2015-2018

Comprehensive Economic Development Strategies

NORTEX ECONOMIC DEVELOPMENT DISTRICT

NORTEX REGIONAL PLANNING COMMISSION | PO BOX 5144, WICHITA FALLS, TX 76307

Comprehensive Economic Development Strategies
Nortex Economic Development District

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Introduction

The vision of the Nortex Economic Development District (NEDD) is to recognize those things that "can be" and then to plan, prepare and perform to make those things happen.

NEDD is the entity through which agencies and governments consider regional approaches toward utilizing the strengths, resources and leadership in a dynamic decision making process that leads to success.

The Comprehensive Economic Development Strategies (CEDS) is one part of the overall planning and goalsetting process the NEDD uses to evaluate the population, education, workforce, infrastructures, natural resources and transportation assets which are the foundation of economic opportunities and enhance qualities of life.

Nortex Economic Development District serves eleven counties in the North Texas Region: Archer, Baylor, Clay, Cottle, Foard, Hardeman, Jack, Montague, Wichita, Wilbarger and Young.

Organization

The Nortex Economic Development District operates under the umbrella of the Nortex Regional Planning Commission which was formed January 27, 1966 as a region wide voluntary association of local elected officials.

The Nortex Economic Development District's Board of Directors is composed of members, from both public and private sectors, representing every county, and city within the District. For greater efficiency, the District's Board has created and appointed the Nortex Economic Development District Advisory Committee (Committee). The Committee is appointed by each County Judge. The County Judges can appoint as many representatives as they deem prudent, however, only one appointee from each county is given voting privileges. While the membership on the Committee is not static, it affords each county to address individual county issues as part of the regional planning process and ensures that resources and skills are appropriately applied to identifying and challenging the needs of the District.

Economic Development Advisory Committee

Committee Member	Organization	County City
Neal Blanton	Graham Economic Development Corporation	Young
Gary Robinett	Burkburnett Development Corporation	Wichita
Janis Crawley	Economic Development, City of Bowie	Montague
Charles Finnell	North Texas Rural Rail Transportation District	Archer
Michael Smith	City of Wichita Falls	Wichita Falls
Steve Halloway	City of Lakeside City	Archer
Rick Langford	Economic Development, City of Henrietta	Clay
Rayford Pullen	Rancher	Clay
Eugene Johnson	Hardeman County/Quanah Economic Development Corporation	Hardeman
Virgil Nesbitt	City of Wichita Falls	Wichita
Rand Southard	Special education	Montague
Lynda Pack	Jacksboro Economic Development Corporation	Jack
Kevin Pearson	Wichita Falls Chamber of Commerce and Industry	Wichita Falls
Mona Statser	Workforce Solutions North Texas	Wichita
Shana Drury	Vernon College	Wilbarger
Lauren Bush	Economic Development, City of Seymour	Baylor
Bertha Woods	Quanah Chamber of Commerce	Hardeman
Phil Jeske II	Manufacturing	Young
Mike Martin	Rancher	Montague
Wes McCurry	Banking	Jack
JoAnn Howell	Veterans	Wichita
LeeAnn Burnet	Realtor	Archer

Mark Snyder	Government Contracting	Wichita
Janie Havel	Office of the Governor	

Staff Support

Dennis Wilde	Nortex Regional Planning Commission
Joe Gambill	Nortex Regional Planning Commission
Jan Bowerman	Nortex Regional Planning Commission

CEDS Contents

In accordance with EDA requirements, the CEDS provides a framework for regional economic development opportunities and the evaluation of the EDA grant applications. This strategy includes socioeconomic data and information for the region. The CEDS includes the following sections:

Overview

This section includes an analysis of the current demographic and socioeconomic conditions and trends. This section also includes a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis.

Regional Assets

This section includes a review of the economic resources.

Vision, Mission, and Purpose

This section introduces the Vision, Mission, and Purpose that outline the region's foundations for economic opportunities.

Goals and Strategies

This section identifies specific actions and programs that address the goals and strategies.

Performance Measures

This section will describe the process the District will use to evaluate its action plan and its goals. It includes performance measures to be used to evaluate the progress made as a result of the action plan.

Regional Overview

Nortex Economic Development District is an area that encompasses 9,461 square miles , which is larger than seven states, and has a targeted population of 221, 340 individuals. The NEDD is composite of eleven Counties, over thirty Cities and numerous Special Districts in a geographic region commonly referred to as Cross Timbers and Rolling Plains.

Our earliest history reflects this land to be occupied by the Comanche Indians. In 1851, Fort Belknap (in modern-day Young County) was established as primary line of defense on the northern Texas frontier. The garrison at Fort Belknap provided safe travel for those using the frontier trails, and most notably the Butterfield Overland Mail Route.

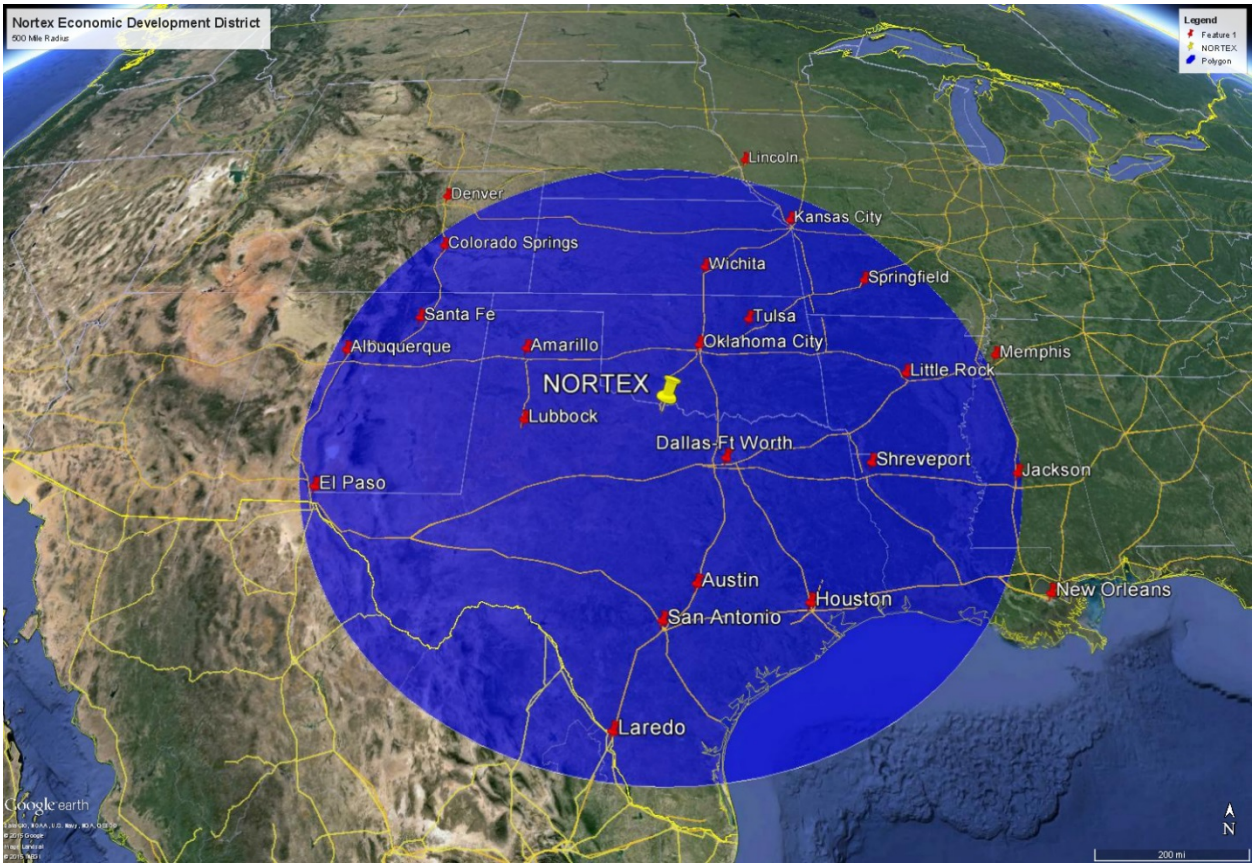
As more white settlers moved into the region so did huge cattle ranches. History and the face of this region have been marked by the cattle drives that are known as the Chisholm, Western and Loving-Goodnight trails, each seeking to bring more cattle to the eastern markets.

As unrest between the Settlers and Native Americans became more inflamed, Fort Richardson (in modern-day Jack County) was established in 1868 as the Army's northernmost outpost in Texas. The soldiers of Fort Richardson were tasked with maintaining the post, assisting the law in keeping the peace, escorting wagon trains, protecting cattle herds and patrolling for possibly hostile Native Americans.

It was not too long after cattle that wheat and cotton began to vie for the attentions of those who settled this region. Coal was even mined in this region. But, it was oil that changed the economy of the region and today, oil and gas still play a very important role in the Nortex economy.

Today, that heritage, of being on the frontier, is still alive. The region is home for many national and international manufacturing companies. These companies vary in employment size with 4.9% employing between 100-499 persons; 10.8% employing 50 to 99; 33.7% employing 20 to 49 and 50.1% employing 10 to 19. The top ten manufacturers include: Air Tractor, Inc., Alcoa Howmet, Georgia-Pacific Gypsum, Pratt & Whitney, Sealed Air Corp., Tower Extrusions Ltd., Tranter Inc., Tyson Foods Inc., and Wichita Tank Mfg. Inc.

Access to potential customers is always an important factor. The great trails of cattle drive days were blazed in an effort get the product to markets. Today our road and transportation systems provide continued access to customers across the country. Within 500 miles of the NEDD region, there are potential customers in over 9 states with an estimated population of over 41 million.



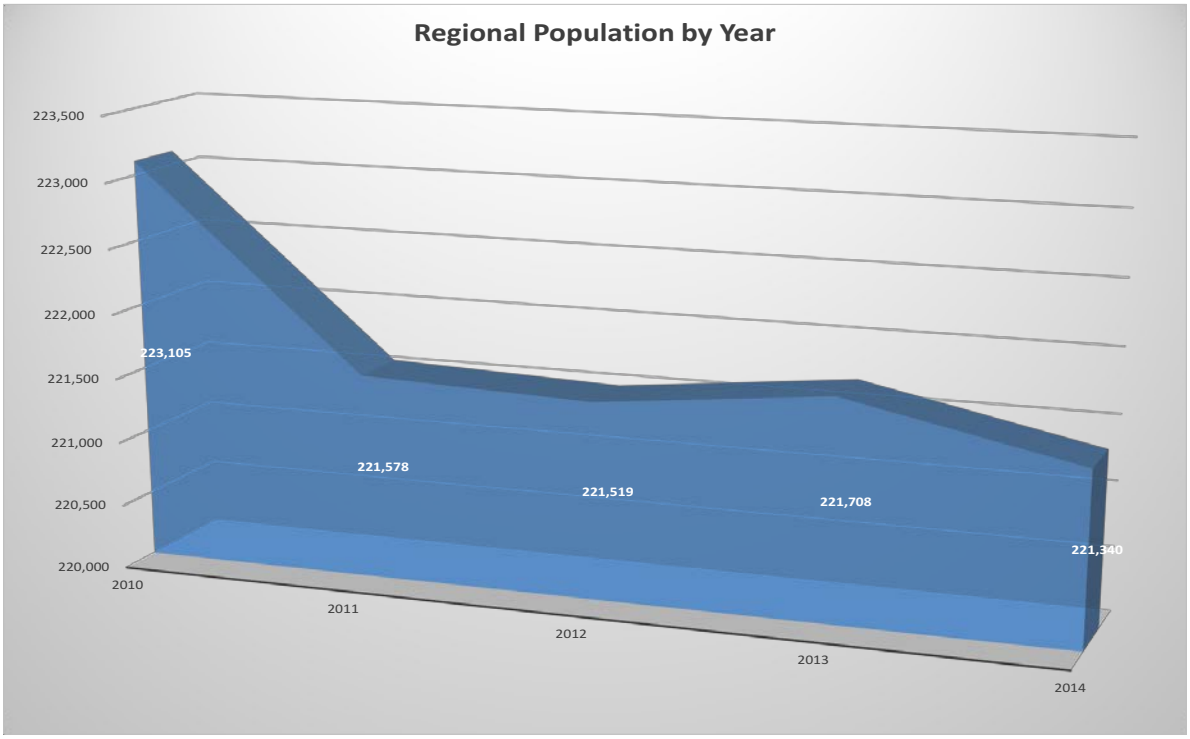
Map of 500 mile radius of Nortex Economic Development District

Demographics

Historically, the population in the region has been steady. In recent years, the largest decline has been associated with changes of the missions of Sheppard AFB. The base, being a training facility, has a service population that does fluctuate from time to time.

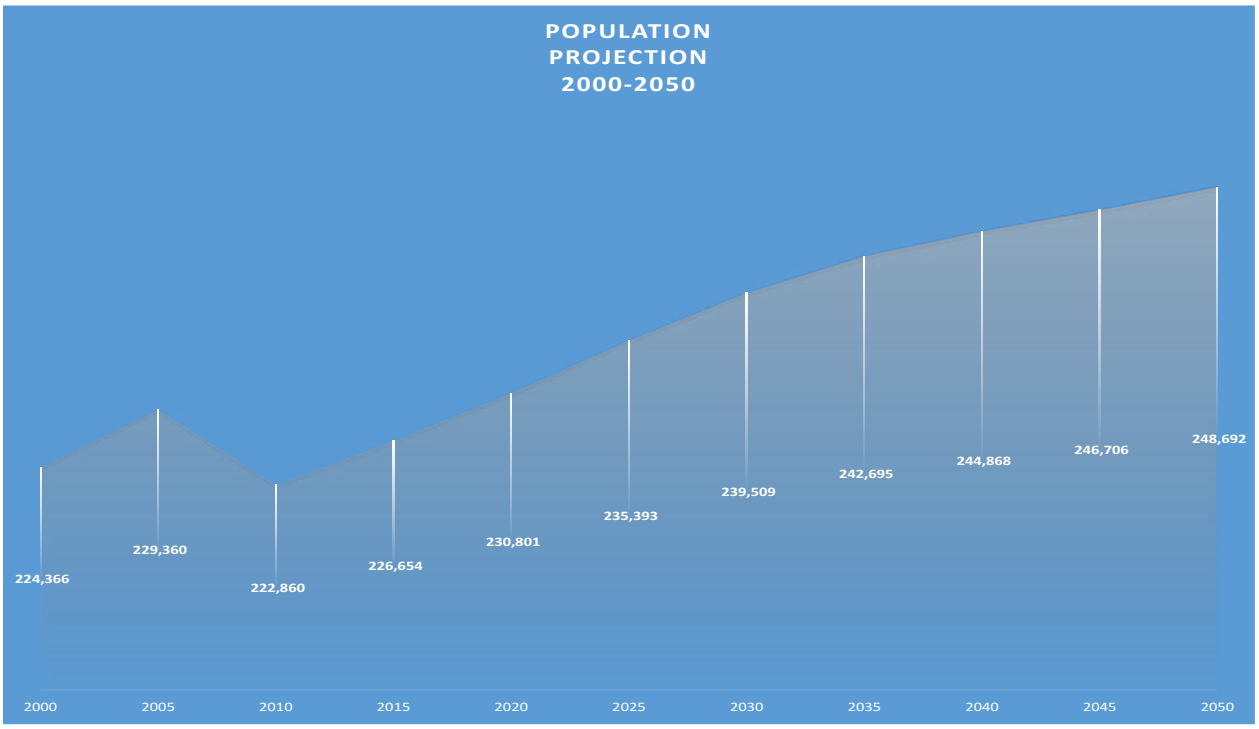
Population

The following chart reflects the regional population from 2010 to 2014. The drop in population in 2010 was associated with transitions in the mission of Sheppard AFB.

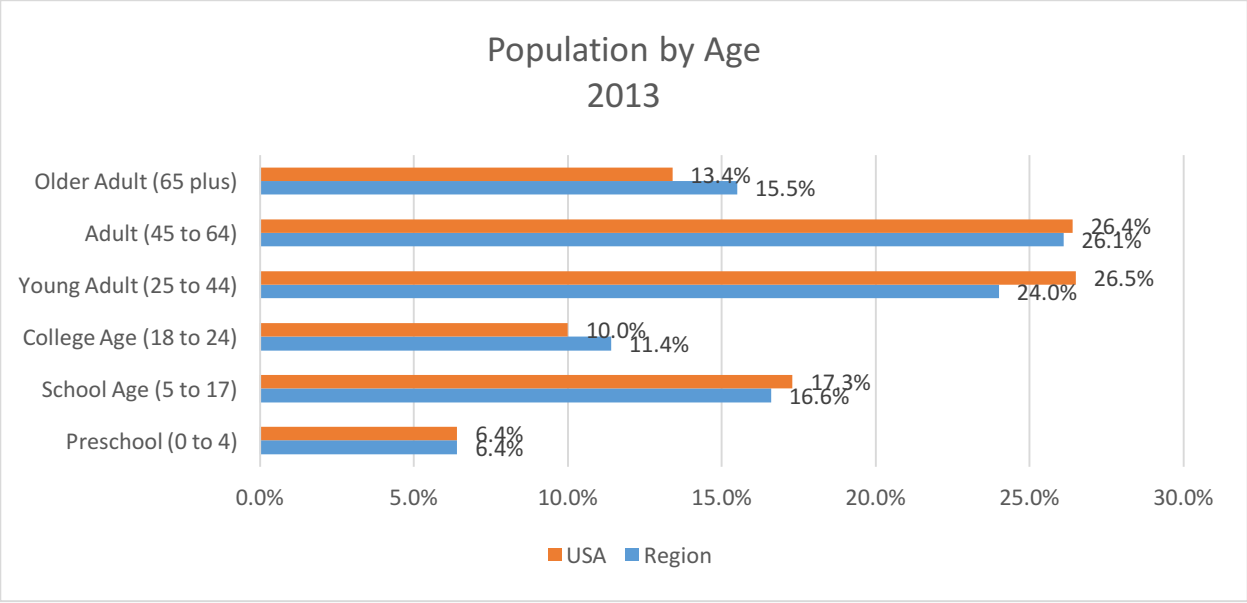


Regional population projections indicate a slight rise in the population through year 2050. This slight increase is attributed to several factors. First, is the anticipation of the continued mission of Sheppard AFB and the growth of the NATO training program. Second, is the growth of Midwestern State University. The University continues to offer excellent training in health related and education related career paths. Third, is our growth and strength in several industrial clusters.

The chart below reflects the population trends from 2000 to 2050.

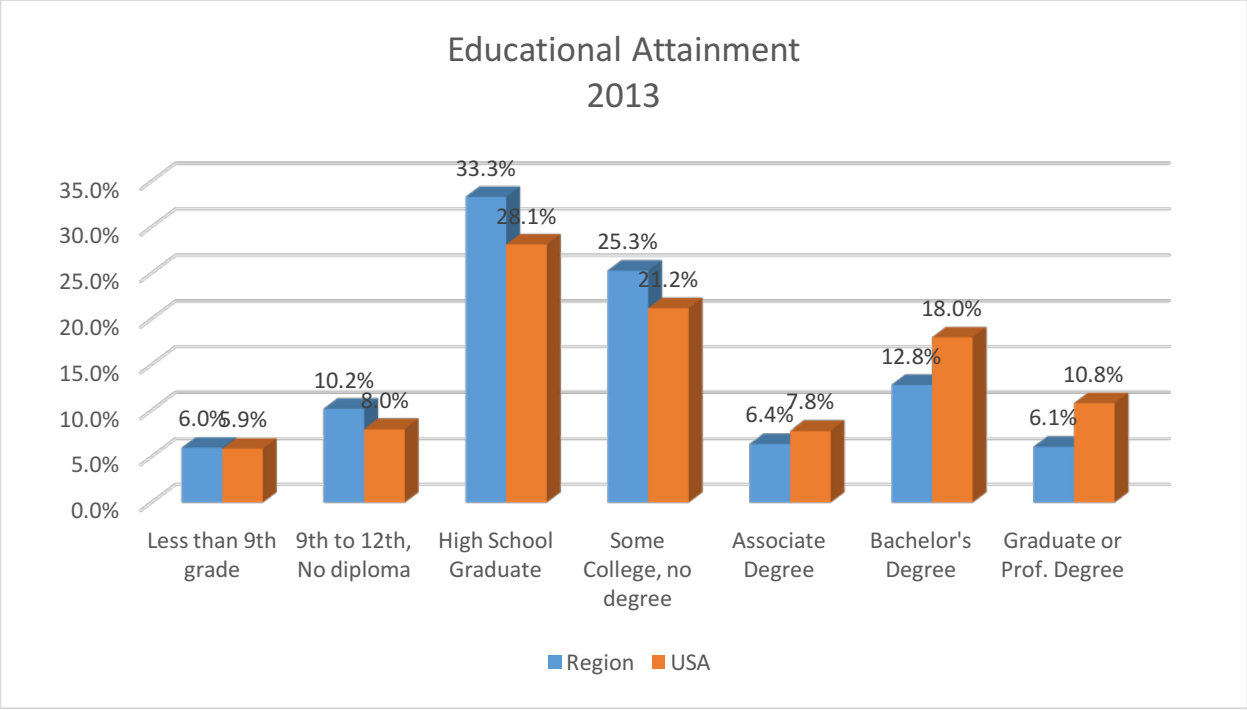


Contrary to myth that more rural areas are heavy populated by older adults, the age categories within the region are very similar to the age categories to the United States. The Nortex Economic Development District's population reflects a great balance in age within the region and with comparisons with the country. The chart below dispels any myths regarding age in the region as compared to the United States.



Education

As we share similarities in our populations' age, between the United States and Nortex Economic Development District, we also share similar educational attainments. However, our educational attainment drifts more to the expectations or a younger population than would be expected. The chart below demonstrates the comparisons of educational attainment between the United States general population and the attainment of the population of Nortex Economic Development District.

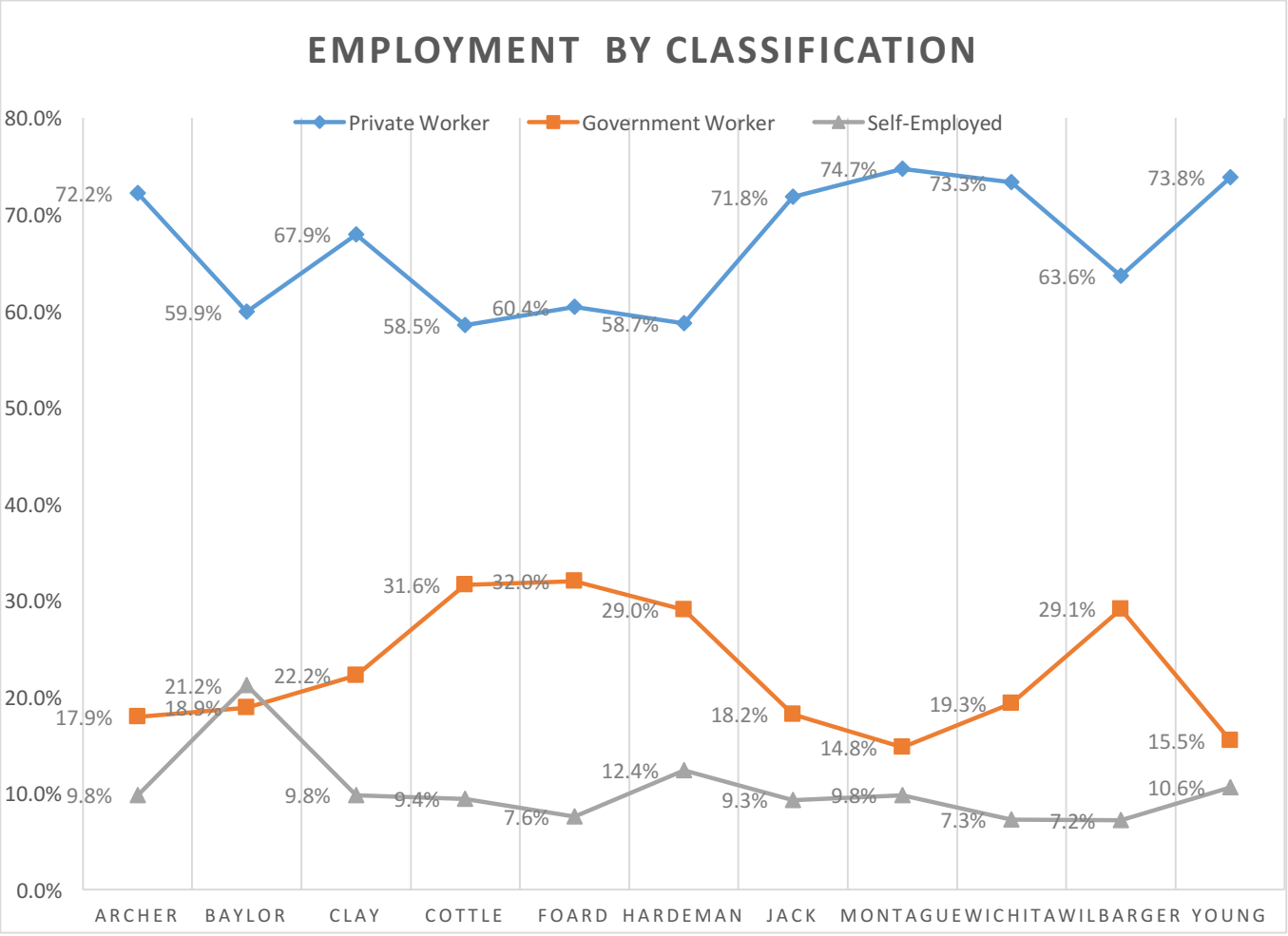


Clusters

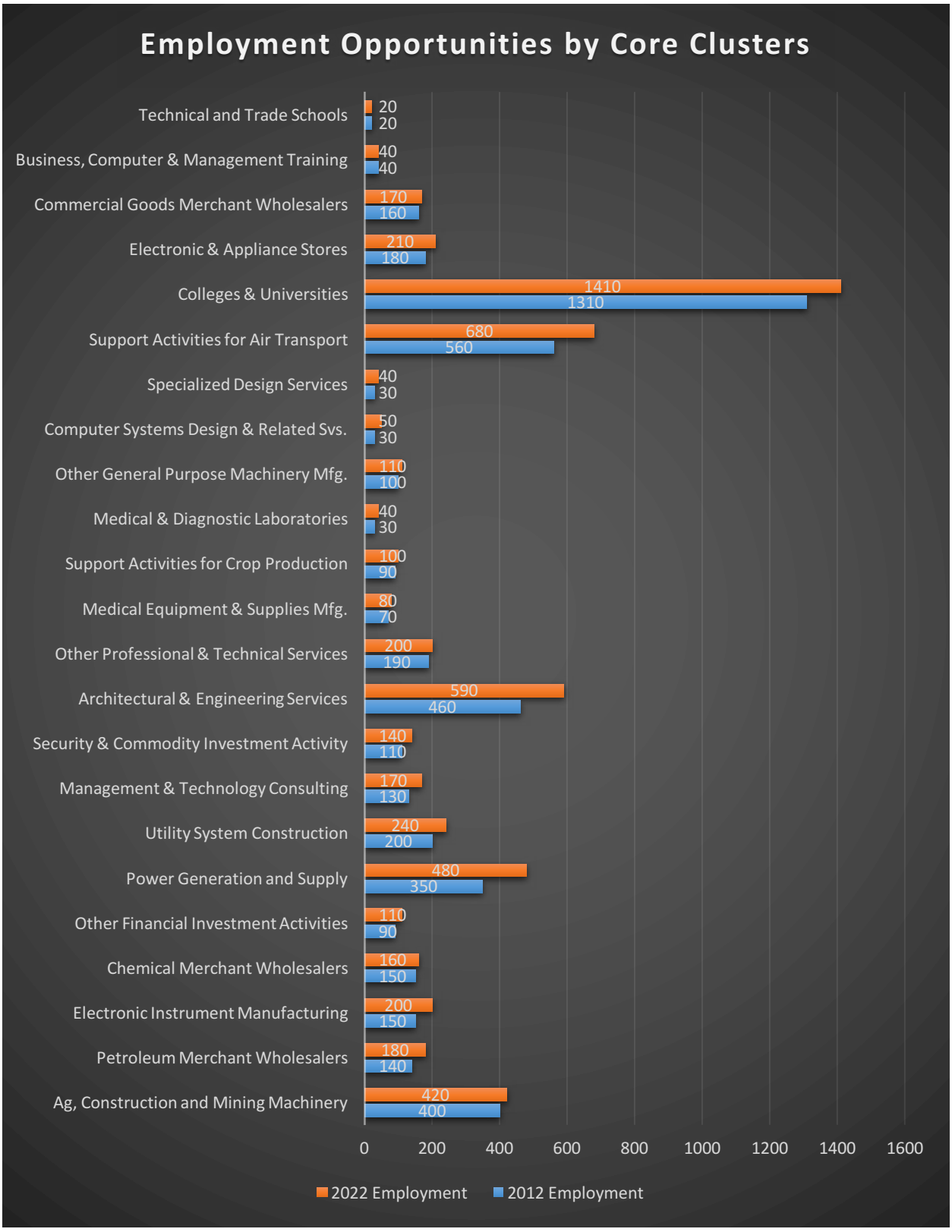
Identifying significant trends, expertise and potential growth in both employment and opportunities allows for a more focused review of the NEDD. Cluster analysis allows for a "drill down" approach to view economic opportunities.

Employment

In the NEDD, private employment remains the most significant of our employment clusters. In the counties with a significant agricultural economy, government work allows the employee to gain a more stable income. Across the NEDD, a surprising number of employees work from home. The following chart summarizes the employment classification by county.



Relating the employment classification with the core clusters reveals that with a few exceptions, over the next ten (10) years, all core clusters reflect a growth in the number of employees. The following chart reflects that 10 year growth by the number of anticipated jobs by cluster.

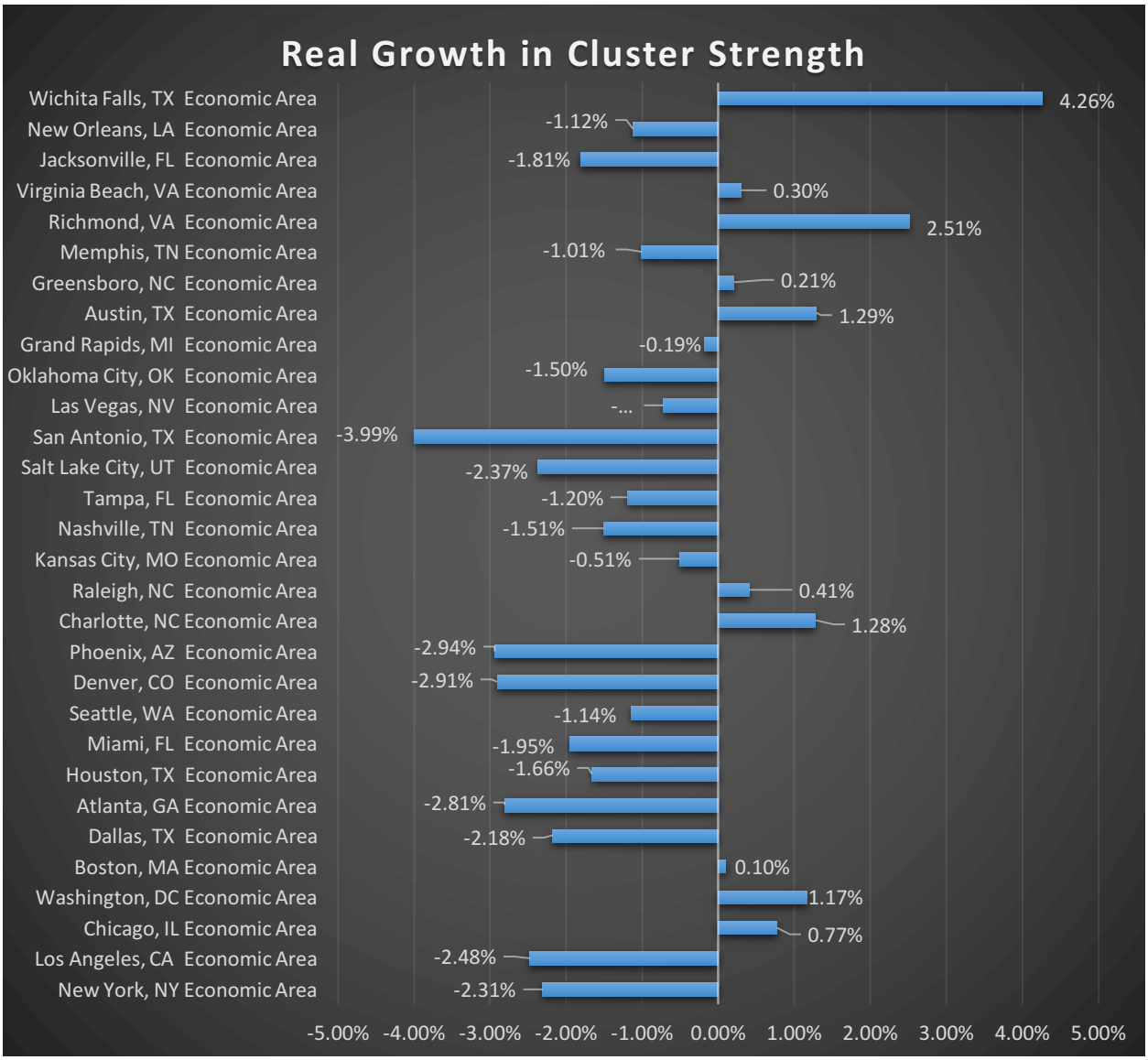

Employment Opportunities by Core Clusters
Technical and Trade Schools
20
20
Business, Computer & Management Training
40
40
Commercial Goods Merchant Wholesalers
170
160
Electronic & Appliance Stores
210
180
Colleges & Universities
1410
1310
Support Activities for Air Transport
680
560
Specialized Design Services
40
30
Computer Systems Design & Related Svs.
50
30
Other General Purpose Machinery Mfg.
110
100
Medical & Diagnostic Laboratories
40
30
Support Activities for Crop Production
100
90
Medical Equipment & Supplies Mfg.
80
70
Other Professional & Technical Services
200
190
Architectural & Engineering Services
590
460
Security & Commodity Investment Activity
140
110
Management & Technology Consulting
170
130
Utility System Construction
240
200
Power Generation and Supply
480
350
Other Financial Investment Activities
110
90
Chemical Merchant Wholesalers
160
150
Electronic Instrument Manufacturing
200
150
Petroleum Merchant Wholesalers
180
140
Ag, Construction and Mining Machinery
420
400
0
200
400
600
800
1000
1200
1400
1600
2022 Employment
2012 Employment

More specific to the growth in the core clusters and increase in employees within the core clusters, the next table reflects the growth by occupations. Even with a large range in the percentage of increases from 2012 to 2022 in occupations, all are positive in growth.

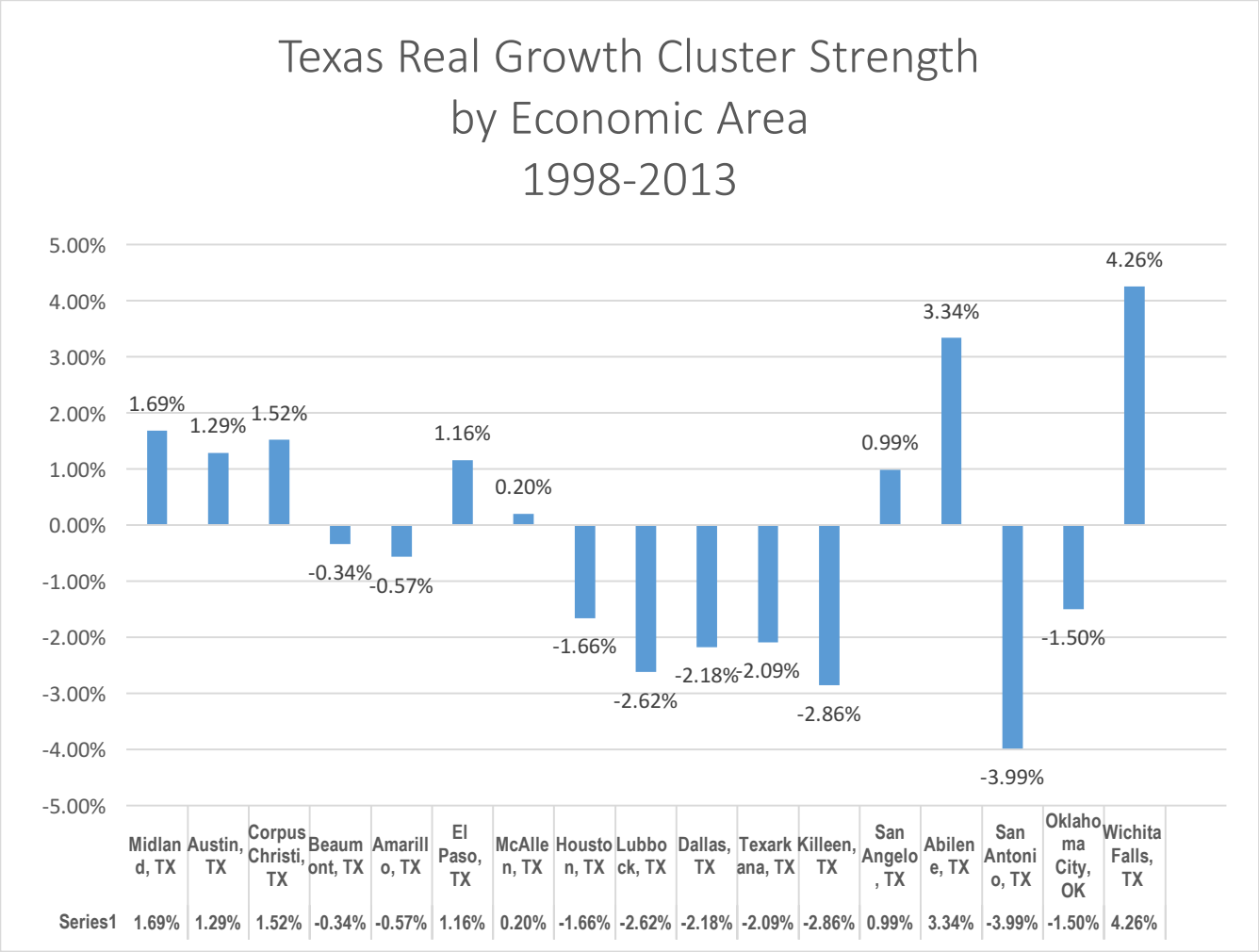
Occupational Titles	Annual Average Employment 2012	Annual Average Employment 2022	Number Change 2012-2022	Percent Growth 2012-2022
Management Occupations	10330	10670	340	3.3%
Business & Financial Operations Occupations	3020	3490	470	15.6%
Computer & Mathematical Occupations	1190	1380	190	16.0%
Architecture & Engineering Occupations	1570	1840	270	17.2%
Life, Physical, & Social Science Occupations	590	660	70	11.9%
Community & Social Service Occupations	1770	2140	370	20.9%
Legal Occupations	450	530	80	17.8%
Education, Training, & Library Occupations	6150	7060	910	14.8%
Arts, Design, Entertainment, Sports, & Media Occupations	1030	1140	110	10.7%
Healthcare Practitioners & Technical Occupations	6100	7530	1430	23.4%
Healthcare Support Occupations	3730	4540	810	21.7%
Protective Service Occupations	2330	2690	360	15.5%
Food Preparation & Serving Related Occupations	7770	9210	1440	18.5%
Building & Grounds Cleaning & Maintenance Occupations	2790	3210	420	15.1%
Personal Care & Service Occupations	3740	4660	920	24.6%
Sales & Related Occupations	9200	10360	1160	12.6%
Office & Administrative Support Occupations	12770	14140	1370	10.7%
Farming, Fishing, & Forestry Occupations	4240	4410	170	4.0%
Construction & Extraction Occupations	4790	5560	770	16.1%
Installation, Maintenance, & Repair Occupations	3720	4380	660	17.7%
Production Occupations	6170	6870	700	11.3%
Transportation & Material Moving Occupations	5670	6410	740	13.1%

While all indicators forecast a reasonable increase in core clusters and employment with the core clusters, the question remains regarding the NEDD economy when compared with others.

The following chart, data provided by the U.S. Cluster Mapping Project, compares the NEDD cluster strength with some of the more national recognized economic centers.



Drilling down to Texas and Oklahoma City, the comparison continues to reflect the NEDD real growth cluster strength from 1998 to 2013. The following chart compares the major economic centers in Texas with Oklahoma City and the North Texas economies.


Texas Real Growth Cluster Strength
by Economic Area
1998-2013
5.00%
4.00%
3.00%
2.00%
1.00%
0.00%
-1.00%
-2.00%
-3.00%
-4.00%
-5.00%
1.69%
1.29%
1.52%
-0.34%
-0.57%
1.16%
0.20%
-1.66%
-2.62%
-2.18%
-2.09%
-2.86%
0.99%
3.34%
-3.99%
-1.50%
4.26%
Midland, TX
Austin, TX
Corpus Christi, TX
Beaumont, TX
Amarillo, TX
El Paso, TX
McAllen, TX
Houston, TX
Lubbock, TX
Dallas, TX
Texarkana, TX
Killeen, TX
San Angelo, TX
Abilene, TX
San Antonio, TX
Oklahoma City, OK
Wichita Falls, TX
Series1 1.69% 1.29% 1.52% -0.34% -0.57% 1.16% 0.20% -1.66% -2.62% -2.18% -2.09% -2.86% 0.99% 3.34% -3.99% -1.50% 4.26%

Strengths, Weaknesses, Opportunities & Threats

Continued growth and improvement comes from the ability for self-reflection. This is true for regional assessments and pro-active endeavors that build strong broad economic opportunities.

The Nortex Economic Development District has undertaken the challenge of self-reflection conducting the SWOT analysis of the district.

Strengths

Educational Opportunities
Transportation
Available Land
Quality of Life
Business/Community Partnership

Weaknesses

Diversity of Business
Skill Development
Broadband Access
Lack of long term water plan
Urban Conveniences

Opportunities

Education
Transportation
Quality of Life
Regionalism
Tourism, Recreation, Relationship with Nature

Threats

Deterioration of Infrastructure
Unidentified as a Region
Loss of Industry to the Metroplex
Lack of available and affordable housing
Inconsistent economies

Regional Assets

Nortex Economic Development District is home to many different State Parks, all of which offer outstanding opportunities for those looking to get-away to the outdoors.

Copper Breaks State Park is a 1,900 acres site that contains 2 small lakes and 10 miles of trails.

Lake Arrowhead State Park offers fishing, lake swimming on an unsupervised beach, water skiing, disc golf, picnicking, camping, nature study, hiking, horseback riding and boating.

Possum Kingdom State Park With more than 300 miles of shoreline, clear blue water, and many scenic coves; visitors can swim, boat, fish, ski, scuba dive, and snorkel. The park also offers camping, picnicking, hiking, biking, nature study, and air-conditioned cabins.

Perhaps the most famous assets are found in the rich history of the cattle drive era. The district is the home of some of the world's most famous cattle drive trails. The great Texas cattle drives started in the 1860s.From about 1865 to the mid-1890s, our vaqueros and cowboys herded about 5 million cattle to markets up north while also becoming famous legends that made Texas proud.

Historians consider the Chisholm Trail to have started around San Antonio in 1867 and the trail ended in Abilene, Kansas in 1871. The Chisholm Trail was previously used by Indian hunting and raiding parties; the trail crossed into Indian Territory, west-central Oklahoma, near Red River Station, in Montague County, Texas. Red River Station can be identified with a state Historical Marker at the site.

The Goodnight – Loving Trail was an effort of Charles Goodnight and Oliver Loving to move Texas cattle to the markets in Denver, Colorado in June of 1866. The trail followed the old Butterfield Stagecoach route headed southwest into New Mexico and then north to Colorado. Oliver Loving died on the trail in New Mexico when they were attacked by Indians. Loving before his death made his friend

Charles Goodnight promise to bring his body back to Weatherford, Texas. Loving said he wanted to rest forever in Texas. Mr. Goodnight kept his promise.

The Great Western Cattle Trail, while the lesser known of the trails, was perhaps the most significant of the trails. Founded in 1874 by Captain John T. Lytle, the trail was longer in length and carried more cattle and horses than the Chisholm Trail. In Texas, the feeder trails ran from the Rio Grande at a trailhead in Bandera. It is believed that the main streets in Throckmorton, Seymour and Vernon run north and south because of the trail. In 1893, the last large cattle drive up the Great Western crossed the Red River at Doan's Crossing, in Wilbarger County, headed to Deadwood, South Dakota.

North Texas has a long history of providing security in the forms of military installations. Some of the examples include facilities from the beginning of the white settlers in Texas, to the presence of national recognized facilities belonging to the Army and Air Force.

Fort Belknap was established in 1851 as a northern anchor on the Texas frontier line of defense. The garrison safeguarded travelers along a network of frontier trails, most notably the Butterfield Overland Mail route. Abandoned by federal troops in 1861, state troops of the Frontier Regiment under Col. James M. Norris occupied the fort at various times throughout the Civil War. Federal troops reoccupied it in 1867 before it was finally abandoned the same year. A handful of buildings remain in the park-like setting, and a museum in the old commissary chronicles frontier history. (Reprint from Texas Fort Trails)

Fort Richardson was the northernmost post of a line of forts stretching from the Rio Grande to the Red River. Working in concert with other Texas posts and Fort Sill in Indian Territory, the fort played an important role in subduing the native Plains Indians and forcing them onto reservations north of the Red River. Troops of the 6th Cavalry established the post at its present site on the south bank of Lost Creek, near Jacksboro, in the fall of 1867. The soldiers of Fort Richardson maintained the post, guarded the military road connecting them with Forts Griffin and Concho to the southwest, helped local law officers keep the peace, pursued criminals and deserters and most importantly, patrolled for Indian raiding parties.

On occasion “routine” patrols became bloody battles; one of the most notable being the fierce battle at the Little Wichita River in July 1870. Kiowa Chief Kicking Bird and a large war party ambushed 56 troopers from the 6th Cavalry at Little Wichita. Even though heavily outnumbered, the cavalrymen fought off their attackers. Medals of Honor were awarded to 13 men of the 6th for gallantry. (Reprint from Texas Parks and Wildlife)

The site of Fort Sill was staked out on 8 January 1869 (factual evidence of actual date needed), by Maj. Gen. Philip H. Sheridan, who led a campaign into Indian Territory to stop hostile tribes from raiding border settlements in Texas and Kansas.

Sheridan's massive winter campaign involved six cavalry regiments accompanied by frontier scouts such as Buffalo Bill Cody, Wild Bill Hickok, Ben Clark and Jack Stilwell. Troops camped at the location of the new fort included the 7th Cavalry, the 19th Kansas Volunteers and the 10th Cavalry, a distinguished group of black "buffalo soldiers" who constructed many of the stone buildings still surrounding the old post quadrangle.

At first, the garrison was called "Camp Wichita" and was referred to by the Indians as "the Soldier House at Medicine Bluffs." Sheridan later named it in honor of his West Point classmate and friend, Brigadier General Joshua W. Sill, who was killed during the American Civil War. (Reprint from Wikipedia)

Sheppard Air Force Base is named in honor of Senator John Morris Sheppard of Texas (1875–1941), chairman of the Senate Military Affairs Committee from 1933 until his death on 9 April 1941. Senator Sheppard helped lead the fight for military preparedness before the attack on Pearl Harbor.

The host unit on Sheppard Air Force Base is the 82nd Training Wing whose mission makes it the most diversified training base within the Air Education and Training Command. Today, Sheppard's training influence reaches around the globe. The 82 TRW is a non-flying wing that conducts all technical training at Sheppard. The 982d Training Group, under the 82 TRW, provides instruction in a

wide range of specialties at Sheppard and also at more than 60 Air Force installations worldwide. The 82d Mission Support Group (82 MSG) and the 82 Medical Group (82 MDG) support these organizations.

The 80th Flying Training Wing's mission is "To produce the world's finest NATO pilots with the skills and attitude to succeed in fighter aviation". It is home of the Euro-NATO Joint Jet Pilot Training (ENJJPT) Program. It is a uniquely manned multinational organization with a USAF wing commander and an Italian Air Force operations group commander in the top two leadership positions. Command and operations officers' positions in the flying training squadrons rotate among the participating nations, while the commander of the 80th Operations Support Squadron is always from the USAF. (Reprint from Wikipedia)

Nortex Economic Development District is the home of many recreational resources that not only provide entertainment but also contribute to the economy of the district. Hunting, fishing, hiking and horseback riding provide unequaled opportunities to enjoy the outdoors. The following table lists the lakes in the District.

Lake	Surface Acres	Maximum Depths (ft)
Arrowhead	14,969	45
Bryson	97	49
Amon G. Carter	1,848	50
Diversion	3,133	35
Graham	2,444	45
Kemp	15,590	53
Kickapoo	6,020	48
Lost Creek	385	60
Nocona	1,323	80
Possum Kingdom	15,588	145

Wichita	1,224	9.5

Unlike hunting opportunities in many states, Texas takes a different approach. Land owners lease their properties to hunters. Whether hunting deer, turkey, hog or dove, the majority of land available for hunting is generally leased each year to specific hunters. This process increases hunter safety, allows for controls that benefit the animals and can be very profitable for the land owner.

One of the hidden jewels in the District is Midwestern State University. Founded in 1922, the University started as a junior college, which shared the faculty and building with Wichita Falls High School. Today, the University has a campus of 255 acres and 70 buildings offering a variety of academic opportunities and programs. Current enrollment is 5,874 with 5,144 in the undergraduate programs and 730 in graduate programs. The University offers the Mustangs (mascot) Guarantee Program, which is "Beginning freshmen and undergraduate transfer students new to MSU who have not already received a degree, are Texas residents, Pell Grant eligible, and whose family's combined annual income is $50,000 or less are guaranteed that any remaining balance of tuition and mandatory frees not covered by grants, scholarships, exemptions, benefits, and/or waiver programs will be paid by the university." (Reprint from Midwestern State University Web Site)

Educational opportunities within the region includes several community colleges that offer a network of facilities and classes around the region. These community colleges focus on workforce training and development, acquisition of certifications toward professional development and associate degrees in a wide variety of subjects. Post-Secondary educational institutions are:

Institution	Locations
North Central Texas College	Bowie and Graham
Ranger College	Olney
Vernon College	Vernon and Wichita Falls

The Three Rivers Foundation Comanche Springs Astronomy Campus, in Foard County, is the home of telescopes, observatories and indoor and outdoor classroom space. The Campus is on 700 acres in an area that once was the Comanche bison hunting grounds. It is also the home of a 30 inch reflecting telescope and a 15 inch refractor, the largest telescope of this type in Texas that is used on a regular basis for the public. Additionally, the Campus includes 2 outdoor classrooms, 4 bunkhouses capable of housing up to 65 overnight guests, 12 RV spaces, 3 outdoor pizza ovens, a pavilion and restroom/shower facilities.

Vision, Mission, and Purpose

Vision

- *To be visionaries* that see not "what is" but "what can be" in the region.

Mission

- *To be the spark that ignites* innovation and creativity for entrepreneurship, business development and expansion and a competent and resourceful workforce.

Purpose

- *To be a collaboration of leaders* that unite business and governments to focus on the full range of economic development for the region.

Goals, Strategies and Performance Measures

Goal 1. Seek expansion of the regional economy through a diversified workforce.

- Support expansion of educational opportunities in order to develop a more skilled workforce.

- Support the development of vocational education programs throughout the region.

Performance Measures

Create a team of professionals from Higher Education, Workforce Development, Veterans and other human services agencies to assess the gaps in educational opportunities.

Promote workshops that assist in community awareness of academic and vocational education opportunities.

Goal 2. Provide for a more competitive economic development profile by addressing infrastructure and technological advancements.

- Support the assessment of high-speed data connections and broadband services within the region.

- Support the maximization of transportation capabilities within the region.
- Support the development and implementation of regional water supplies, water storage and conservation planning.

- Support the expansion of infrastructure development in underserved areas within the region.

Performance Measures

Conduct a regional assessment of infrastructure needs.

Investigate the development of greater broad-band services in the region.

Participate in regional planning meetings on transportation services.

Goal 3. Promote the economic development opportunities within the region.

- Support the expansion of farm and ranch opportunities within the region.
- Support efforts to promote tourism, hunting and recreational opportunities within the region.
- Support continued efforts to provide economic analysis, statistical tools, and website development within the region.
- Support all efforts to develop entrepreneurial opportunities, business development, business expansion and economic growth within the region.
- Support opportunities to enhance healthcare services within the region.
- Support the development of opportunities that serve the veterans of the region.
- Support efforts to raise awareness of export potentials within the region.

Performance Measures

Maintain a regional website that promotes the opportunities of the region and statistical information regarding the region.
Promote workshops on opportunities for economic development.