

From: Dennis W. Lauver, President/CEO Salina Area Chamber of Commerce

Re: Economic Development Activity Report

The following key performance indicators highlight economic development activity and the work of the Salina Area Chamber of Commerce. Please let me know if you have questions.

1. Size of the Saline County Laborforce (per State of Kansas)

From January 2009 to December 2009, the number of people in the Saline County laborforce increased by 1,055 people. The largest change in the laborforce occurred between December 2009 and January 2010. From January 2010 to May 2010, the Saline County laborforce has decreased by 225 people.

2. Number of employed people in the Saline County Laborforce (per State of Kansas)

From January 2009 to December 2009, the number of employed people in Saline County laborforce increased by 1,034 people. The largest change in employment occurred between December 2009 and January 2010. From January 2010 to May 2010, the number of employed people in Saline County has decreased by 94 people.

3. Number of unemployed people in the Saline County Laborforce (per State of Kansas)

From January 2009 to December 2009, the number of unemployed people in the Saline County increased by 22 people. There were 1,570 unemployed people in January 2009 and 1,566 people were unemployed in December 2009. From January 2010 to May 2010, the number of unemployed people in Saline County has decreased by 345 people.

4. Number of secondary and post-secondary schools visited and the number of people contacted

Talent attraction must remain a long term priority despite the short term impact of the economy. *In 2009 and so far in 2010, Chamber staff conducted 67 formal visits to institutions and 1,147 students met with chamber staff to discuss internships, the long term advantages of receiving post-secondary education and working in Salina.*

5. Number of trips to military bases and people contacted

In 2009 and so far in 2010, there were 48 different formal trips to military bases and 337 people met with chamber staff about opportunities in the Salina area. In addition, 61 signed up for Salina information at a 2010 Wichita job fair attended by chamber staff.

6. Face-to-face growth and retention meetings with employers

In 2009 and through June 2010, Chamber staff conducted a total of 622 formal face-to-face meetings with industrial, retail and service businesses to discuss growth and retention opportunities.

- There were 237 meetings with industrial employers
- There were 221 meetings with retail employers
- There were 164 meetings with service employers

81 of the meetings involved the long and detailed Synchronist survey program that identifies long term opportunities and potential “red flags.”

7. Key findings from the face-to-face meetings with employers

- 10 manufacturers have identified the potential need to expand facilities in the next 2 years. 2 of these facilities are outside city limits.
- 4 of these manufacturers have forecasted job growth tied to expansions, totaling 95 new jobs.
- 3 of these manufacturers have projected capital investment, totaling over \$14 million.
- Some businesses with operations in Salina “do better during a recession” by nature of their product/service and they report steady revenue and job growth.

In the first half of 2009, some industrial employers reported that revenue was down as much as 35 percent. During the second half of 2009, those same employers reported that revenue had rebounded and was approaching 2008 revenue levels. Several report an increase in orders and quoting for products in 2010.

Some firms have not rebounded and they continue to be under 2008 sales and manufacturing totals. Those who export generally tend to have rebounded faster and to a higher degree than those who do not export.

The majority of 143 general retailers visited in 2009 were working to maintain their sales volume by meeting 2008 sales numbers. Most were not filling positions until the holiday season and they were using temps and/or overtime as necessary.

One manufacturing firm has made additional layoffs due to the economy in 2010. The firm originally increased growth in orders to municipal governments but as Federal stimulus funds have run out for this type of customer, demand has dropped.

At least three firms report potential expansions in 2010-2011. Several employers indicate that job growth is likely if the economy stabilizes and grows. Positions that will be created are production/engineering jobs.

Existing retailers are very cautious at this time with expansion. The 2nd quarter 2010 has improved from the slow 1st quarter and from a slow 2009. Sales are not typically back to 2008 levels. Cars are selling but the dealerships are slow to hire new people.

Lodging firms are starting to see room activity increase but it is not back to 2008 levels. Even though activity is up, room rates are still down from past rates.

Multiple firms in the Broadway corridor between Crawford and State Street have an interest in capital investments. The combined desire to make capital investment is approximately \$1,800,000. The possibility exists to encourage private sector investment in the corridor if certain public sector infrastructure improvements occur as part of an overall master plan.

8. Number of trips to non-local corporate offices

Face-to-face meetings with corporate leaders are highly effective to encourage retention of Salina jobs while exploring the opportunity to add new jobs and payroll.

Two chamber staff members visited the corporate headquarters of a local employer in Texas along with a Kansas Department of Commerce staff member. Chamber staff met at the home office of a retail developer/land owner based in Texas. One chamber staff member visited the corporate headquarters of an employer in Minnesota together with Kansas Department of Commerce staff. Chamber staff visited the Wisconsin corporate headquarters of a potential employer. One chamber staff member and the Kansas Secretary of Commerce visited the Georgia headquarters of a local employer.

During the past year, Chamber and Salina Airport Authority staff has made multiple trips to the non-local corporate offices of a prospect considering a Salina location.

A 2010 trip to two offices in Indiana and two offices in New Jersey and one in Texas are being organized as an opportunity to meet at the corporate office of employers. This is a proactive step to support the expansion of local employers.

9. Kansas Department of Commerce sponsored trips

In 2009, two chamber staff member traveled to Dallas and one to Chicago to meet with KS Department of Commerce staff and professional site selection consultants located in those metro areas. Two dozen site selection consultants attended the Dallas and Chicago events. One chamber staff member traveled to Minneapolis, MN to meet with KS Department of Commerce staff and professional site selection consultants located in that metro area and a major retailer about Salina. Approximately 15 site selection consultants attended this meeting.

2010 KS Department of Commerce meetings with site selection trips are pending. Schedules have not been finalized but we anticipate chamber staff attending meetings with KS Department of Commerce staff and professional site selection consultants in Dallas and Los Angeles. Salina will have a presence at a KS Department of Commerce event in Kansas City.

In 2008, one such Department of Commerce meeting led to a private dinner meeting with the Kansas Secretary of Commerce and a leading site selection consultant. The consultant currently has Salina as a semi-finalist for a major project involving over 400,000 sq. feet.

10. Quantity and Value of Building Permits

- Residential

In 2009, City of Salina permits were issued for 69 single family detached and single family attached and duplex homes. As of 6.30.10, 46 permits with a value of \$6,858,991 have been issued. As of 6.30.09, only 27 permits had been issued.

- Commercial

In 2009, City of Salina permits were issued for 137 commercial projects with a value of \$18,425,774.00. As of 5.31.10, 59 commercial permits have been issued. This total includes 6 permits (with a combined value of \$810,299) that have been issued in the county.

When considering all residential and commercial permits, total permits YTD on 6.30.09 totaled \$15,372,854. As of 5.31.10, total permits issued YTD total \$17,082,947, an increase of 11.1 percent.

In 2009, there were 118 residential and commercial building permits issued in the non- Salina part of Saline County. To date, there are 58 building permits so far in 2010. Valuations are not recorded.

11. New business prospects with Salina currently on the “short list”

Salina is currently on the “short list” of ten industrial/primary employer prospects and the “short list” of fifteen retail projects. Some of these are major projects with regional draw and impact. Some are smaller projects.

12. Number of jobs added/retained at existing businesses

One manufacturing firm added more than 40 jobs in 2009 and several other employers added fewer than 10 jobs. Several firms added employees in the first quarter of 2009 only to reduce head count during the second and third quarters of 2009. Some of the firms have since re-hired employees and others have increased overtime hiring. One firm has added industrial maintenance positions and 2 have added a new shift and new employees.

2009 was a challenging year. With proactive work, we were able to reduce/eliminate some businesses from projected employee downsizing. Several Salina firms eliminated jobs in other cities and states and shifted work to Salina operations.

Our focus in 2009 and 2010 has been to add value to Salina operations as a way to protect jobs.

Chamber staff secured a State of Kansas training program for a manufacturer to retrain 71 of their production employees. Others firms are working with chamber staff to about similar training and re-training for employees.

Our greatly expanded effort to support exporters is an example. The chamber is hosting regular meetings with an “Export Council” to identify common issues and to find solutions. Kansas Department of Commerce staff attends the meetings. The chamber nominated two businesses that were among the five finalists for Kansas Exporter of the Year.

Among retail and service jobs, Salina welcomed several new banking facilities in 2009 that were all expansions/remodeling of existing financial institutions. Total employment levels increased slightly with 12 new jobs total. These projects speak to the continued strength of the Salina banking sector.

Three fast food establishments closed in 2009 with the loss of over 100 jobs. Efforts are moving forward with at least one of the establishments slated to reopen under a new name and concept. Central Mall began the first year of a multi-year capital improvement plan to upgrade the parking lots and make other major investments. Mall management indicates they plan to finish the work in 2010.

A manufacturer projects to add new 8 new jobs in 2010 and another firm has added a second shift with 12 new employees in order to meet demand.

13. Number of jobs added at new businesses

In 2009, several new retail businesses generated several hundred new retail sector jobs, including Kohl’s, Logan’s, Comfort Inn, Super 8, Jimmy John’s, Freddie’s/Timberline/Spangles and other retail businesses. The combined capital investment for these projects (not including Kohl’s because all construction work was in 2008) was in excess of \$5,450,000.

The Genesis health club continues to move toward a complete opening upon completion of the indoor tennis facility. The part and full time head count is expected to increase by another 35 jobs when the tennis facility is finished.

The Brown Mackie Vet Tech program starts fall 2010 and will add 3 new jobs.

Final capital investment and job creation totals associated with the “Project Riviera” distribution center at Salina Airport have not been announced. Construction work on the project should commence in the next 12 months.

In addition, a total of 29 new retail jobs are being created at six smaller different retailers with 2010 opening dates.

Active SLN Aviation Service Center prospects/projects:

- Spyglass - 100 to 125 new jobs; \$12.75 million in payroll; 32,000 SF new hangar construction; \$6 million in capital investment.
- Pebble – 20 new jobs; \$780,000 in payroll; \$250,000 in capital investment.
- Copperhead – 200 new jobs; \$4.5 million in new payroll; \$4 million in capital investment.
- Bay Hill – 5 new jobs; \$250,000 in new payroll.

Active Airport Industrial Center prospects/projects:

- Riviera – 65 new jobs, \$3 million in payroll; \$8 million in capital investment.

14. Capital investments at existing businesses

Due to confidentiality, individual investment information for projects is not being presented. Six industrial employers made collective capital investments in excess of \$14,100,000 during 2009. In addition to the capital investment made by the Salina banking community, capital investment by small owner-operated businesses continued to occur. Downtown Salina is the home of several new businesses.

A variety of existing retail, medical, manufacturing and education employers are making over \$5,123,585 of capital investments in 2010. These firms include Acoustic Sound, Alliance Nut & Bolt, Artful Parties and Events, Heartland Dermatology, Verizon and Brown Mackie College are among the list.

In addition, community entities like the Salina Community Theatre have begun major construction project.

Other pending projects (with name/business categories kept confidential and investments reported when known):

- Manufacturer - Remodeling of existing equipment + add new equipment = \$3.7 M
- Manufacturer – Less than 30,000 sq. feet + new equipment = \$7 M
- Warehousing – 100,000 + sq. feet facility
- Distribution Center – 20,000 + sq. feet facility
- Manufacturer – 10 acres for new rail served facility = \$5 M
- Distribution Center – 10,000 sq. feet facility

15. Capital investments at new businesses

Due to confidentiality, individual investment information for projects is not being presented. Multiple industrial employers made collective capital investments in 2009 and so far in 2010.

Other pending projects (with name/business categories kept confidential and investments reported when known):

- Professional – 40,000 to 60,000 sq. feet facility
- Manufacturer – 3,500 sq. feet = \$100,000 +

16. Capital investments in downtown

There are 11 new retail/service businesses that opened in Downtown Salina in 2009 with a combined capital investment of \$750,000. Four new lofts were constructed in downtown Salina in 2009 at an investment of \$145,000. So far in 2010, four new businesses have opened. These include City Girls Boutique and the Salina Running Company. Three more businesses are scheduled to open. 15 new jobs have been created by the new businesses in downtown Salina during 2009 and 2010.

17. Salina retail trade market annual sales through November 2009.

The retail sales for 2009 are down 3.6 % from 2008. Overall, we have had an increase in retail sales over the last 6 years.

Two major retailers completed full remodeling project in 2009 with a combined capital investment of approximately \$2,500,000. At the same time, another major retailer reported revenue decreases for the fourth year in a row but the same retailer also renewed their lease for another five years. One of the new retailers that began operations in 2009 continues to be the most successful of the new stores that company opened across the nation in 2009.

In the spring of 2010, the chamber worked with the Salina Journal to repeat the “Salina Retail Preference Survey” that was first done in 2007. Below is a summary of the surveys.

Salina Retail Preference Survey
2007 and 2010 summary

Surveys completed

- 2007 = 909
- 2010 = 1,118

What three retail businesses already in Salina would you like to see expand?

- 2007
 1. Target
 2. Dillard’s
 3. JC Penney
- 2010
 1. Target
 2. JC Penney
 3. Dillard’s
 4. Kohl’s

What three restaurants already in Salina would you like to see expand?

- 2007
 1. Applebee’s
 2. Tucson’s
 3. Martinelli’s
- 2010
 1. Applebee’s
 2. Martinelli’s
 3. Tucson’s

What three non-food retail businesses would you like to see locate in Salina?

- 2007
 1. Kohl’s

- 2. Best Buy/Circuit City/etc.
- 3. Barnes & Noble/Borders/etc.
- 4. Sporting/Outdoor Goods
- 2010
 - 1. Best Buy
 - 2. Bed Bath & Beyond
 - 3. Gordman's/Home Improvement (tie)
 - 4. Sporting/Outdoor Goods

What three restaurants would you most like to see come to Salina?

- 2007
 - 1. Olive Garden
 - 2. Cracker Barrel
 - 3. Outback
 - 4. Panera
- 2010
 - 1. Olive Garden
 - 2. Chipotle
 - 3. Panera Bread

People were asked to comment about aspects of shopping in Salina. They were given a range of ways to agree/disagree with the statements. The numbers do not total 100 percent due to rounding and due to unanswered questions on the survey. We have bolded any factors that show substantial change from 2007 to 2010.

I like the look and feel of Salina

- | | |
|---|---|
| <ul style="list-style-type: none"> • 2007 <ul style="list-style-type: none"> ○ Strongly Agree = 21 % ○ Somewhat Agree = 42% ○ Neutral = 18 % ○ Somewhat Disagree = 10 % ○ Strongly Disagree = 5% | <ul style="list-style-type: none"> • 2010 <ul style="list-style-type: none"> ○ Strongly Agree = 21 % ○ Somewhat Agree = 45 % ○ Neutral = 20 % ○ Somewhat Disagree = 10 % ○ Strongly Disagree = 4 % |
|---|---|

Salina salespeople are friendly and helpful

- | | |
|---|---|
| <ul style="list-style-type: none"> • 2007 <ul style="list-style-type: none"> ○ Strongly Agree = 15 % ○ Somewhat Agree = 40% ○ Neutral = 21 % ○ Somewhat Disagree = 15 % ○ Strongly Disagree = 5% | <ul style="list-style-type: none"> • 2010 <ul style="list-style-type: none"> ○ Strongly Agree = 14 % ○ Somewhat Agree = 44 % ○ Neutral = 25 % ○ Somewhat Disagree = 13 % ○ Strongly Disagree = 4 % |
|---|---|

I feel safe in Salina, even at night

- | | |
|---|---|
| <ul style="list-style-type: none"> • 2007 <ul style="list-style-type: none"> ○ Strongly Agree = 30 % ○ Somewhat Agree = 38% ○ Neutral = 16 % ○ Somewhat Disagree = 10 % ○ Strongly Disagree = 3% | <ul style="list-style-type: none"> • 2010 <ul style="list-style-type: none"> ○ Strongly Agree = 21 % ○ Somewhat Agree = 40 % ○ Neutral = 19 % ○ Somewhat Disagree = 16 % ○ Strongly Disagree = 4 % |
|---|---|

There are a lot of products and services in Salina

- | | |
|---|---|
| <ul style="list-style-type: none"> • 2007 <ul style="list-style-type: none"> ○ Strongly Agree = 17 % ○ Somewhat Agree = 35% ○ Neutral = 17 % ○ Somewhat Disagree = 20 % ○ Strongly Disagree = 7% | <ul style="list-style-type: none"> • 2010 <ul style="list-style-type: none"> ○ Strongly Agree = 14 % ○ Somewhat Agree = 38 % ○ Neutral = 22 % ○ Somewhat Disagree = 19 % ○ Strongly Disagree = 7 % |
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There is plenty of convenient parking in Salina

- | | |
|---|--|
| <ul style="list-style-type: none"> • 2007 <ul style="list-style-type: none"> ○ Strongly Agree = 24 % ○ Somewhat Agree = 36% ○ Neutral = 16 % ○ Somewhat Disagree = 14 % ○ Strongly Disagree = 6% | <ul style="list-style-type: none"> • 2010 <ul style="list-style-type: none"> ○ Strongly Agree = 22 % ○ Somewhat Agree = 44 % ○ Neutral = 16 % ○ Somewhat Disagree = 14 % ○ Strongly Disagree = 4 % |
|---|--|

Salina businesses are open when I want to shop

- | | |
|---|--|
| <ul style="list-style-type: none"> • 2007 <ul style="list-style-type: none"> ○ Strongly Agree = 20 % ○ Somewhat Agree = 40% ○ Neutral = 17 % ○ Somewhat Disagree = 16 % ○ Strongly Disagree = 3% | <ul style="list-style-type: none"> • 2010 <ul style="list-style-type: none"> ○ Strongly Agree = 16 % ○ Somewhat Agree = 48 % ○ Neutral = 18 % ○ Somewhat Disagree = 13 % ○ Strongly Disagree = 5 % |
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Salina businesses sell products/services I want

- | | |
|---|--|
| <ul style="list-style-type: none"> • 2007 <ul style="list-style-type: none"> ○ Strongly Agree = 13 % ○ Somewhat Agree = 38% ○ Neutral = 22 % ○ Somewhat Disagree = 20 % ○ Strongly Disagree = 3% | <ul style="list-style-type: none"> • 2010 <ul style="list-style-type: none"> ○ Strongly Agree = 11 % ○ Somewhat Agree = 45 % ○ Neutral = 22 % ○ Somewhat Disagree = 19 % ○ Strongly Disagree = 4 % |
|---|--|

Salina businesses sell at a fair price

- | | |
|---|---|
| <ul style="list-style-type: none"> • 2007 <ul style="list-style-type: none"> ○ Strongly Agree = 13 % ○ Somewhat Agree = 38% ○ Neutral = 22 % ○ Somewhat Disagree = 20 % ○ Strongly Disagree = 3% | <ul style="list-style-type: none"> • 2010 <ul style="list-style-type: none"> ○ Strongly Agree = 11 % ○ Somewhat Agree = 47 % ○ Neutral = 25 % ○ Somewhat Disagree = 14 % ○ Strongly Disagree = 3 % |
|---|---|

I like to bring out of town guests to Salina

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|---|---|
| <ul style="list-style-type: none"> • 2007 <ul style="list-style-type: none"> ○ Strongly Agree = 14 % ○ Somewhat Agree = 25% ○ Neutral = 34 % ○ Somewhat Disagree = 15 % ○ Strongly Disagree = 9% | <ul style="list-style-type: none"> • 2010 <ul style="list-style-type: none"> ○ Strongly Agree = 13 % ○ Somewhat Agree = 28 % ○ Neutral = 34 % ○ Somewhat Disagree = 16 % ○ Strongly Disagree = 9 % |
|---|---|

I recommend shopping in Salina

- | | |
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| <ul style="list-style-type: none"> • 2007 <ul style="list-style-type: none"> ○ Strongly Agree = 12 % ○ Somewhat Agree = 28% ○ Neutral = 27 % ○ Somewhat Disagree = 16 % ○ Strongly Disagree = 12% | <ul style="list-style-type: none"> • 2010 <ul style="list-style-type: none"> ○ Strongly Agree = 14 % ○ Somewhat Agree = 29 % ○ Neutral = 29 % ○ Somewhat Disagree = 16 % ○ Strongly Disagree = 12 % |
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18. Successful projects

a. Jobs added/retained

The military employment sector in Salina continued to grow in 2009, with 223 full and part time jobs added during 2009. Additions to Crisis City, the Incident Command Center and other Great Plains Training Center functions created the new jobs.

Total payroll for military jobs grew to \$6,601,346.

There was a 10.7 percent increase in the number of military personnel being trained in Salina during 2009 with 140,916 people receiving training in Salina. In addition, civilian training has also increased significantly. Update 2010 training numbers are not yet available.

In addition, chamber staff worked with several firm to address employment issues:

- Matrix Electronic Measuring received a KIR grant for retraining 3 employees
- Premier Pneumatics received a KIR grant for retraining 71 employees
- Philips Lighting has added more than 5 industrial maintenance positions

b. Capital investment by military and public sector entities

The 2009 total capital investment for Great Plains Joint Training Center buildings was \$8,000,000 to construct Crisis City and Incident Command Center facilities.

The K-State Salina Student Life Center opened in 2009. The capital investment for the building is approximately \$5,500,000.

19. Salina Retail Pull Factor

The Salina pull factor for 2008 was 1.44, which was fifth highest in the state. The pull factor for 2007 was 1.485, which was fourth highest in Kansas. This means retail markets in Salina bring more money into the economy than what leaves. The State of Kansas has not updated the data.

20. 2009 and 2010 Total Value of Property Tax Base

- a. The 2009 City value was \$397,470,626 and the 2010 City value is \$402,842,437.
- b. The 2009 County value is \$524,961,184

21. Professional training seminars

The most training seminars ever offered in a year were conducted by chamber staff during 2009 and so far in 2010. Meeting topics varied from detailed exporting information to understanding and motivating “next generation” employees” to very technical instruction about importing into Europe and former Eastern bloc nations.

Six human resource-related webinars	120 people
Project OPEN meeting	68 people
Three import/export meetings	58 people
Workforce development assistance	85 people
Two energy conservation	85 people
USDA grants meeting	45 people
KSBDC training meetings	27 people
Tax credits seminars	15 people
Broadway improvement	26 people
Wind energy presentation	22 people
IRS Business Taxes	12 people
Workforce Development w/ OCKK	10 people
Three L.E.T. seminars (leadership training for managers)	45 people
Training programs associated with Project Open (KSBDC)	60 people
Training program associated with Project Open (SDI)	5 people
International Trade re: CE Mark	40 people
International Trade re: Mexico	8 people
<u>International Trade Focus Group</u>	<u>12 people</u>
Total	743 people

22. Project Open performance summary

There were 114 entrepreneur Project OPEN contacts in 2009. 54 Project Open retail, service and manufacturing projects are working with Project Open staff and volunteers. 25 *existing* business filed Project Open “intake applications” in 2009.

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34 “intake applications” have been submitted in 2010. 8 of the applications are from existing firms. 18 people have enrolled in various training courses. So far in 2010, 4 full time jobs and 5 part time jobs have been created. The Project Open entrepreneurs propose to create another 10 jobs.

32 people participated in the entrepreneur training classes and 22 people completed business plans. Five graduated from the Fast-Trac training and the other 27 enrolled or graduated from Kansas Small Business Development Center training. 10 of the entrepreneur training participants have started a new business. The chart below shows Project Open funding support and how it has impacted other funding.

PROJECT OPEN FUND INVESTMENT INFORMATION June 28, 2010

	SEDIC Grants	Supp. Grants	SDI Programs	Private Investment	Start Up Kansas	E-Community	Bank Financing	Total Investment
1	\$ 2,363			\$ 4,433	\$ 3,544			\$ 10,340
2	\$ 4,500			\$ 25,800	\$ 6,750		\$103,200*	\$ 37,050
3	\$ 4,000			\$ 4,762	\$ 6,000			\$ 14,762
4	\$ 4,000		\$ 5,000	\$ 6,000			\$115,000	\$130,000
5	\$ 3,000			\$ 29,014	\$ 4,500			\$ 36,514
6	\$ 2,500			\$ 14,994	\$ 3,750			\$ 21,244
7	\$ 4,430		\$ 569	\$ 15,000		\$ 7,500	\$ 58,000	\$ 85,499
8	\$ 1,700			\$ 18,883		\$ 2,550		\$ 23,133
	\$22,493		\$ 569	\$112,886	\$24,544	\$10,050	\$ 58,000	\$228,542
9		\$3,000		\$ 6,094		\$ 4,500	\$ 66,000	\$ 79,594
10		\$ 800	\$ 800	\$ 8,700		\$ 2,400		\$ 12,700
	\$22,493	\$3,800	\$ 1,369	\$127,680	\$24,544	\$16,950	\$124,000	\$320,836

- *The bank financing number in Project 2 is not counted in the Bank Financing or the Total Investment totals as the \$103,200 was secured prior to Project OPEN activity.*
- *Project #4 was placed on hold; all funds were returned to their funding pools. None of the funding shown is included in any line item totals*

Local Investments:

SEDIC Grant funds: \$ 22,493
 Supplemental Grant \$ 3,800
 Salina Downtown Inc. \$ 1,369
 Private investment \$127,680

Loan Fund Pool:

StartUp Kansas: \$24,544
 SDI: \$ 800
 E-Community \$16,950

SEDIC Funding Information:

\$22,493 (Total SEDIC investment) divided by 7 (# of SEDIC funded projects) = \$3,213.28 (rounded) for the average SEDIC investment.

\$228,542 Total Investment of 7 SEDIC funded projects divided by \$22,493 Total SEDIC Funds = \$10.16 of investment per SEDIC dollar spent.

\$112,886 dollars of Private Investment divided by \$22,493 SEDIC funds invested = \$5.01 dollars (rounded) for every SEDIC dollar granted

23. Economic Development Incentives

In 2009, chamber of commerce staff worked with City of Salina staff to review various financial incentive policies. The City of Salina has approved a Community Improvement District policy. Our goal is to complete policy updates for property tax abatements and tax increment financing in 2010.

In 2009, chamber of commerce staff met with Saline County Commissioners to review various financial incentive policies. The opportunity exists in 2010 to implement a written policy in regards to several incentive tools. Chamber of commerce staff will work with county officials to accomplish this objective in 2010.

24. Update to Economic Development Strategic Plan

Work has begun to update the Economic Development Strategic Plan that was approved in 2007. Various working groups will be forming and working in July to update parts of the plan and to consider additional work items.

Below are a list of the major plan components from 2007 and a list of potential new plan components that might be included in the update.

Major 2007 Areas of Focus

- **Address Workforce Quantity & Quality Issues**
- **Support the Expansion & Retention of Existing Employers**
- **Enhance New Business Attraction Efforts**
- **Stimulate Retail Development**
- **Examine & Address City of Salina Regulatory/Building Services Concerns**
- **Create the Organizational Capacity to Succeed**
- **Define Industrial Expansion & Attraction Targets**
- **Maximize Current & Potential Incentives**
- **Prioritize a Defined Plan for City/County Urban Service Area**
- **Organize to Obtain an Accurate 2010 Census Count**
- **Plan & Construct the Infrastructure for Growth**

Potential New Areas of Focus

- **Implement new Education 2 Career business model**
- **Determine services to be delivered to existing business**
- **Define and implement support specifically for exporting firms**
- **Expand sources of financial incentive funds**
- **Study a potentially new approach to marketing Salina for new business attraction**
- **Determine post-recession labor recruitment strategies**
- **Stimulate construction of workforce housing**
- **Increase the economic impact of the health care business sector**
- **Support development of a first class convention/lodging facility that is under one roof**
- **Grow the economic impact of post-secondary education institutions**
- **Become a Next Generation Community**

25. Renewal of Salina Economic Development Corporation Mission

After revising the bylaws of the Salina Economic Development Corporation, a new board of directors was elected. This refocused group is working to make recommendations about land development in Salina. The board has been studying the following factors associated with

- Current inventory of potential industrial development sites
- Community based incentives & what others are doing to attract jobs and investment
- Utilities and roads infrastructure
- Rail infrastructure
- Comprehensive plans
- The Kansas Bioscience Authority and NBAF related opportunities for Salina

We expect the corporation to reach consensus in the third quarter of 2010 about a path forward for land development.