

Salina Community Economic Development Organization

Economic Development Strategic Plan

Final Presentation

April 17, 2018

STRATEGY MATTERS



Today's Agenda

1. Introductions
2. Project Overview
3. Overview of Findings
4. Review Report
6. Q& A and Wrap-Up

About Ady Advantage

REPRESENTATIVE AREAS OF EXPERTISE

Strategic issue requiring a mix of research, competitive positioning and marketing.

- How do we develop an industrial site, from feasibility through marketing of the site?
- How do we create a strategy for our location based on Quality of Place?
- How do we proactively go after prospects?
- How do we identify and address our talent issues?
- How do we improve our success rate with RFIs?

RESEARCH

Gathering and analyzing data to support decision-making.

- Talent-led target industry analyses
- Economic Development strategic plans
- Research among site location decision makers



COMPETITIVE POSITIONING

How do we zero in on our strongest positioning and express it?

- Asset mapping
- Positioning platforms for talent and industry
- Logo and brand standards



MARKETING COMMUNICATIONS

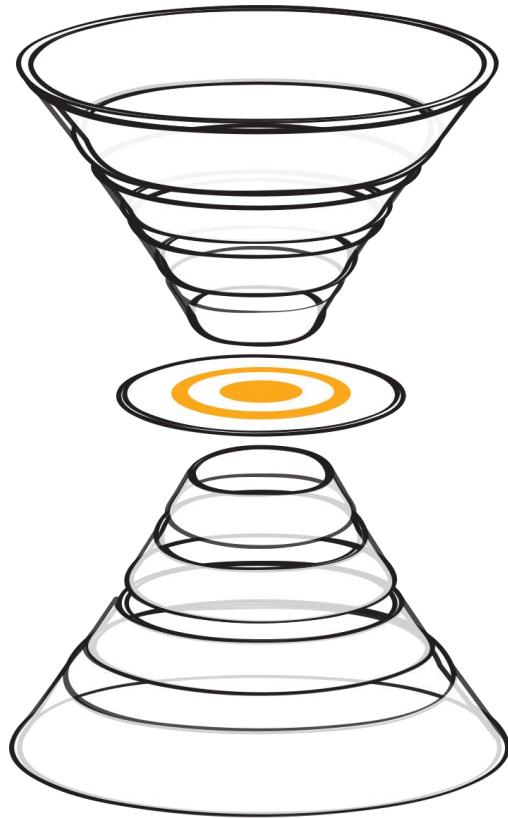
How do we communicate with decision makers about our area?

- Marketing plans
- Websites, social media and PR
- Marketing campaigns and lead generation

PROJECT OVERVIEW

PROJECT OVERVIEW

Ady Advantage was retained by Salina Community Economic Development Organization (SCEDO) to create an economic development strategic plan. The following graphic shows the various elements to this project.



PHASE 1: DISCOVER

- Project Initiation Teleconference
- Desk Research/Economic Base Analysis
- Site Visit and Stakeholder Interviews
- Target Industry Analysis
- Regional Positioning (optional)
- Regional Profile (optional)
- Initial Report

PHASE 2: DISTILL

- Gap Analysis
- Vision and Goals Session

PHASE 3: DO

- Economic Development Strategy with Implementation Plan
- Target Industry Positioning (optional)
- Target Industry Profiles (optional)
- Marketing Plan (optional)
- Final Presentation

This process consisted of on-site qualitative research with stakeholders and employers, desk research on the Salina area economy and target industries, and the creation of tailored goals and strategies supported by an implementation map. The following pages serve as a summary of these findings.

OVERVIEW OF FINDINGS

Employer Input

Positive Perceptions

community-centric
great-place-to-live-and-raise-a-family
city-and-county-work-together
convenient clean
high-school
there-is-a-lot-to-do
fire-department
work-ethic

Negative Perceptions

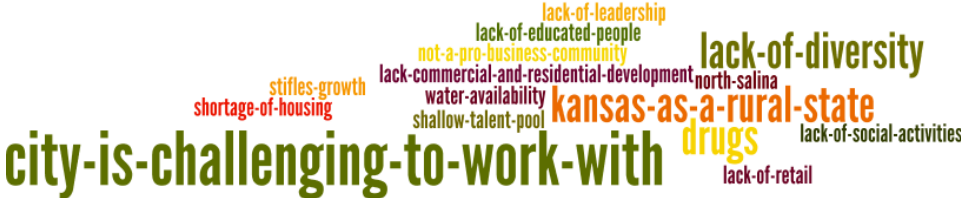
more-crime
city-works-against-business-and-progress
limited-retail
drugs
shortage-in-labor
low-test-scores
housing-at-all-levels
affordable-housing
failed-leadership

Stakeholder Input

Positive Perceptions



Negative Perceptions



Community Input Session

Biggest Challenges

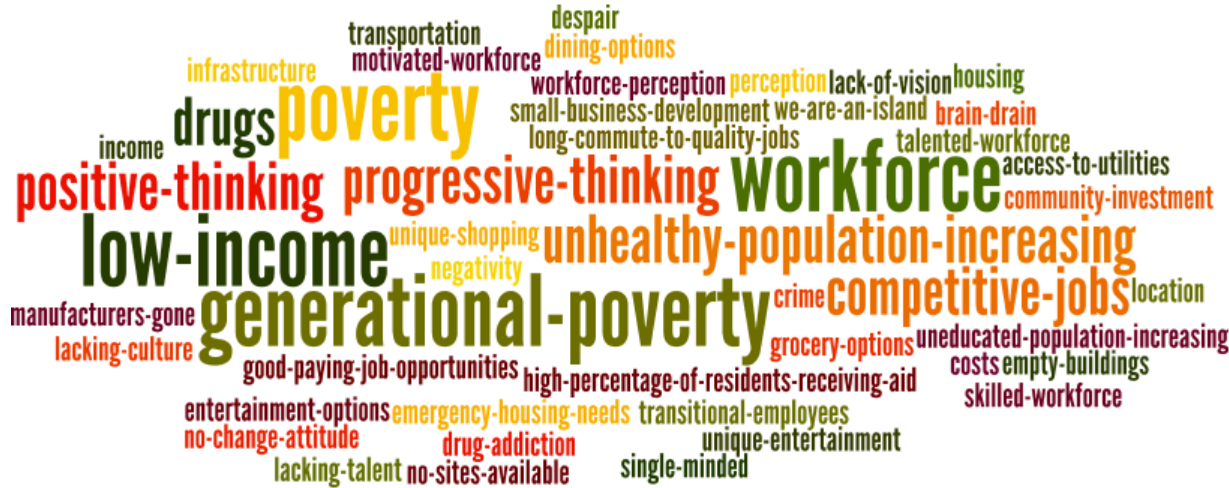


Industry Opportunities



Community Input Session

Biggest Challenges

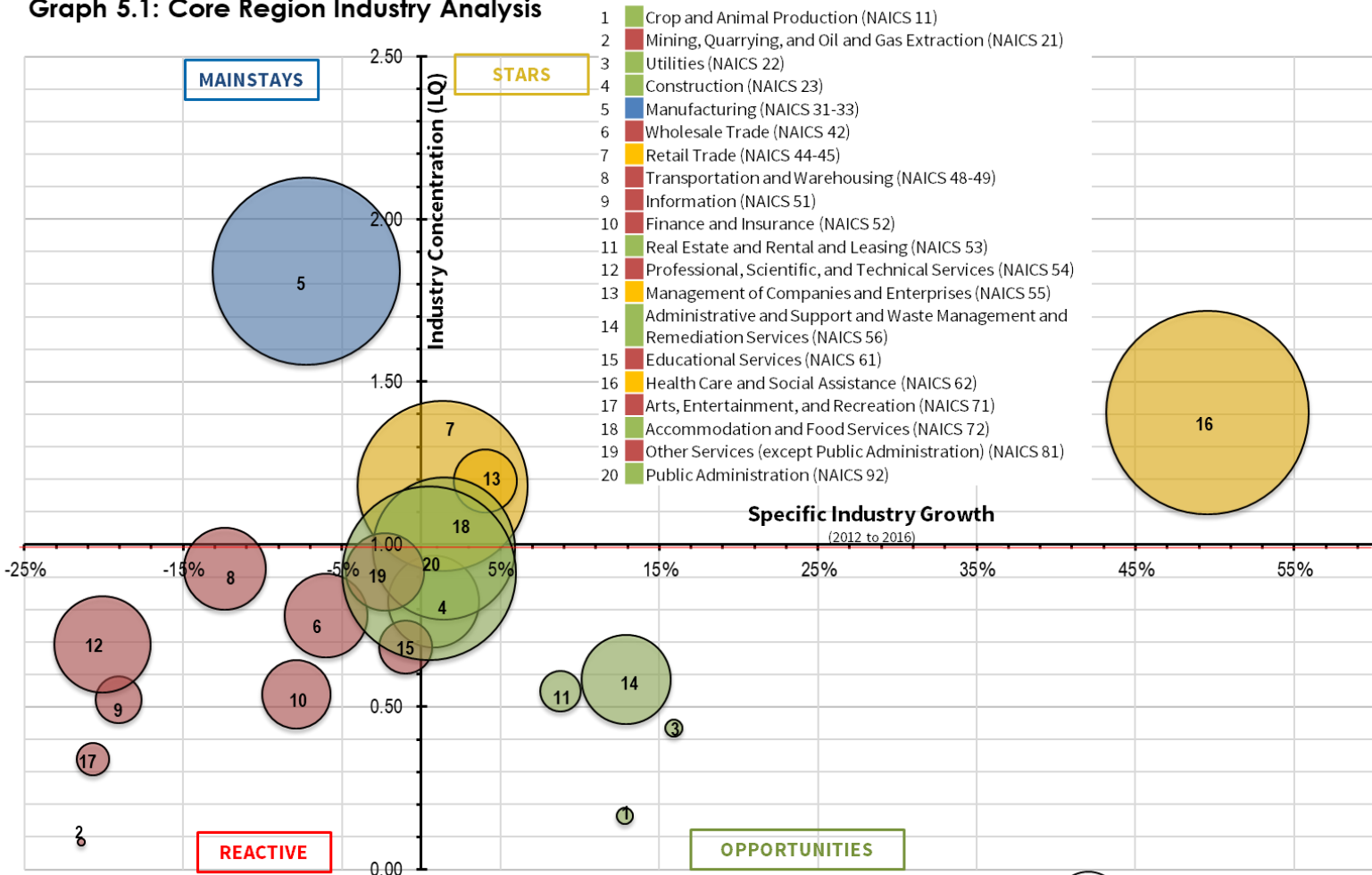


Biggest Opportunities



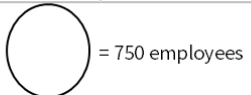
Economic Base Analysis: Core Region

Graph 5.1: Core Region Industry Analysis



Circle Size = Number of employees in Saline County
 Source: EMSI 2017 - SCEDO

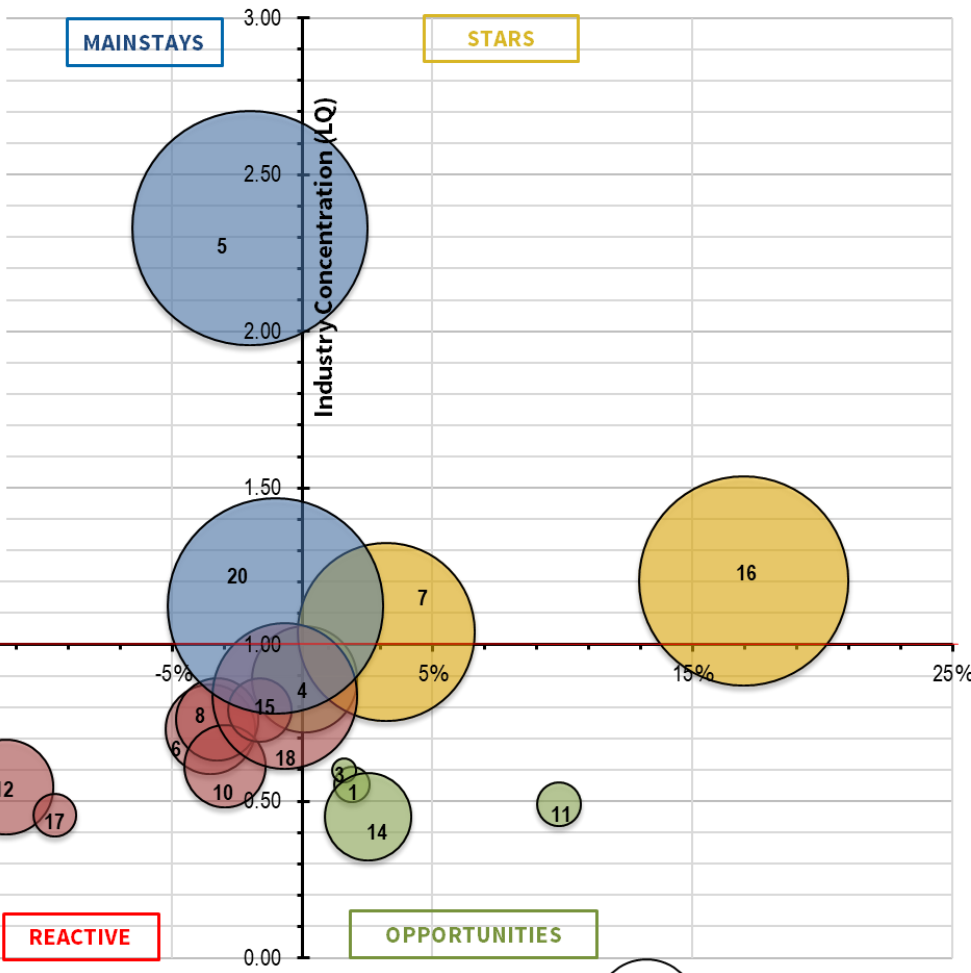
Total Employees in Saline County: 30,154



Economic Base Analysis: Greater Region

Graph 5.2: Greater Region Industry Analysis

- 1 Crop and Animal Production (NAICS 11)
- 2 Mining, Quarrying, and Oil and Gas Extraction (NAICS 21)
- 3 Utilities (NAICS 22)
- 4 Construction (NAICS 23)
- 5 Manufacturing (NAICS 31-33)
- 6 Wholesale Trade (NAICS 42)
- 7 Retail Trade (NAICS 44-45)
- 8 Transportation and Warehousing (NAICS 48-49)
- 9 Information (NAICS 51)
- 10 Finance and Insurance (NAICS 52)
- 11 Real Estate and Rental and Leasing (NAICS 53)
- 12 Professional, Scientific, and Technical Services (NAICS 54)
- 13 Management of Companies and Enterprises (NAICS 55)
- 14 Administrative and Support and Waste Management and Remediation Services (NAICS 56)
- 15 Educational Services (NAICS 61)
- 16 Health Care and Social Assistance (NAICS 62)
- 17 Arts, Entertainment, and Recreation (NAICS 71)
- 18 Accommodation and Food Services (NAICS 72)
- 19 Other Services (except Public Administration) (NAICS 81)
- 20 Public Administration (NAICS 92)

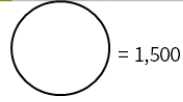


Circle Size = Number of employees in Greater Region

Source: EMSI 2017 - SCEDO

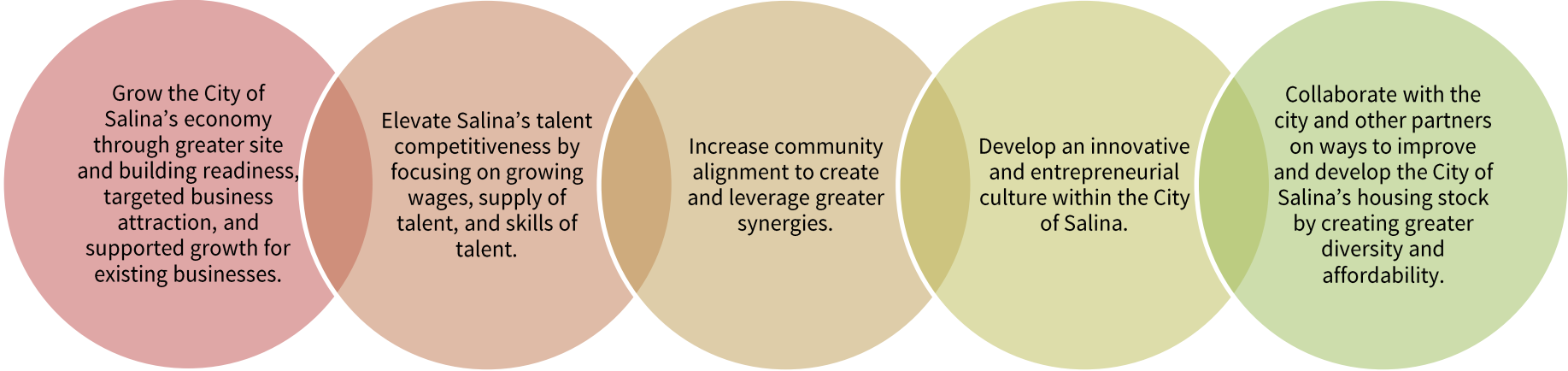
Dickinson, Ellsworth, McPherson, Ottawa and Saline

Total Employees in Greater Region: 54,443



Organizational Goals for the Future

The goals for the future were determined and thoroughly discussed during an on-site organizational Goals and Visioning work session on Thursday, January 11, 2018.



Grow the City of Salina's economy through greater site and building readiness, targeted business attraction, and supported growth for existing businesses.

Elevate Salina's talent competitiveness by focusing on growing wages, supply of talent, and skills of talent.

Increase community alignment to create and leverage greater synergies.

Develop an innovative and entrepreneurial culture within the City of Salina.

Collaborate with the city and other partners on ways to improve and develop the City of Salina's housing stock by creating greater diversity and affordability.

GOALS FOR THE FUTURE

Economic Development Strategic Plan

Alignment/Regionalism					
	Goal #1: Grow the City of Salina's economy through greater site and building readiness, targeted business attraction, and supported growth for existing businesses.	Goal # 2: Elevate Salina's talent competitiveness by focusing on growing wages, supply of talent, and skills of talent.	Goal #3: Increase community alignment to create and leverage greater synergies.	Goal #4: Develop an innovative and entrepreneurial culture within the City of Salina.	Goal #5: Collaborate with the city and other partners on ways to improve and develop the City of Salina's housing stock by creating greater diversity and affordability.
Roles and Responsibilities					
Define and Identify the role SCEDO, the Chamber, the City, the County, and other groups have in economic development.	XXX	XX	XXX	X	XX
Develop an understanding of the types of economic development projects that Salina wants and how these will be incented.	XXX	XX	X	X	
Develop a communication protocol for prospects and businesses.	XXX	X	XXX		
Create a platform to share information on economic development activities.	XXX	X	XXX	X	

XXX: Primary effect on goal

XX: Direct effect on goal

X: Indirect effect on goal

Economic Development Strategic Plan

Readiness					
	Goal #1: Grow the City of Salina's economy through greater site and building readiness, targeted business attraction, and supported growth for existing businesses.	Goal # 2: Elevate Salina's talent competitiveness by focusing on growing wages, supply of talent, and skills of talent.	Goal #3: Increase community alignment to create and leverage greater synergies.	Goal #4: Develop an innovative and entrepreneurial culture within the City of Salina.	Goal #5: Collaborate with the city and other partners on ways to improve and develop the City of Salina's housing stock by creating greater diversity and affordability.
Product Readiness					
Create an inventory of all sites and buildings available, getting and maintaining up-to-date information	XXX			X	
Prioritize sites and buildings based on target industries identified in this report.	XXX			X	
Develop and understand the product pipeline.	XXX			X	
Talent Readiness					
Identify existing and planned initiatives from all relevant groups.	X	XXX	XX	X	
Determine talent needs from existing employers.	XX	XXX	X	X	X
Build a talent strategy around existing and future needs for talent.	XX	XXX		X	X

XXX: Primary effect on goal

XX: Direct effect on goal

X: Indirect effect on goal

Economic Development Strategic Plan

Readiness (cont'd)					
	Goal #1: Grow the City of Salina's economy through greater site and building readiness, targeted business attraction, and supported growth for existing businesses.	Goal # 2: Elevate Salina's talent competitiveness by focusing on growing wages, supply of talent, and skills of talent.	Goal #3: Increase community alignment to create and leverage greater synergies.	Goal #4: Develop an innovative and entrepreneurial culture within the City of Salina.	Goal #5: Collaborate with the city and other partners on ways to improve and develop the City of Salina's housing stock by creating greater diversity and affordability.
Community Readiness					
Work with city and other partners to identify and define current housing stock.	X	X	XX		XXX
Work with city and other partners to determine future housing need.	X	X	XX	X	XXX
Innovation Readiness					
Identify and define current resources available for start-ups	X	X	X	XXX	
Create awareness around current resources.	X	X	X	XXX	
Determine need and interest in incubator, co-working space, and other related entrepreneurial services.	X		X	XXX	

XXX: Primary effect on goal

XX: Direct effect on goal

X: Indirect effect on goal

Economic Development Strategic Plan

Marketing/Differentiation					
	Goal #1: Grow the City of Salina's economy through greater site and building readiness, targeted business attraction, and supported growth for existing businesses.	Goal # 2: Elevate Salina's talent competitiveness by focusing on growing wages, supply of talent, and skills of talent.	Goal #3: Increase community alignment to create and leverage greater synergies.	Goal #4: Develop an innovative and entrepreneurial culture within the City of Salina.	Goal #5: Collaborate with the city and other partners on ways to improve and develop the City of Salina's housing stock by creating greater diversity and affordability.
All Audiences					
Use primary data from economic development plan to identify points of differentiation and develop marketing collateral to support this.	XXX	X	X	X	
Communicate a consistent economic development brand to all audiences.	XX		X	X	
Communicate points of differentiation and area benefits to internal stakeholders first, then partners and then external stakeholders.	XX	X	X	X	
Developers/Real Estate Brokers					
Use unified brand messaging to build awareness on suitable projects for Salina, including the available infrastructure, product, and assets that can support it.	XXX			X	X

XXX: Primary effect on goal

XX: Direct effect on goal

X: Indirect effect on goal

Economic Development Strategic Plan

Marketing/Differentiation (cont'd)					
	Goal #1: Grow the City of Salina's economy through greater site and building readiness, targeted business attraction, and supported growth for existing businesses.	Goal # 2: Elevate Salina's talent competitiveness by focusing on growing wages, supply of talent, and skills of talent.	Goal #3: Increase community alignment to create and leverage greater synergies.	Goal #4: Develop an innovative and entrepreneurial culture within the City of Salina.	Goal #5: Collaborate with the city and other partners on ways to improve and develop the City of Salina's housing stock by creating greater diversity and affordability.
Site Selectors					
Develop targeted campaigns using variable marketing collateral and techniques (videos, social media, professional associations, trade shows, familiarization tours, and relationship building) to build awareness of Salina's assets to siting decision-makers.	XXX	X			
Target Industries					
Develop marketing collateral based on each target industry and be available for inbound marketing activity.	XXX			X	
Use specific tactics to identify and reach out to companies within your target industries.	XXX			X	

XXX: Primary effect on goal

XX: Direct effect on goal

X: Indirect effect on goal

Economic Development Strategic Plan

Implementation Map

Alignment/Regionalism				
	Responsible Party	Priority	Timeline	Budget
Define and Identify the role SCEDO, the Chamber, the City, the County, and other groups have in economic development.				
<p>Facilitate a work session to bring together all economic development partners to review and clarify the roles and responsibilities of each organization. Topics should include incentives, marketing activities, lead coordination, talent strategies, positioning of the city within the region, BRE coordination, etc. Determine what partners are essential to economic development activities and highlight these as key strategic partners.</p>	SCEDO and Partners	High	Q1 2018	Staff Time
Develop an understanding of the types of economic development projects that Salina wants and how these will be incented.				
<p>Facilitate a work session that identifies the types of projects that incentives should be given. The session should identify high, medium, and low priority projects. Consider types of jobs being created, wages, type and negative externalities of industries, etc.</p>	SCEDO and Partners	High	Q2 2018/Ongoing	Staff Time
<p>Create a planning/zoning approval framework that outlines the timing and approval conditions and process for related priorities. Determine process efficiencies for high priority projects that could shorten approval timelines.</p>	SCEDO and Partners	Medium	Q4 2018/Ongoing	Staff Time

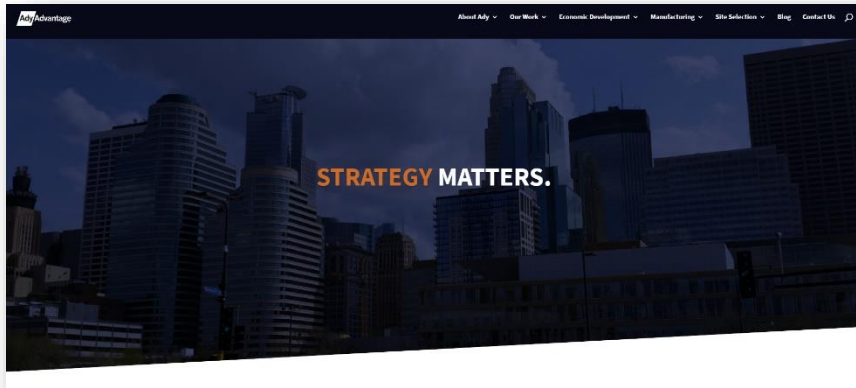
Thank you



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