEDD could provide to meet the unique economic or community development priorities of the communities we serve.

Objectives:

- Building or improving physical infrastructure
 - Bridges
 - Streets and Sidewalks

- Public and Community Facilities
- Commercial Buildings
- Mental Health Facilities
- Building or improving communication infrastructure;
 - High bandwidth and fiber optic cable capable of carrying voice, data and video streams
 - Satellite communications and microwave antenna
 - Mobile phone networks
 - Local area networks (LAN)
- Utility infrastructure
 - Water Towers
 - Electric power
 - Water and Sewer Lines, treatment Plants, Lift Stations, Lagoons
 - Natural gas lines

Resources:

- Kansas Department of Commerce Community Development Block Grants
- Economic Development Administration Grants

Targets:

- Minimum of six (4) awarded Community Development Block Grants during each calendar year, including Water/Sewer Grants, Community Improvement, Commercial Rehabilitation, Economic Development Grants, and Kansas Region Water grants.
- Minimum of one (1) Awarded U.S. Economic Development Administration Grant during each calendar year.
- Administer all awarded CBDG grants; written by SCKEDD

Goal #3 Upgrade the Housing Quality within Our Region

Upgrading the quality of housing in a community can enhance a community's economic performance and competitiveness.

When housing is applied in a comprehensive economic development strategy, future commercial investment is attracted creating future sustainable economic growth.

Activities:

Develop and maintain partnerships with other agencies and groups involved in housing, linking communities to available resources. Pro-actively assist local units of government seeking technical assistance with housing grant applications. Meet regularly with community leaders to inform them of existing State and Federal programs that can be accessed to upgrade a community's housing stock.

Objectives:

- Maintain a viable housing weatherization program

- Provide high quality service to the current forty-one (41) county service area
- Assist the current statewide weatherization services network
- Further develop partnerships with other housing agencies and organizations
- Expand, cultivate and bolster relationships with local municipalities, agencies and councils
- Market SCKEDD Housing Programs to local municipalities, agencies and councils
- Employ outreach opportunities to connect local municipalities, agencies and councils to available housing resources
- Investigate, identify and expand SCKEDDs housing program's potential growth opportunities to meet community housing needs

Resources:

- Kansas Department of Commerce
- Kansas Housing Resources Corporation
- Kansas Department of Health and Environment

Targets:

- Annually, SCKEDD's weatherization staff will improve the energy efficiency of 350 living units.
- Annually, SCKEDD staff will submit a minimum of two (2) CBDG Housing grants.
- Administer all awarded CBDG housing grants; written by SCKEDD
- Annually, SCKEDD staff will assist in the rehabilitation of 24 single family homes

Goal #4 Build Effective Regional Economic Development Partnerships.

It is important that SCKEDD networks, participates and engages with other public, private, and civic entities to reduce fragmentation and jurisdictional boundaries.

A network approach links local and regional efforts together with common objectives, a common informational platform, and a collective action plan to address key issues, challenges and opportunities.

A regional partnership allows each participating entity to leverage their assets to spur economic development and stimulate entrepreneurial activity for the collective advancement of prosperity in the region

Activities:

Meet regularly with community, business, political and educational leaders to promote regional strategies, economic drivers and industry clusters to attract investment, industries and a skilled workforce.

Objectives:

- Share key issues and priorities
- Brings new perspectives, ideas, skills, technical expertise, knowledge, capacity-building, resources, contacts

- Exchange of information, learnings, and best practices
- Contribute and advocate for collective efforts
- Connect and align processes and policies at various levels: national, regional, international
- Fosters collaboration, coordination and synergies

Resources:

- Local community Chambers of Commerce
- Greater Wichita Partnership
- Regional City and County Leaders
- Workforce Alliance of South Central Kansas

Targets:

- Participate and engage in Regional Monthly Collaboration Meetings.
- Meet Annually with Kansas State Department of Commerce
- Meet Annually with south central Kansas County Commissioners

PERFORMANCE MEASURES

It is of utmost importance that the SCKEDD be able to measure its performance in order to evaluate the successful implementation and development of the CEDS. The following quantitative and qualitative measures have been established to provide an objective way to measure the progress toward achieving the goals identified in the region. These measures will be reviewed on an annual basis within a CEDS progress report submitted to EDA by SCKED.

GOAL 1: Provide new and existing business owner's broader access to financial capital

Quantitative Measurements:

- Private sector leverage
- Numbers of businesses assisted
- Number of new startups or businesses
- Number of jobs created/retained
- Percentage of women, minority, disable and veteran owned businesses assisted
- Number of local residents/low and moderate income individuals hired

Qualitative Measures:

- Diversification of businesses (e.g. new industries, new services)
- Location, in distressed or under-served communities, area or region
- Diversification of economic prosperity (low to moderate income borrowers)
- Perception that financial assistance prevented layoffs or business failures
- Perceived positive economic impact in the community

GOAL 2: Improve the Community Infrastructure within Our Region

Quantitative Measures:

- Jobs created/retained
- Amount of Public investment Leveraged
- New businesses created or retained

Qualitative Measures:

- Community involvement and support
- Conditions of basic utilities
- Stated project goals and the degree to which they have been achieved
- Improved physical access within the community
- Access to information technologies at reasonable prices
- Access to energy sources at reasonable prices
- Perceptions of the community (i.e. quality of life)

GOAL 3: Upgrade the Housing Quality within Our Region

Quantitative Measures:

- Jobs created/retained
- Amount of investment generated
- New businesses created
- A reduction in unsafe or dilapidated vacant housing.

Qualitative Measures:

- Increased availability of affordable, decent and accessible housing
- Reduced slum and blight
- Safer neighborhoods

GOAL 4: Build Effective Regional Economic Development Partnerships.

Quantitative Measures:

- Regional Employment
- Capital Investment in the Region
- Commercial Building Permits
- Commercial Vacancy Rates
- Business Retention and Expansion
- Average Median Household Income

Qualitative Measures:

- Trust- the level of confidence and willingness to engage collaboratively
- Commitment- maintain and promote collaboration
- Satisfaction- positive expectations reinforced
- Dependability- the organization will do what it states
- Integrity- the organization is fair and just to all collaborating parties
- Common mutuality- all collaborative parties are satisfied with the amount of control they have in the partnership.

While the measures above incorporate the four (4) performance measures required by the Economic Development Administration to evaluate the successful development and implementation of the CEDS, they go beyond to include ways to measure the success for each of the four goals included in this plan. In addition to those listed above, the South Central Kansas Economic Development District will continue to track the number of jobs created in the region; number and types of investments undertaken in the region; number of jobs retained in the region; amount of private sector investment in the region; and changes in the economic environment of the region.

Specific Measureable Targets

The measurable outcomes shown below will be both direct and indirect results of the implementation of the CEDS. The process will be ongoing and accumulative. The South Central Kansas Economic Development District will focus on all goals and objectives identified by the Strategy Committee and other local economic development strategies aimed at sustainable job creation and private investment. The District will work closely with public and private allies and partners in the region to bring sustainable economic advancement to south central Kansas.

The South Central Kansas Economic Development District has established the following quantifiable performance measures to specifically address the regulatory requirements of the Economic Development Administration:

- 1) Number of New Jobs
 - 1,400 new jobs in the region by December 2022.
- 2) Number of Jobs Retained
 - 3,200 jobs retained in the region by December 2022.
- 3) Number and types of investments undertaken in the region by December 2022
 - 20 Community Infrastructure (CDBG) investments
 - 15 Community Housing (CDBG) investments
- 4) Private Sector Financial Leverage
 - \$20,000,000 in private sector investment in the region by December 2022.
- 5) Changes in the economic environment of the region:

The economic environment for the region will show significant improvement over the next five years. Changes in the economic environment relate to changes in the wider economy. Indicators such as the current and projected economic growth, inflation and interest rates; unemployment and labor supply; labor costs; levels of disposable income and income distribution; impact of globalization; and likely impact of technological or other change on the wider economy will be evaluated to determine significant changes of the economic environment of the region by December 2022.

COMMUNITY AND PRIVATE SECTOR PARTNERSHIPS

A number of local and regional organizations are working collaboratively to improve the regional economic ecosystem in south central Kansas. Together with SCKEDD these organizations are aligning their organizational strengths, core assets and competencies. Additionally, these educational, political, business and economic development entities are collaborating across traditional silos or sectors to achieve regional economic objectives.

In 2015 the Greater Wichita Partnership was formed to achieve the region's long-term goals through greater coordination between local businesses, non-profits and government agencies in region. In 2015, Greater Wichita Partnership developed the Blueprint for Regional Economic Development Growth (BREG).

Additionally, the Regional Economic Area Partnership (REAP) was formed to guide state and national actions that affect economic development in the region and to adopt joint actions among member governments that enhance the regional economy. In February 2015, the South Central Kansas Prosperity Plan was created by REAP to enhance local decisions, policies, and planning efforts by offering new perspectives and recommendations on critical topics in south central Kansas.

In mid-2018, the Wichita Chamber of Commerce in partnership with Greater Wichita Partnership, and Wichita State University's Public Policy and Management Center created a 10-year vision and action plan for the region based on community input.

Wichita State University and its affiliate, WSU Tech, together enroll about 19,000 students (WSU-15,000; WSU Tech-4,000), ranging from high school students getting a start on college credits or preparing for the job market, to traditional undergraduate and graduate students, to professionals adding new skills. Situated on 120 acres, Wichita State University Innovation Campus is an interconnected community of partnership buildings where organizations establish operations and reap the rewards of the university's vast resources, laboratories that give students access to real-world applications and the training needed to effortlessly assimilate into the workforce, a community makerspace that gives both students and non-students alike access to the technology and services that helps facilitate product development and mixed-use areas that provides everyone with a place to eat, sleep, play, shop and share.

Wichita State University Center for Entrepreneurship (CFE) fosters and promotes entrepreneurial thinking through a wide range of academic and community programs. CFE has a strong support network of entrepreneurs, venture capitalists, angel investors and WSU faculty and alumni. CFE is often touted as where the boardroom and the classroom marry, offers a major and minor in entrepreneurship, as well as a Masters of Business Administration with a concentration in entrepreneurship and innovation, along

with hands-on learning opportunities that create a distinct advantage over programs elsewhere.

Wichita State University also provides technical assistance through its Small Business Development Center (SBDC). The center provides valuable business counseling and assistance to new and existing businesses in the region. Regional community colleges also provide business assistance through Associate Small Business Development Centers.

With SCKEDD's office and the SBA's Wichita District Office in close proximity, SCKEDD routinely provides and receives referrals for a wide variety of SBA programs.

Several counties in the District fund full-time economic development staff and implement county-specific economic development activities. Some communities fund positions dedicated to economic development and others operate combined Chamber of Commerce/Economic Development Organizations.

Butler, Cowley, Harper, Rice and Sedgwick counties established county Microloan programs. SCKEDD assisted with the application and establishment of these programs, and partnered in financing individual projects through these programs.

Several area cities have been designated as Kansas National Main Street Communities. These communities have organized downtown revitalization efforts around the Four-Point Main Street Approach: Organization, Design, Economic Restructuring and Promotion. Other communities participate in the Kansas PRIDE and other volunteer community revitalization efforts that impact the appearance and vitality of the region's central business districts.

USDA Rural Development (USDA RD) serves the south central Kansas region by providing funding for a variety of housing, public works infrastructure and job creation projects. USDA RD funds are frequently used to fund public works projects in conjunction with CDBG and other funding sources.

The Kansas Department of Commerce (KDOC) Community Development Block Grants (CDBG) are used with other sources of private and/or public financing to leverage the funding of community infrastructure development projects within the District. These projects allow many of the region's communities to construct and/or enable needed improvements while remaining sensitive to financial limitations of their Low-to-Moderate Income (LMI) citizens.

Established in 2004 the Kansas Center for Entrepreneurship; doing business as NetWork Kansas, is devoted to the growth of entrepreneurship and small businesses throughout the state of Kansas. Their mission is to promote an entrepreneurial

environment by providing a central portal that connects entrepreneurs and small business owners with the right resources. Network Kansas employs four matching loan programs to support private capital to assist startups and existing businesses. NetWork Kansas has partnered with 56 communities in the state of Kansas to establish locally administered loan funds. SCKEDD currently packages, closes or administers 14 e-community loan funding programs.

REGIONAL CHARTS

Households

Households is a review of the individuals that live in housing units together in South Central Kansas, their size, and status.

Total Households

South Central Kansas Economic Development District

311,110
Households

Wichita Area

176,775.86
Households

Rural Surrounding Area

134,599
Households

Average Household Size

South Central Kansas Economic Development District

2.57
People

Wichita Area

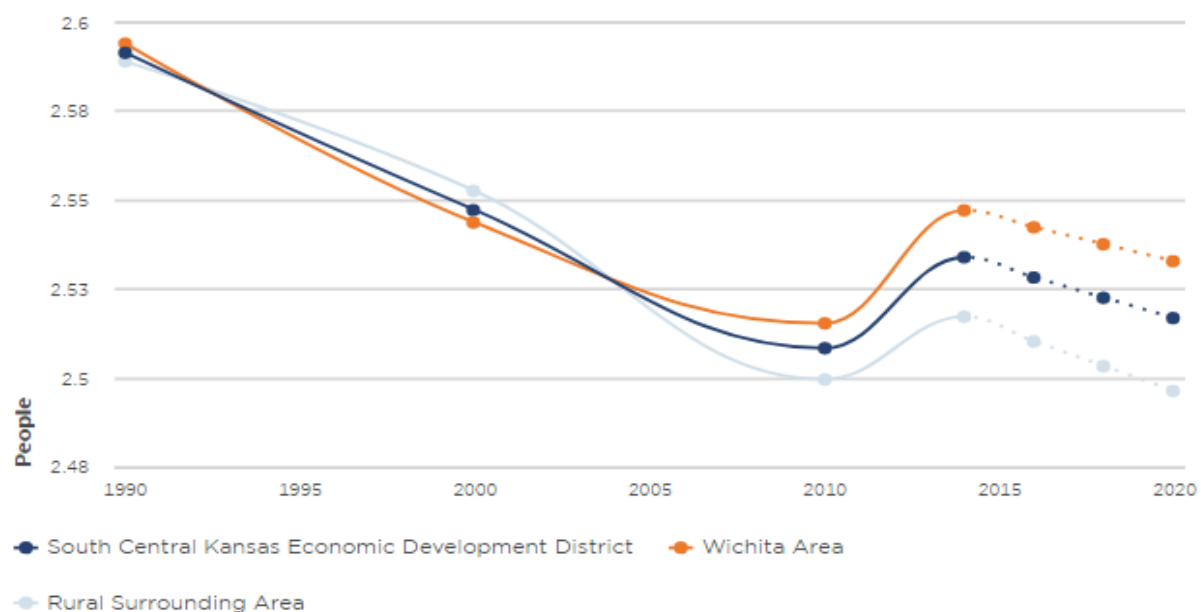
2.6
People

Rural Surrounding Area

2.54
People

Sources: US Census 2012-2016 ACS

Time Series: Average Household Size



Sources: DC 1990, 2000, 2010, ACS 2015

Age

Age is a review of the distribution of age in South Central Kansas including age dependency, which compares the number of dependents (younger than 18 or older than 64) with the total workforce population.

Median Age

South Central Kansas Economic Development District

37.95

Years

Wichita Area

35.9

Years

Rural Surrounding Area

40.57

Years

Age Dependency Ratio

South Central Kansas Economic Development District

69.24%

Wichita Area

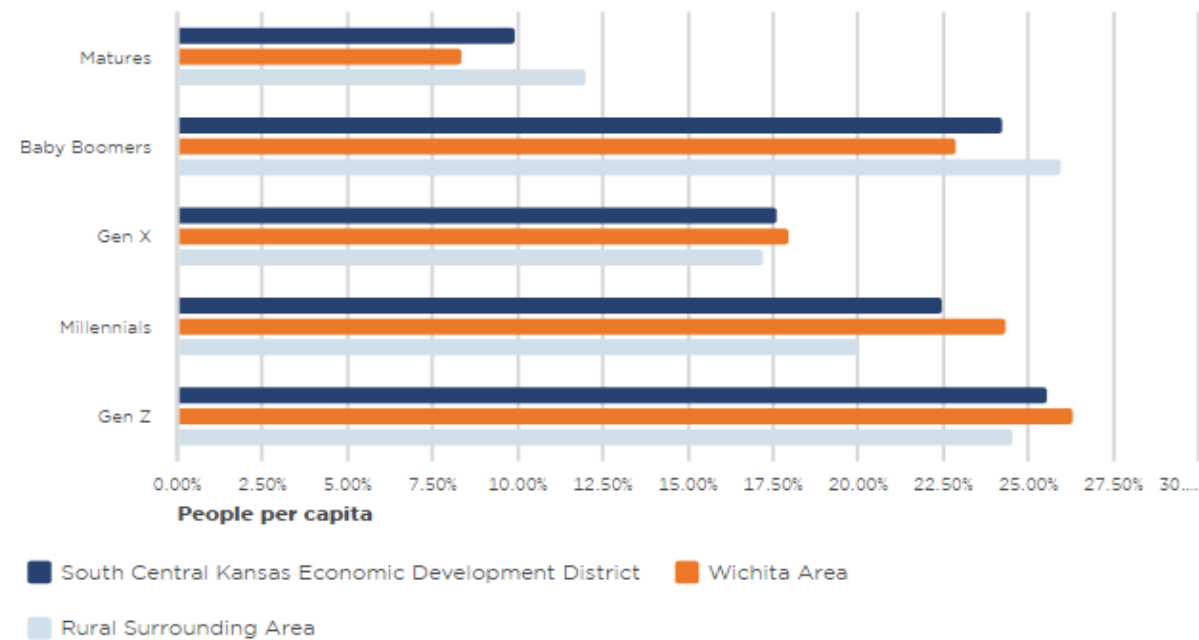
65.71%

Rural Surrounding Area

73.77%

Sources: US Census 2012-2016 ACS

Generations



Sources: US Census 2012-2016 ACS; The 5 generations are matures (age 70 and over), baby boomers (age 50 through 69), generation X (age 35 through 49), millennials (age 19 through 34), and generation Z (age 18 and under).

Race & Ethnicity

Race & Ethnicity is a review of the distribution and trends of the ethnic diversity in South Central Kansas.

Race/Ethnicity: White (non-Hispanic)

South Central Kansas Economic Development District

614,047

People

Wichita Area

307,215.5

People

Rural Surrounding Area

307,415.57

People

Minority Population

South Central Kansas Economic Development District

195,771

People

Wichita Area

151,129.73

People

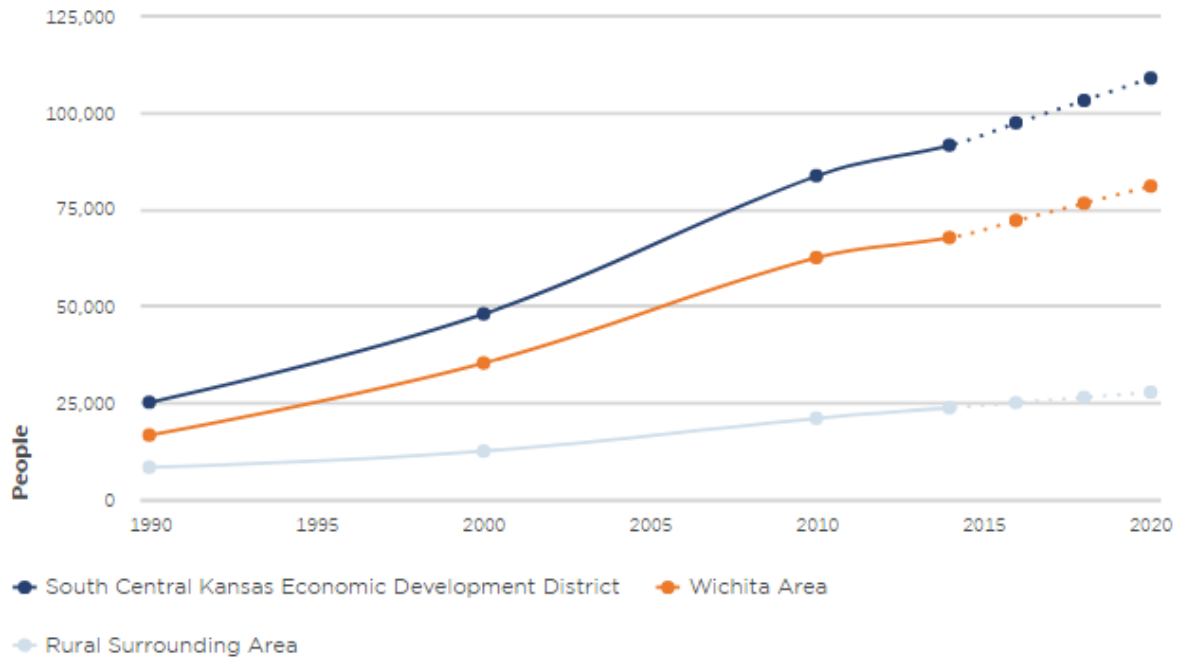
Rural Surrounding Area

44,714.13

People

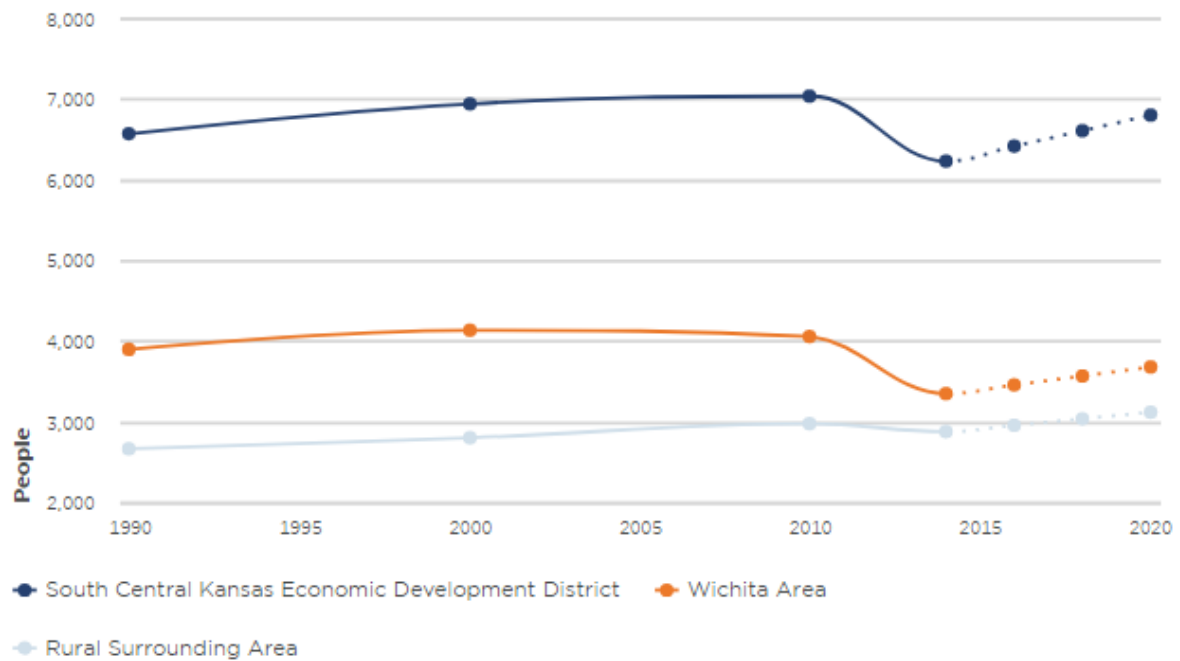
Sources: US Census 2012-2016 ACS

Time Series: Race/Ethnicity Hispanic



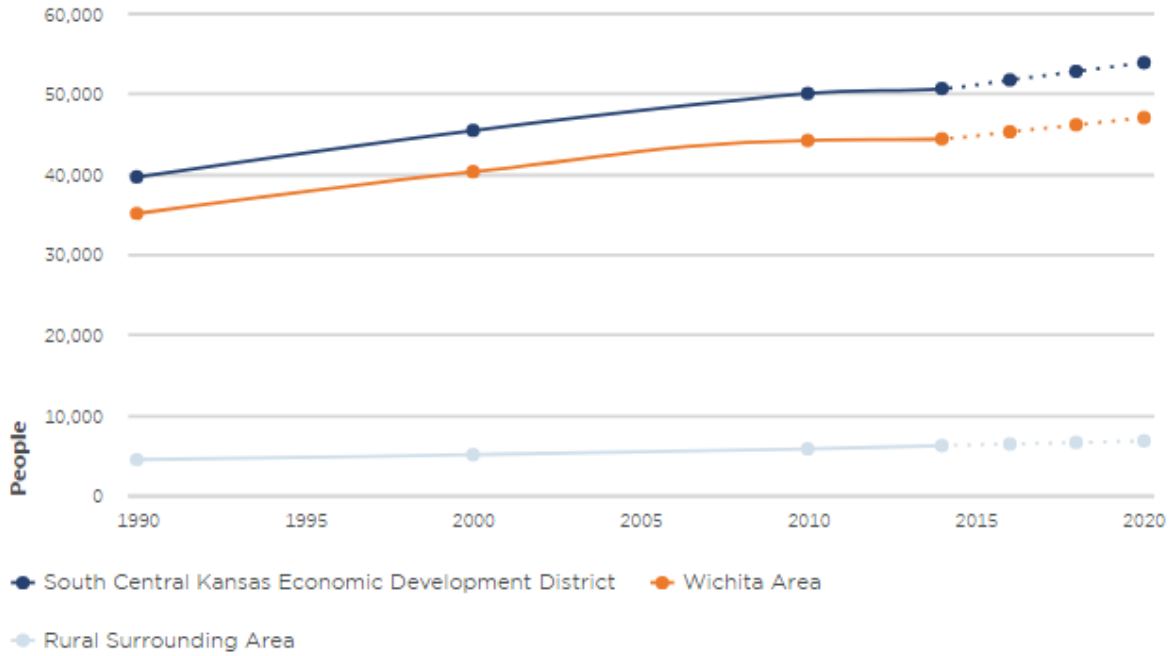
Sources: DC 1990, 2000, 2010, ACS 2015

Time Series: Race/Ethnicity American Indian



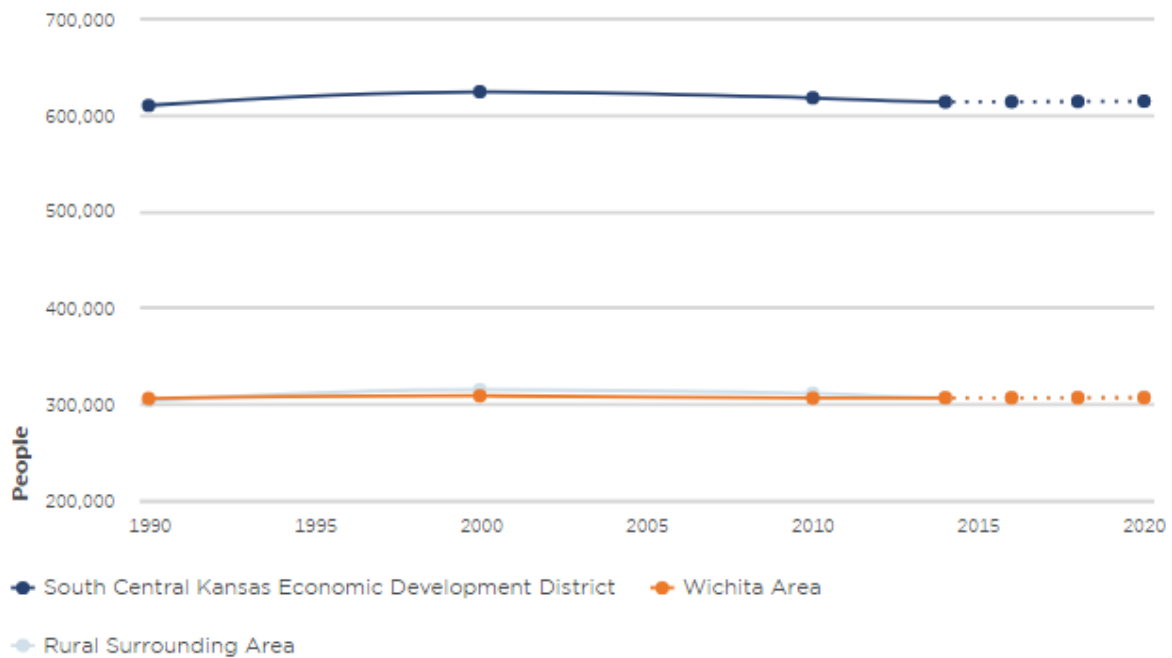
Sources: DC 1990, 2000, 2010, ACS 2015

Time Series: Race/Ethnicity Black



Sources: DC 1990, 2000, 2010, ACS 2015

Time Series: Race/Ethnicity White



Sources: DC 1990, 2000, 2010, ACS 2015

Total Housing Units

Total housing units is a review of the number of total options for housing available to residents of South Central Kansas. This includes the types of units including vacant, owner, and renter occupied units.

Change in Housing Units: 2000 to 2016

Total Housing Units - 2000	Total Housing Units
South Central Kansas Economic Development District	South Central Kansas Economic Development District
319,606.88	348,982
Housing units	Housing units
Wichita Area	Wichita Area
177,125.87	196,220.27
Housing units	Housing units
Rural Surrounding Area	Rural Surrounding Area
142,637.29	153,042.05
Housing units	Housing units

Sources: US Census 2000; US Census 2012-2016 ACS

Vacant Housing Units	Housing units
South Central Kansas Economic Development District	37,872
Wichita Area	19,454.13
Rural Surrounding Area	18,438.51

Sources: US Census 2012-2016 ACS

Owner vs Renter Occupied



South Central Kansas Economic Development District

Sources: US Census 2012-2016 ACS

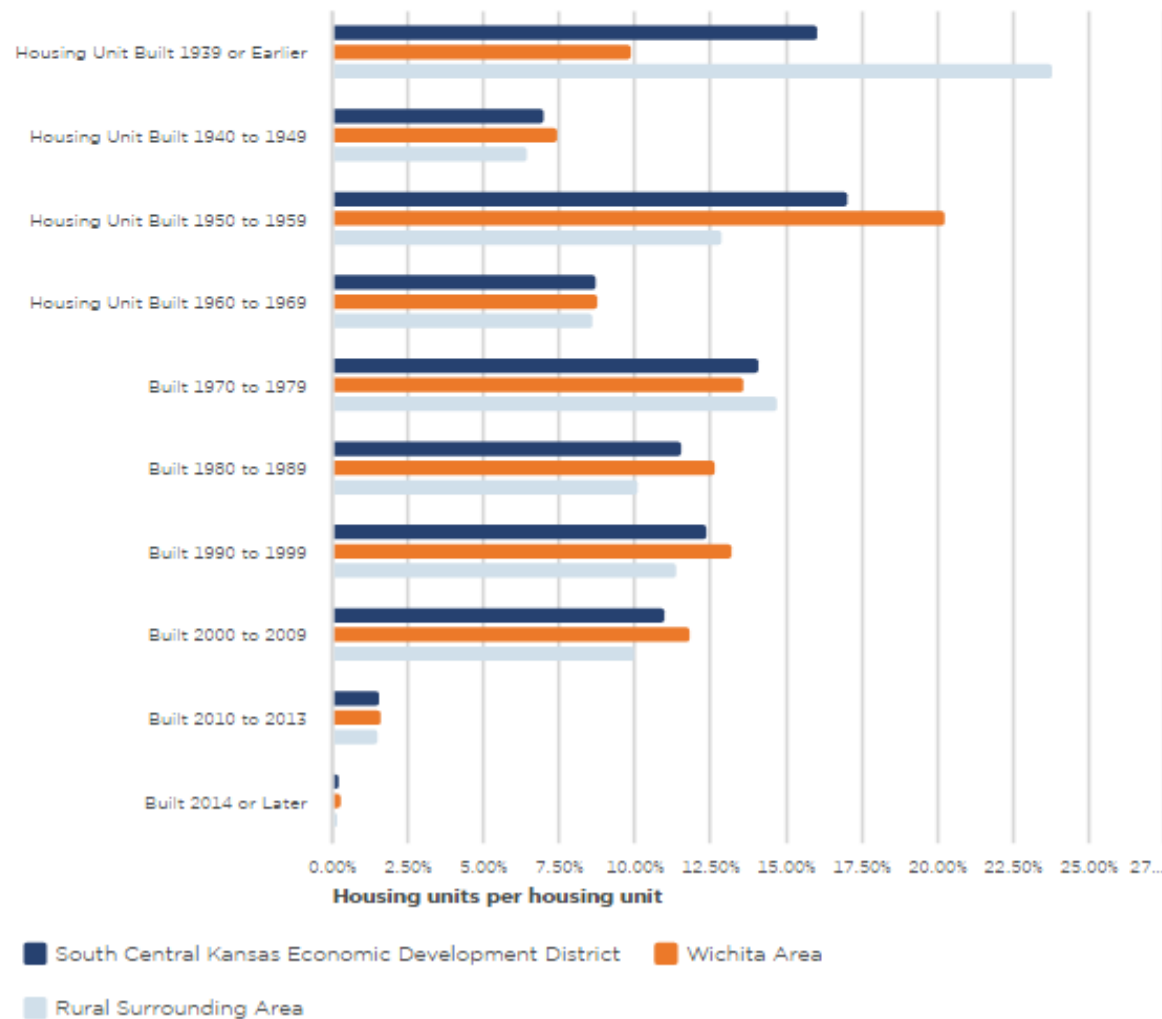
Housing Age

Housing age is a review of the age of structures in South Central Kansas. Housing construction occurs during times of growth and gives a good estimate for when population increases occurred.

South Central Kansas Economic Development District

Median Building Age	1969
Buildings Built 1969 or Earlier	170,776

Building Age of Housing Units



Sources: US Census 2012-2016 ACS

Home Value

Home value is a review of the estimated value of housing units in South Central Kansas. Included is also a breakdown of rental costs as an indicator for market value and the comparative cost of living for residents.

Median Home Value

South Central Kansas Economic Development District

\$118,669
USD

Wichita Area

\$123,969
USD

Rural Surrounding Area

\$112,253
USD

Median Home Rent

South Central Kansas Economic Development District

\$783
USD

Wichita Area

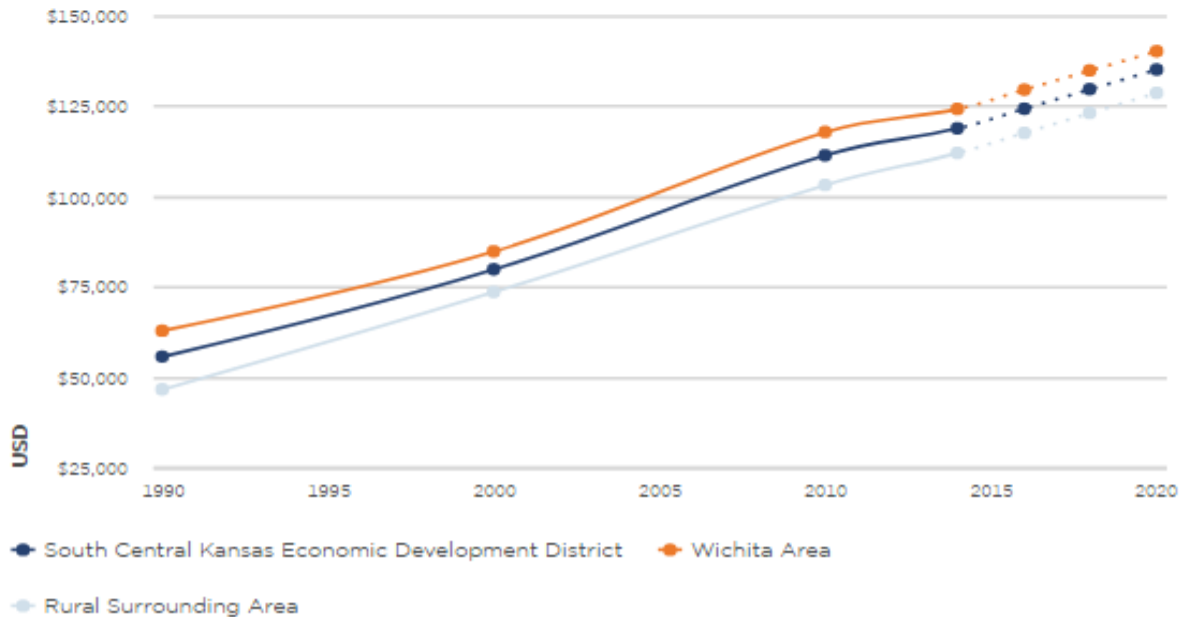
\$843
USD

Rural Surrounding Area

\$705
USD

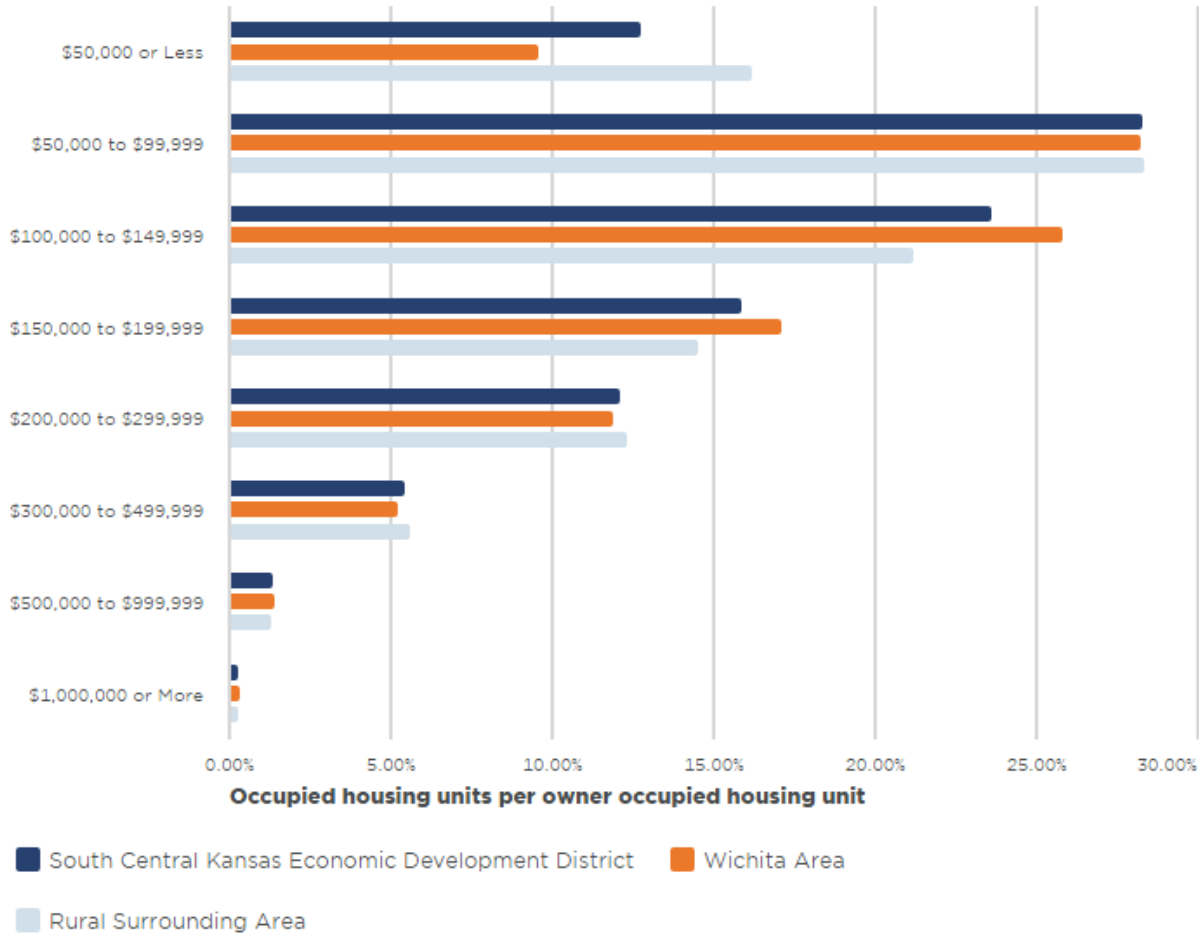
Sources: US Census 2012-2016 ACS

Time Series: Median Home Value



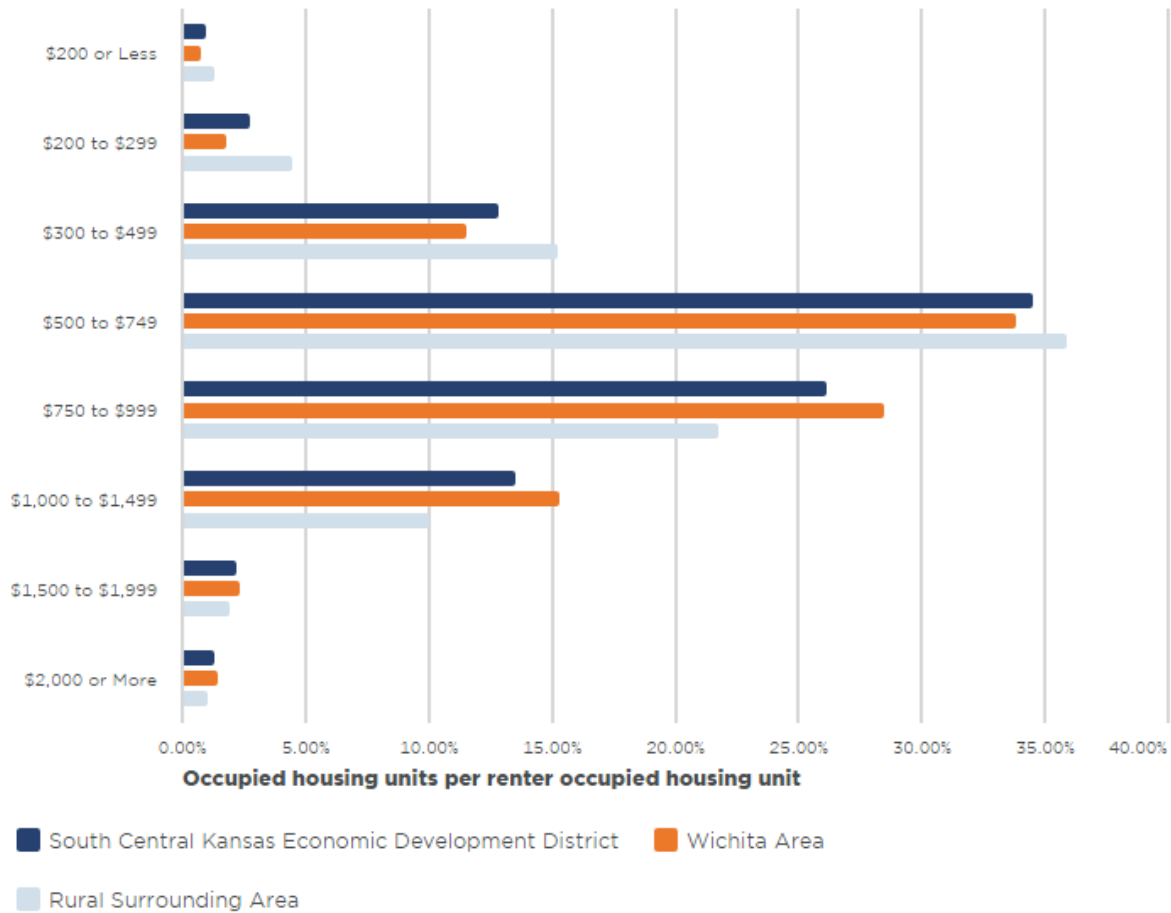
Sources: DC 1990, 2000, 2010, ACS 2015

Owner Occupied Home Value



Sources: US Census 2012-2016 ACS

Monthly Home Rent



Sources: US Census 2012-2016 ACS

Housing Condition

Housing condition is a review of various concerns with housing units in South Central Kansas. These include vacant, overcrowded units, units without complete kitchens or plumbing.

Vacant Housing Units

South Central Kansas Economic Development District

37,872
Housing units

Wichita Area

19,454.13
Housing units

Rural Surrounding Area

18,438.51
Housing units

Overcrowded Housing Units

South Central Kansas Economic Development District

6,069
Housing units

Wichita Area

3,821.21
Housing units

Rural Surrounding Area

2,248.17
Housing units

Sources: US Census 2012-2016 ACS; An overcrowded housing unit is calculated by counting all occupied housing units with more than one person per room.

Housing Units Without Complete Kitchen Facilities

Housing units

South Central Kansas Economic Development District **13,247**

Wichita Area **5,897.8**

Rural Surrounding Area **7,359.85**

Housing Units Without Complete Plumbing

Housing units

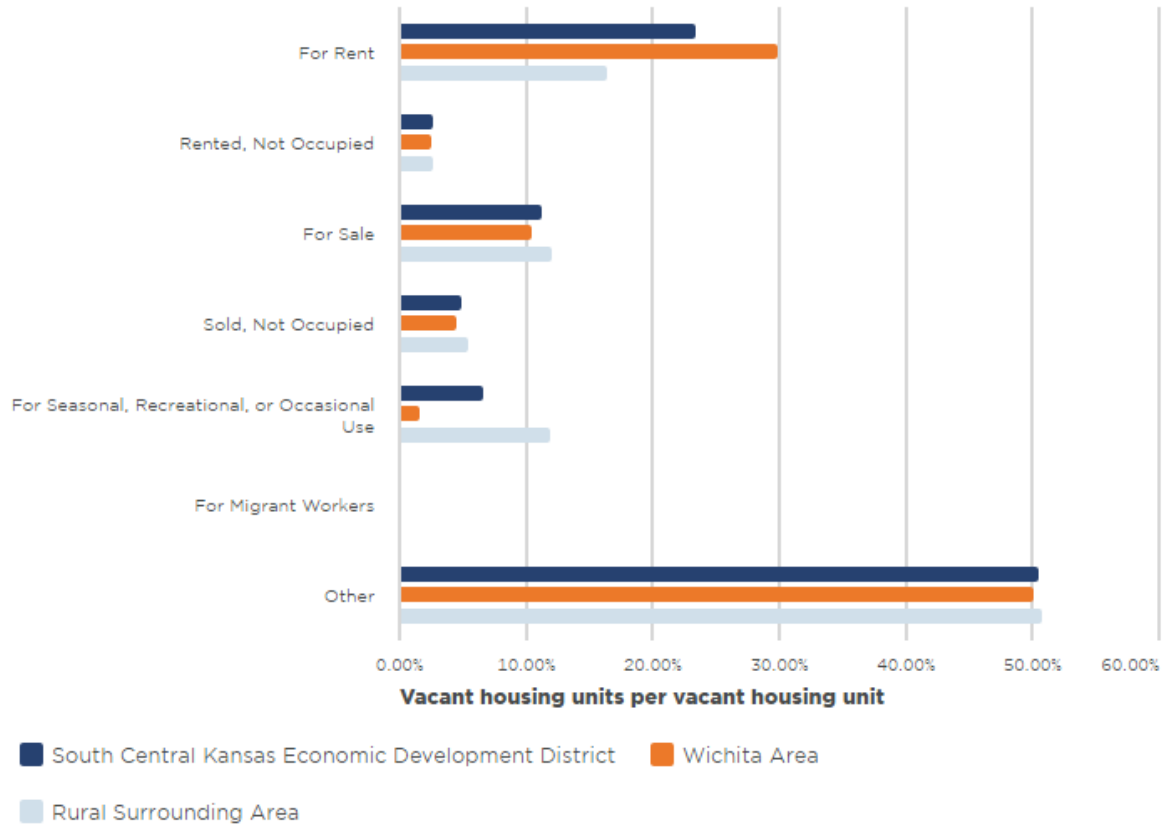
South Central Kansas Economic Development District **7,710**

Wichita Area **3,422.98**

Rural Surrounding Area **4,290.9**

Sources: US Census 2012-2016 ACS

Vacancy Status



Sources: US Census 2012-2016 ACS

Percent of Income Spent on Housing - Low Income Individuals

South Central Kansas Economic Development District

74.01%

Wichita Area

77.66%

Rural Surrounding Area

69.29%

Percent of Income Spent on Housing - Median Income Families

South Central Kansas Economic Development District

26.66%

Wichita Area

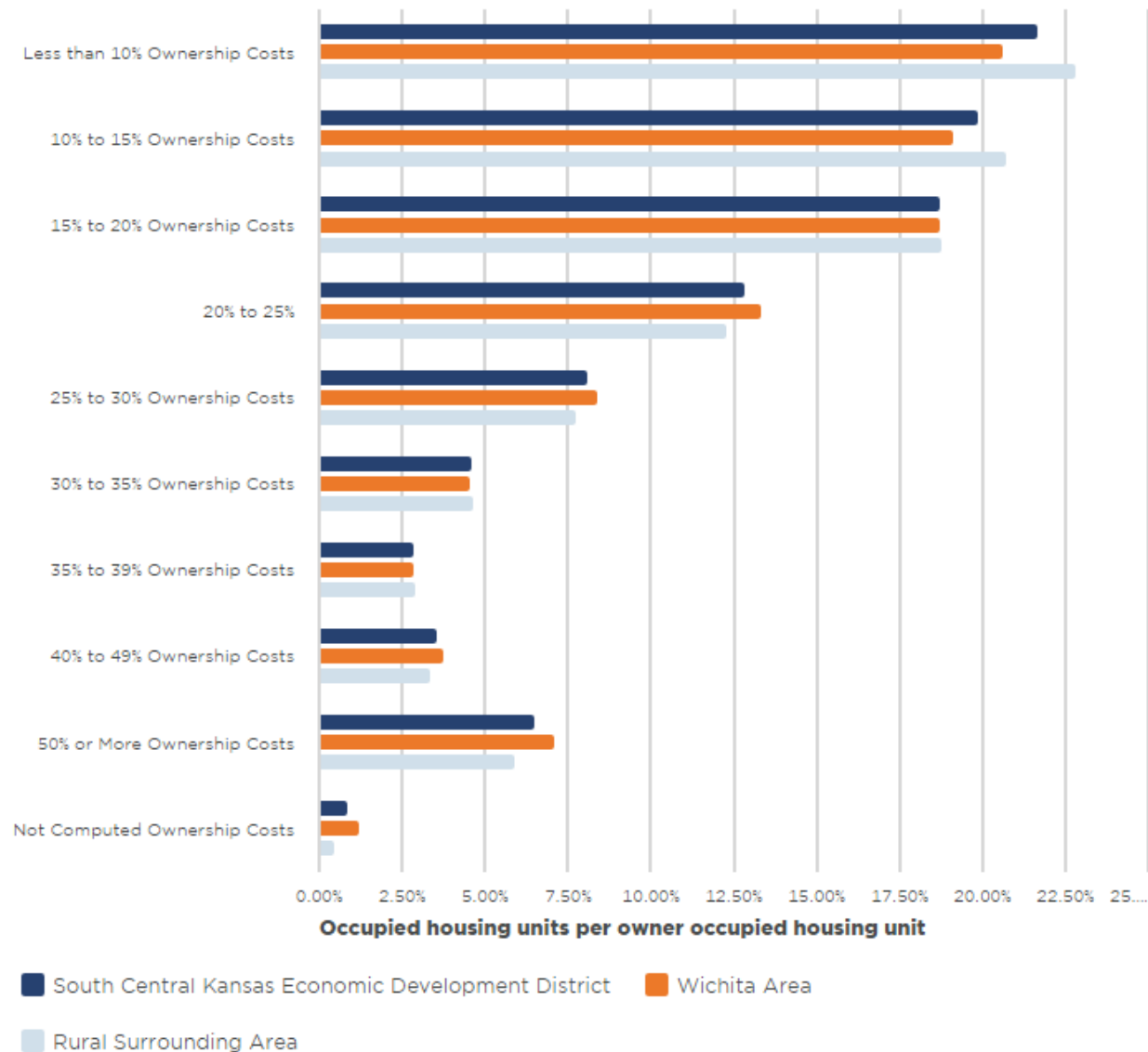
26.96%

Rural Surrounding Area

26.27%

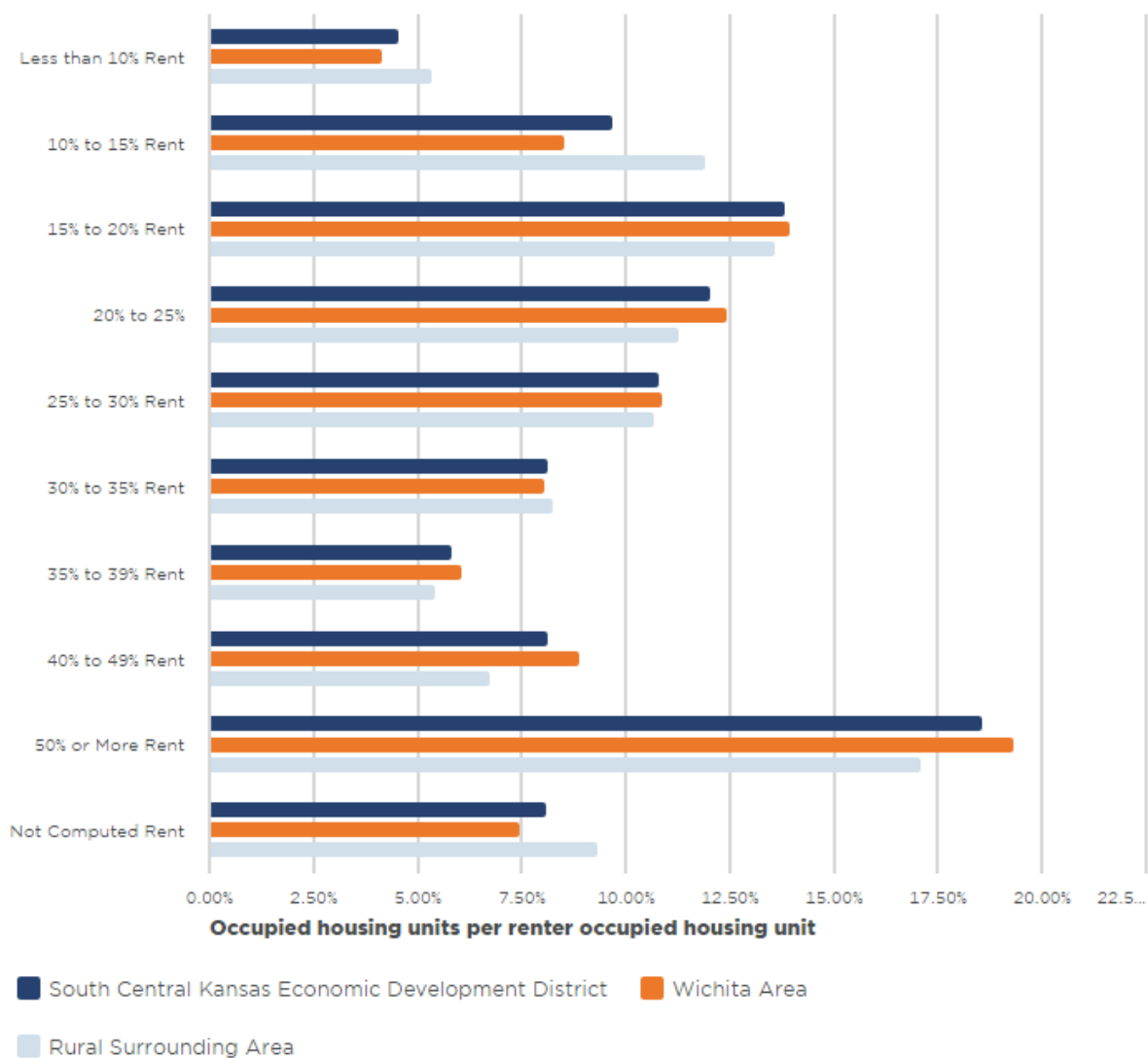
Low income individuals are defined as individuals whose income is equal to the National Poverty Line, established by the U.S. Department of Health and Human Services. Percent of income spent on housing - Median income families. It is a calculation of the average percent of income spent by median income families on housing. A median income family is determined by using the regional median income for a 4 person family household. Sources: US HUD and DOT; US HUD & DOT, LAI.

Selected Monthly Ownership Costs as a Percentage of Income - Comparison with Benchmarks



Sources: US Census 2012-2016 ACS; Selected Monthly Costs include the sum of payment for mortgages, real estate taxes, various insurances, utilities, fuels, mobile home costs, and condominium fees.

Gross Rent as a Percentage of Income



Sources: US Census 2012-2016 ACS

Household Income

Household income is a review of the money earned by workers in South Central Kansas including median household and per capita income, wages, and self-employment income.

Median Household Income

South Central Kansas Economic Development District

\$54,991
USD

Wichita Area

\$54,588
USD

Rural Surrounding Area

\$55,556
USD

Per Capita Income

South Central Kansas Economic Development District

\$26,216
USD

Wichita Area

\$25,982
USD

Rural Surrounding Area

\$26,522
USD

Sources: US Census 2012-2016 ACS