



SOUTH CENTRAL KANSAS ECONOMIC DEVELOPMENT DISTRICT COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

Table of Contents

Summary Background	Page 3
2021 Comprehensive Economic Development Strategy (CEDS)	Page 5
Analysis of Regional Strengths, Weaknesses, Opportunities and Threats	Page 6
Goals and Objectives	Page 11
Scope of Work	Page 13
Performance Measures	Page 19
Community and Private Sector Partnerships	Page 22
Regional Charts	Page 24

SUMMARY BACKGROUND

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

SCKEDD's mission is to enhance and improve the economic vitality, community infrastructure and housing quality within the south central Kansas region.

The purpose of the Economic Development District (EDD) is to lead locally-based, regionally-driven economic development planning. Presently, the South Central Kansas Economic Development District encompasses fourteen counties, including Butler, Chautauqua, Cowley, Elk, Harper, Harvey, Greenwood, Kingman, Marion, McPherson, Rice, Reno, Sedgwick, and Sumner.

A Board of Directors governs the South Central Kansas Economic Development District, Inc. The Board members are appointed by their respective member County Commissioners.

As of the fiscal year beginning July 1, 2021, twelve member counties within the EDD represent the South Central Kansas Economic Development District. Currently, both Sedgwick and Sumner Counties have elected not to be voting member counties.

Additionally, three (3) At-large Directors appointed by the Board also represent the principal interest of the district, including labor, business, education, agriculture health, minorities.

The Board members reflect a coalition of economic development professionals, county commissioners, business, and community leaders.

The page below presents a table listing SCKEDD's Board of Directors as of the Fiscal Year beginning July 1, 2021.

July 1, 2021, SCKEDD Board of Directors

County	Name	Role
Butler	David Alfaro	Director, Butler County Economic Development
	Joseph Goedert	President, Community National Bank
Chautauqua	Sue Kill	President, Sedan Chamber of Commerce
Cowley	Kerri Falletti	Director, Cowley County Economic Development Partnership
	Kevin Lowe	Sr. Vice President, Community National Bank
Elk	Shari Kaminska	County Commissioner
Greenwood	Linda Snyder	Community Leader
Harper	Shelly Hansel	Community Development Director
Harvey	Jennifer Mueller	Retention & Expansion Manager Harvey County Economic Development Corporation
Kingman	Leslie Schrag	Director, Kingman County Economic Development
Marion	Randy Collett	Director, City of Marion Economic Development
McPherson	David O'Dell	McPherson County Commissioner
	Matt Morrow	Vice President, Peoples Bank & Trust
Reno	Ron Hirst	Reno County Commissioner
	Jackson Swearer	Director, Quest Center for Entrepreneurs
Rice	Stacy Clark	Director, Rice County Economic Development Department
At-large	Sarah Hoefgen	Assistant Executive Director, El Dorado, Inc.
At-large	Kent Becker	Marion County Commissioner
At-large	Danny Crittenden	President/CEO Panhandle Federal Credit Union

2021 Comprehensive Economic Development Strategy (CEDS)

The 2021 Comprehensive Economic Development Strategy (CEDS) provides 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 2021 CEDS is a strategic blueprint also designed to promote regional collaboration, build organizational capacity, and guide economic growth and resiliency in the district.

Key data and information were 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 2021 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 the major metropolitan city of Wichita. The district is spread across 13,287 square miles and home to an estimated population of 820,363 residents (2020 US Census).

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 397,532 (2019 US Census Bureau).

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 Spirit AeroSystems Holdings Inc. These five aircraft manufacturers employ approximately 28,000 workers in the Wichita area. 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 aircraft manufacturing industry, public and private universities, plus technological colleges, and high schools are working together to provide a talented skilled workforce to meet the demand for highly specialized aircraft production and maintenance jobs in the aerospace industry.

An outstanding example of this effective strategy is new aircraft production and maintenance certificate program the Wichita school district, WSU Tech, and Textron Aviation created in May 2018 to offer students meaningful careers in the aviation industry immediately after graduation.

Wichita State University, a leading state university, is 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, then 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 south central 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 provides 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.

The state of Kansas is major producer of agriculture commodities including cattle and calves, wheat, corn, sorghum and soybeans, therefore adverse changes in commodity prices or demand, greatly impacts rural south central Kansas. Also, the financial burden to invest in advanced agriculture technology for the purpose of reducing costs of goods, severely increases small farmers financial risks.

The number of farm operation in Kansas has declined -5% the past 10 ten years from 63,100 in 2010 to 58,300 in 2020.

In 2020, Kansas was the number one (#1) state by the US Department of Agriculture in All Wheat and Sorghum Grain production.

In 2020, Kansas generated 24.% of the nation's total wheat crop and wheat accounts for approx. 40% of the state's total agricultural crop production. While Kansas is the number one state for All Wheat production, both the average acres planted, and wheat bushels produced declined significantly the past 10 years from 2010 to 2020. In 2020 6.6 million acres were planted vs 8.3 million acres planted in 2010 and 281,250 bushels were produced in 2020 vs. 360,000 bushels produced in 2010.

The fortune of wheat producers is linked closely to the global wheat markets and competition from three major global national competitors; the European Union, Canada, and Russia. Wheat prices have fluctuated the past 10 years from a high of \$8.18 July 2012 to a low of \$3.99 in August 2016 and is currently \$7.24 as September 2021. Other economic variables that impact farmer's decisions to plant wheat are changes in government programs that give farmers more planting flexibility, the appreciation of the U.S. dollar compared to other major world currencies, international trade agreements, and reciprocal trade tariffs on American products exported to China.

In 2020 Kansas produced approximately 64% of the nation's Sorghum crop. In the United States, the livestock industry is the principal consumer of 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.

June 2021, The US Department of Agriculture reported China was the top destination for Sorghum, accounting for 95% of U.S. export. Sorghum is used as cheaper substitute for corn to feed China's vast pork production industry.

Oil production is another large industry sector in rural south central Kansas. Because the oil and gas production industry are also a very cyclical industry, those rural communities located in south central Kansas dependent on the oil and gas production can experience both the prosperous benefits of the cyclical highs, but also significant hardship when gas and oil prices decline below a profitable baseline.

The affluence of West Texas Immediate (WTI) crude oil prices is demonstrated by a high of \$113.92 a barrel August 2013 compared to \$68.59 September 1, 2021. According to a 2021 survey, the average oil producer operating in the U.S. needed WTI oil prices to amount to a minimum of \$46 U.S. dollars per barrel in order to profitably drill a new well. This compared to a breakeven price of \$17 U.S. dollars per barrel for existing wells.

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

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 faced with two dominant economic obstacles; low wages and limited career opportunities. Another challenging issue is the lack of childcare available for young families. Access to speedy Broadband in some rural communities and remote areas is also a technological obstacle to professionals desiring to work remotely in rural south central Kansas.

A 2015 US Department Agriculture survey reported many young people raised in small rural communities, expressed the positive aspects of raising young families back home, including being near family and raising children in a safe familiar environment.

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.

The 2020 US Census reported rural Kansas is losing rural population as metropolitan areas grow. The US Census showed 80 of the state's 105 counties lost population in the past 10 years. Particular to the South Central Kansas Economic Development District, only the metropolitan Sedgwick County realized an increase in population of 5.1% compared to the other counties all experiencing declining populations ranging from -1.9% to -13.8%.

The State of Kansas, regional and local economic development organizations, and community leaders are working collectively to retain existing small and medium sized businesses plus actively recruiting new service and manufacturing companies to rural communities throughout south central Kansas.

Kansas Sampler Foundation, a nonprofit dedicated preserving and sustaining rural culture, through a partnership with the Kansas Office of Rural Prosperity, is focusing on infrastructure like broadband and housing. Together, they are also concentrating resources to recruit and retain young people, building childcare centers, improving access to STEM education, and helping the state's youngest Kansans believe that

they have a bright future no matter the size of their community.

Many community leaders and economic organizations are taking crucial organized steps to revitalize their rural towns and entice the 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 the rural and urban county lines. The south central Kansas area must also recognize that the rural and urban or metropolitan economic issues differ and take different strategies. Different, but cohesive, related, and linked to economic decisions made at the state level.

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. A new fresh perspective that recognizes that the enriched economic health of the rural communities adjacent to or proximate to metropolitan Sedgwick County are advantageous to the sustainable and diversity of economic growth of the County. The residents are consumers of expensive and sought out retail goods, and rural businesses are suppliers and manufactures crucial to heavy and light industrial supply chains.

Shared economic development initiatives are a challenge especially in those rural areas where community development is still largely practiced for the sole benefit of the County. Also, some county decision makers are ensnared by long-time personal repressive attitudes woefully adverse to collaborating with more populous urban communities. Today, some counties continue to retain strong insular recruitment strategies, And, in the worst cases, economic development has degenerated into a practice of poaching businesses from neighboring jurisdictions.

Successful and effective economic development efforts in other rural regions located throughout the Midwest strongly suggest that building a strong partnership with critical mass is an essential principle to achieving 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 component for affording business borrowers to create and/or retain jobs, and buy new technology, plus equipment 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 improve 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.

SCOPE OF WORK

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)

Targets:

- Minimum of four (4) SBA 504 loans approved 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

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.
- 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 a minimum 400 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 Measurable 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 on an annual basis from 2021 to 2026.

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 (GWP) was formed to achieve the region's long-term goals through greater coordination between local businesses, non-profits, and government agencies in region. In 2018, the GWP facilitated a process to update ongoing regional economic development strategies supporting target sectors. The resulting Regional Growth Plan (the Plan) outlined 37 initiatives and 10 priorities to advance targeted regional economic development in south central Kansas. A year after the Plan was finalized, Sedgwick County and number of adjacent counties' economies were adversely impacted by the effects of the Boeing 737 MAX suspension of service, and just four months later, a global pandemic started.

The Plan highlighted five strategic areas to drive economic growth (pillars) and provided actionable steps (key initiatives) how economic development organizations, community and political leaders, and the private business sector in the south central Kansas region could work together to achieve collective outcomes. These five pillars are a robust talent development pipeline, targeted innovation development, value driven branding, growth supportive actions targeting existing business efforts, and catalytic infrastructure.

In 2021 GWP supported the development of an Addendum to the Plan to respond to the new economic opportunities and challenges in the wake of the global pandemic. The Addendum also focused on ensuring the Plan's strategic priorities were aligned with the Kansas Framework for Growth (the Framework) established by the Kansas Department of Commerce.

The Addendum identifies new opportunities that align with both the Plan and the Framework.

The Plan and the Framework targets five similar industrial sectors for accelerated growth in south central Kansas and the state of Kansas;

1. Advanced Manufacturing
2. Aerospace
3. Distribution, Transportation & E-Commerce
4. Food & Agriculture

5. Professional and Technical Services

To accelerate growth in these five key sectors the Framework emphasizes developing the state's talent/skilled workforce, creating innovative programs and services, leveraging community assets, and setting creative policies.

Other strong regional efforts were begun in mid-2018, when 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 Master 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.