COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDS)
For the Flint Hills Region
Comprehensive Economic Development Strategy (CEDS)

- Contributes to effective economic development
- A locally-based, regionally-driven economic development planning process
- Serves as a means to engage community leaders, leverage the involvement of the private sector, and establish a strategic blueprint for regional collaboration.
- The CEDS provides the capacity-building
- The public sector, working in conjunction with other economic actors (individuals, firms, industries), creates the environment for regional economic prosperity.
- **Simply put, a CEDS is a strategy-driven plan for regional economic development.** A CEDS is the result of a regionally-owned planning process designed to build capacity and guide the economic prosperity and resiliency of an area or region.
- Builds regional capacity (through hard and soft infrastructure) that contributes to individual, firm, and community success.
The CEDS At a Glance:

- The CEDS helps to build on the strengths of our region, as well as identify gaps in resources or expertise that need to be addressed.
- The CEDS planning process can facilitate regional collaboration, expand supply chains, and grow and support new industry clusters.
- With a CEDS in place, regions are more likely to attract federal funds and technical assistance by demonstrating resources are used efficiently and effectively.
- The CEDS process can make our region more resilient and better positioned to plan for, respond to, and recover from natural disasters and economic shocks.
- The CEDS can be much more than just a static document, but rather an engaging platform that generates region-wide discussions and serves as a call to action for economic development.
An Effective CEDS:

- Identifies a region’s competitive advantages
- Demonstrates an EDD’s grasp of key trends
- Promotes cross-sector collaboration
- Commits to measurable success
- Tells a compelling story about the region’s past, present and future
- Motivates action and implementation
Benefits of Participation in FHEDD

- Access to Federal Economic Development Administration Funds
- Sharing of information and resources
- Larger Marketing Effort to Draw Tourism and Jobs to the Region
- Coordination of Economic Development Strategies
- Ability to take Advantage of the NBAF and Animal Sciences Corridor
Kansas Has 8 Economic Development Districts
Counts

- Chase
- Geary
- Lyon
- Morris
- Pottawatomie
- Riley
- Wabaunsee
CEDS Overview

Summary Background
- Provide a summary of economic development conditions of the Region

SWOT Analysis
- Include an in-depth analysis of economic and community development strengths, weaknesses, opportunities, and threats

Strategic Action Plan
- Strategies and an implementation plan to build upon the Region's strengths and opportunities and resolve the weaknesses and threats facing the Region

Performance Measures
- Include metrics used to evaluate the Planning Organization's successful development and implementation of the CEDS
Strategic Direction and Action Plan

**Vision**
- Where do we want to be in the next 10-20 years?
- Where are we now?

**SWOT Analysis**
- Broad, primary regional expectations
- Where do we want to go?

**Goals**
- More specific than goals, clearly measurable, stated in realistic terms
- Controllable elements that influence the goal

**Objectives**
- Identifies specific programs and activities to implement the goals and objectives
- Not merely a list of projects
- How do we get there?

**Strategic Direction**

**Action Plan**
- How are we doing?
- What can we do better?

**SMART GOAL SETS**
- Specific
- Measurable
- Achievable
- Relevant
- Time-based

MarksNelson
In addition to the sections noted above, the CEDS must incorporate the **concept of economic resilience** (i.e., the ability to avoid, withstand, and recover from economic shifts, natural disasters, the impacts of climate change, etc.). The EDD or community responsible for the CEDS can address resilience as a separate section, distinct goal or priority action item, and/or as an area of investigation in the SWOT analysis. It may be most effective, however, to infuse the concept of resilience throughout the CEDS document. As a baseline, EDA suggests regions undertake a two-pronged approach to help identify and counter the vulnerabilities that each region may face (see section on Economic Resilience for more information).
Resilience
CEDS Process

- Economic Analysis
- SWOT
- Goals & Objectives
- Projects & Programs
- Performance Metrics
- Plan of Action
• **Strengths** are a region’s relative competitive advantages (e.g., industry supply chains and clusters, extensive port, rail, and broadband assets, specialized workforce skills, higher education levels, collaboration among stakeholders) and often are internal in nature;

• **Weaknesses** are a region’s relative competitive disadvantages (e.g., a risk-averse or change-resistant regional culture), also often internal in nature;

• **Opportunities** are chances or occasions for regional improvement or progress (e.g., expansion of a biosciences research lab in the region), often external in nature; and

• **Threats** are chances or occasions for negative impacts on the region or regional decline (e.g., several companies in the region considering moving to lower-cost areas of the state), also often are external in nature.
<table>
<thead>
<tr>
<th>SAMPLE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>STRENGTHS</strong></td>
</tr>
<tr>
<td>▪ Strong presence of aerospace industry</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>OPPORTUNITIES</strong></th>
<th><strong>THREATS</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ Growth of commercial aviation globally</td>
<td>▪ Talent availability being a top concern of employers - National trend of companies moving to regions offering large and growing talent pool</td>
</tr>
</tbody>
</table>
State of the regional economy.

What are the strengths and weaknesses? What are the strong existing and growth sectors? Which areas are most distressed? What is driving job creation or loss and the state of economy in general? What are the region’s assets?

Regional clusters. Which clusters, and industries and occupations within the cluster, are growing and declining, and why?

EDA defines clusters as a geographic concentration of firms, workers and industries that do business with each other and have common needs for talent, technology, and infrastructure. See the U.S. Cluster Mapping Tool (http://www.clustermapping.us/) for more information on clusters and the promotion of clusters.
External trends and forces.

What are the opportunities and threats? How is the region positioned to succeed in the national and global economies?

What sources of exports and tourism, as well as foreign direct investment, can bring new wealth to the region? What industry sectors and clusters have growth potential through international trade and investment, and what are the region’s target foreign markets based on these industries?

What local public, private and nonprofit partnerships have been developed to promote exports and increase the region’s export base?

What are the strategic needs or gaps to fully implement an export promotion and investment attraction program (e.g., foreign outreach events, marketing materials, and research; and regional transportation infrastructure or regulatory issues)?
CEDS Process:
Role of the Citizens Strategy Committee

- Representatives from 7 Counties
- Majority Represent Private Business

• SWOT Analysis
  (Strengths, Weaknesses, Opportunities, Threats)

• Identified Strong & Weak “Capital” Areas
  (Financial, Natural, Political, Individual, Social, Built, & Natural)

• Identified Economic Sectors & Issue Areas

• Created Working Groups Around these Sectors and Issues

• Defined the Vision for the FHEDD

• Identified Goals and Prioritized Action Items
## Demographics

### FHEDD Age Demographics

#### Rural Counties

<table>
<thead>
<tr>
<th>County</th>
<th>Under 18</th>
<th>18 to 64</th>
<th>65+</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chase</td>
<td>18 to 64</td>
<td>65+</td>
<td></td>
</tr>
<tr>
<td>Lyon</td>
<td>18 to 64</td>
<td>65+</td>
<td></td>
</tr>
<tr>
<td>Morris</td>
<td>18 to 64</td>
<td>65+</td>
<td></td>
</tr>
<tr>
<td>Wabaunsee</td>
<td>18 to 64</td>
<td>65+</td>
<td></td>
</tr>
</tbody>
</table>

#### Metropolitan Counties

<table>
<thead>
<tr>
<th>County</th>
<th>Under 18</th>
<th>18 to 64</th>
<th>65+</th>
</tr>
</thead>
<tbody>
<tr>
<td>Geary</td>
<td>18 to 64</td>
<td>65+</td>
<td></td>
</tr>
<tr>
<td>Pottowatomie</td>
<td>18 to 64</td>
<td>65+</td>
<td></td>
</tr>
<tr>
<td>Riley</td>
<td>18 to 64</td>
<td>65+</td>
<td></td>
</tr>
</tbody>
</table>

Source: US Census Bureau, American Community Survey, 2016 5-yr estimates. table S0101
Identifying Distressed Areas

Housing Affordability


Population Change & Household Income

- These factors are used to identify distressed areas that need special attention.
- More resources can be available for these areas.

### Population of Places in the FHEDD

<table>
<thead>
<tr>
<th>Counties</th>
<th>2016</th>
<th>2010</th>
<th>% Chng.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chase</td>
<td>2,694</td>
<td>2,790</td>
<td>-3.4%</td>
</tr>
<tr>
<td>Geary</td>
<td>36,818</td>
<td>34,362</td>
<td>7.1%</td>
</tr>
<tr>
<td>Lyon</td>
<td>33,401</td>
<td>33,690</td>
<td>-0.9%</td>
</tr>
<tr>
<td>Morris</td>
<td>5,694</td>
<td>5,923</td>
<td>-3.9%</td>
</tr>
<tr>
<td>Pottawatomie</td>
<td>22,920</td>
<td>21,604</td>
<td>6.1%</td>
</tr>
<tr>
<td>Riley</td>
<td>75,026</td>
<td>71,115</td>
<td>5.5%</td>
</tr>
<tr>
<td>Wabaunsee</td>
<td>6,960</td>
<td>7,053</td>
<td>-1.3%</td>
</tr>
<tr>
<td>MHK Metropolitan Area*</td>
<td>97,946</td>
<td>127,081</td>
<td>-22.9%</td>
</tr>
<tr>
<td>MHK MSA + Geary County</td>
<td>134,764</td>
<td>127,081</td>
<td>6.0%</td>
</tr>
<tr>
<td>Junction City Micropolitan Area</td>
<td>36,818</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Emporia Micropolitan Area</td>
<td>33,401</td>
<td>36,480</td>
<td>-8.4%</td>
</tr>
<tr>
<td>Cottonwood Falls</td>
<td>902</td>
<td>903</td>
<td>-0.1%</td>
</tr>
<tr>
<td>Junction City</td>
<td>25,016</td>
<td>23,353</td>
<td>7.1%</td>
</tr>
<tr>
<td>Emporia</td>
<td>24,707</td>
<td>24,916</td>
<td>-0.8%</td>
</tr>
<tr>
<td>Council Grove</td>
<td>2,337</td>
<td>2,182</td>
<td>7.1%</td>
</tr>
<tr>
<td>Wamego</td>
<td>5,522</td>
<td>4,372</td>
<td>26.3%</td>
</tr>
<tr>
<td>Manhattan</td>
<td>55,909</td>
<td>52,281</td>
<td>6.9%</td>
</tr>
<tr>
<td>Alma</td>
<td>1,066</td>
<td>832</td>
<td>28.1%</td>
</tr>
</tbody>
</table>

Note: Manhattan MSA redefined in 2011 to exclude Geary County.
Source: US Census Bureau, American Community Survey, 2016 5-yr estimates, table S0101
• These factors are used to identify distressed areas that need special attention.
• More resources can be available for these areas.

Economic Stability

- Historically, growth at Fort Riley and the two universities have sustained the region’s economy. Recently, there have been reductions at Ft. Riley and reduced enrollment at Kansas State University.
- Need to diversify Flint Hills economy in clusters that have potential for growth.
Clusters

Established Clusters

• Military
• Ranching and Farming
• Higher Education
Potential Clusters*

Agriculture & Animal Health
Small to Medium Enterprise Manufacturing
Professional & Technical Services
Bio Defense and Security
Travel & Tourism

*Greater Manhattan Project
Action Plan

Action 1 Create Regional Branding
Action 2 Create a Marketing Strategy
Action 3 Identify Workforce Training Needs
Action 4 Initiate a tallgrass entrepreneurship education curriculum
Action 5 Expand transportation options in our region
Action 6 Streamline and coordinate the business attraction and retention process

Action 7 Create a Welcome Center
Action 8 Create a site selection tool
Recommended Actions
Action 9 Create a Prime Site Program
Action 10 Succession Training
Action 11 Flint Hills Opportunities Network
Action 12 Flint Hills High Five
Action 13 Kansas Food Labs
Measures of Economic Health

A series of economic indicators were identified to monitor the economic health of the FHEDD.

A series of performance measures must be developed to observe what progress is being made on the items in the Action Plan.

We will review what has changed over the last five years and identify appropriate performance measures.
## CEDS SCHEDULE

<table>
<thead>
<tr>
<th>Month</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>May</td>
<td>Kickoff Meeting  SWOT Analysis</td>
</tr>
<tr>
<td>June</td>
<td>In depth Economic Analysis and SWOT Revisited</td>
</tr>
<tr>
<td>July</td>
<td>Performance Measures</td>
</tr>
<tr>
<td>August</td>
<td>Identify Clusters</td>
</tr>
<tr>
<td>September</td>
<td>Action Plan</td>
</tr>
<tr>
<td>October</td>
<td>Resilience</td>
</tr>
<tr>
<td>November</td>
<td>Draft CEDS for internal review</td>
</tr>
<tr>
<td>December</td>
<td>Draft to Board members, Presentation Review</td>
</tr>
<tr>
<td>January</td>
<td>Feedback from Counties, Chambers, Eco Devo, Public</td>
</tr>
<tr>
<td>February</td>
<td>Incorporate feedback, Return to counties to adopt resolution of support</td>
</tr>
<tr>
<td>March</td>
<td>FHRC Board Adopts Final CEDS    March 15</td>
</tr>
<tr>
<td></td>
<td>Submit to EDA March 18, 2019</td>
</tr>
</tbody>
</table>
Regional success through trust, cooperation and mutual support

Flint Hills Regional Council
www.flinthillsregion.org

Questions / Comments