

The *New* Salina Economic Development Strategic Plan
Executive Summary

PREFACE

In late 2006 and early 2007, a number of community, business and government leaders joined together to develop a new economic development strategic plan for the Salina region. These individuals were motivated by their desire to create a brighter and even more vibrant future for the Salina area. The intent of the plan is to create a proactive roadmap that will answer the question “what is our plan to encourage job creation and stimulate private sector capital investment in the City of Salina and Saline County?”

The planning group worked in an inclusive manner as they obtained input and counsel from others with appropriate expertise to develop the strategies detailed in this plan.

The plan builds on the many strengths of the Salina area and is an aggressive new approach to economic development with considerably increased resources being devoted to creating jobs and stimulating capital investment. This plan believes that Salina must address workforce quality and labor quantity, create a regulatory process that works with businesses, develop affordable and available housing for our workforce, implement appropriate land use planning for both the City and County government, secure a complete count of residents during the 2010 census and that we must plan and fund the infrastructure development that is needed to help Salina grow.

Furthermore, the economic development strategic plan is founded on the concept that support of existing businesses to expand and grow is a priority. Our approach to attracting jobs and investment by employers new to the area must be enhanced, and we will implement a new approach to increasing retail activity.

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We thank the additional two-dozen community members who provided input during the process.

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OBJECTIVE:
ADDRESS WORKFORCE QUANTITY & QUALITY ISSUES

Salina is a great place to operate a business. For the Salina area to support job creation and capital investment, we must have a sufficient number of people with the skills that existing and new employers need. Workforce development is a very complex issue with no silver bullet. The task force studied the subject in terms of labor availability, wage inflation and employee competition, employee retention, and the availability of training that matched employers' skilled and semi-skilled workforce needs.

Our plan is a two-step process. The first step is a comprehensive assessment to understand the assets and barriers for the Salina labor force. The second step is to implement specific strategies that will 1) grow our labor force 2) retain existing employees or 3) provide pre-employment training and training of existing employees.

Targeted workforce development strategies will be implemented as soon as possible. They will be:

- Develop a workforce development marketing campaign to attract and retain talent to Salina. The campaign will target the populations, skill-sets, communities and regions that match Salina's workforce needs. The emphasis will be on semi-skilled employees and professionals.
- Form a Workforce Development Advisory Committee to provide counsel and guidance as the workforce portion of the economic development strategic plan is implemented. This is described in the "Create the Organizational Capacity to Succeed" portion of the plan.
- Education and training for employees is needed at both the pre-employment and at the post-employment stage.

The Workforce Needs Assessment will be developed in an inclusive manner with input from entities like the Salina Human Resource Association plus the American Chamber of Commerce Executives' Workforce Development Division. We anticipate conducting a Business Trendsetter luncheon for the business community to discuss local, regional, national and global trends that impact workforce training.

During the first year of the Economic Development plan, several specific strategies will be implemented. The strategies include:

- Creating the new position of Marketing Manager. This individual will work with the vendor selected to implement the Salina Chamber's new comprehensive marketing plan. This position will have the responsibility to coordinate implementation of the marketing plan with other Salina Chamber staff and volunteers. Print and non-print marketing materials will be developed for targeted workforce audiences.
- Implementing an aggressive multi-media marketing campaign to target audiences about the employment opportunities in the Salina region.

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- *Expanding the Salina Chamber's website* to include information about jobs in Salina and to acquaint K-12 and post-secondary students, school counselors and other staff, and adults about job, career and educational opportunities in Salina.
- *Purchasing Nations Job web-based service to connect job seekers with employers in the Salina area.* Nations Job is the leading national web-based job site that works with communities and chambers of commerce.
- *Formation of task forces for the recruitment of specific population groups* such as Hispanics and other minority groups, older Americans, etc.
- *Developing a Recruitment/Retention Incentive Program* to attract and retain new employees and/or award employee referrals.
- *Working with college interns to develop innovative recruitment tools* such as videos of Salina posted on www.youtube.com and www.myspace.com.
- *Conducting workforce missions and other recruitment activities at military bases, secondary and post-secondary schools, locations with available labor and communities experiencing lay-offs of workers.* Sub-contracted recruiters, formerly from this area, will represent Salina, as needed, at selected out-of-state job fairs or schools.
- *Supporting the proposed OCKK Inc. Workforce Center* for the delivery of Workforce Investment Act's employment and training services.
- *Enhancing our cooperation* with the Kansas Department of Commerce, Kansas State Department of Education, State and Local Area I Workforce Investment Boards and services, the Salina Workforce Center, Social Rehabilitative Services, Smoky Hill Education Service Center, the Adult Education Center and other *public and private agencies and organizations providing employment and other workforce development services.*

In the plan's second year, additional strategies will include:

- *A full-time recruiter for in-depth recruiting and follow-up services* as well as the coordination of the Salina Employment Clearinghouse to assist spouses find employment.
- *The Recruitment/Retention Incentives Program, designed in year 1, will be launched.* We recommend starting with a *Move Assistance Incentive*, funded by participating employers, that would include: a) a \$500 incentive for qualified skilled or degreed employees, b) \$200 for a "not yet" qualified employee; and/or a specified dollar amount for employees who move into Salina from at least 50 miles outside the city. The advisory council will determine criteria and details of this program.

Beyond the assessment and an aggressive marketing program to attract labor, programs for workforce education and training are critical. Training must occur at the pre-employment stage and also after employees have been hired.

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There are several examples of high quality pre-employment training initiatives that already exist in the Salina area. In particular, the programs meriting continued strong community support are:

- K-12 career education programs
- USD 305 School to Careers programs
- Middle and/or secondary technical education programs
- Post-secondary degree and/or certificate programs
- Smoky Hill Education Center programs
- Salina Adult Education Center programs
- Seminars and workshops dealing with topics such as supervisory skills, customer service, human resource topics, marketing, company succession, etc.

In addition to strategies listed above, new and/or continuing initiatives related to pre-employment training will include:

- Support for the annual CAREERS 200X Competition and the *Futures Work-Based Mentoring Program* to prepare alternative high school adult enrollees for the workplace
- *Collaborative partnerships will be forged with K-12 and post-secondary institutions* to sponsor summer career academies for middle school students. This will help establish realistic expectations of post high school career opportunities and wages.
- *Continued business community participation on boards and committees related to technical education.* Technical assistance will link employers with training providers.
- *Exploration with other Saline County education and business stakeholders to create a Salina-specific approach to advanced manufacturing and technical programs* leading to employment and/or entry into Salina's corresponding post-secondary technical programs.
- *Developing a community education outreach to parents, students, educators and other stakeholders about the extremely positive non-college opportunities that abound in the Salina area.*

It is also critical that those already employed in the Salina labor shed need high quality training on a continuing basis. Various programs exist to assist in skill upgrades that will increase productivity. These initiatives include: Kansas Industrial Training, Kansas Industrial Retraining, Kansas Workforce Development Training and training supported by the Salina sales tax. New and expanded strategies will include:

- *Two to three seminars/workshops annually*
- *Co-sponsorship of seminars/workshops* with the Salina Human Resource Association and the Small Business Development Center, etc. in order to maximize resources and expertise and to reduce overall training expenses
- *An annual Business Trends Conference* to update and inform the business community of local national and global needs, trends and opportunities

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- *Information and/or intermediary, brokering, and technical assistance services for curriculum development and other training related services to companies and educational/training providers*
- *Collaboration with state and federal employment and training programs*
- *Professional development will occur for Salina Area Chamber of Commerce workforce development staff to utilize resources such as workforce development software. This will enable them to effectively carry out their job responsibilities such as technical training related to providing workforce assessment, training assistance, and human resource services.*

In addition to the strategies listed above, Salina must address the issue of affordable housing for the workforce of tomorrow. The most recent City of Salina Housing Needs Assessment concluded that:

- “The need exists for more moderate cost owner-occupied housing in Salina”
- The number of “affordable market” homes (\$90,000 - \$125,000) projected for a housing development program is 733 over a 20-year program. The number of “moderate market” homes (\$125,000 - \$190,000) homes projected for a housing development program is 712 over a 20-year period.
- “The analysis suggests a shortage of units affordable to households with annual incomes of more than \$50,000. This suggests a possible market for “move up” housing. “

The status quo in Salina is not building homes in the price ranges above at the volume needed to meet long-term demand. To address the issue of housing as a solution to workforce development, the Salina Area Chamber of Commerce will implement a separate plan, created with other stakeholders, to provide “second time or move up housing”. This economic development strategic plan affirms this as a priority and designates \$130,000 to support lower cost infrastructure development that will allow affordable housing to be constructed in Salina.

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OBJECTIVE:
SUPPORT THE EXPANSION & RETENTION OF
EXISTING EMPLOYERS

This plan reflects the community desire to prioritize our focus on the expansion of businesses already located in the Salina area. The staffing and budget of the overall economic development strategic plan validates this priority.

The following strategies will support this objective

- *New focus/job description for current economic development staff*
The job description of the current Director, Economic Development position will change to a more focused approach to working only with existing employers. A new title will reflect this change. The new title will be Director, Existing Business Expansion and Retention. New business attraction and commercial development will no longer be part of the work plan for this individual, allowing them to focus more on supporting the growth of existing businesses.

We will invest in the success of the director by providing professional development so that the director will be certified as a Business Retention & Expansion Professional by the Business Retention and Expansion International (BREI) association.

Specific strategies with regards to existing business expansion and growth are as follows:

- *Regular scheduled visits to existing employers. The visits will center on use of Synchronist software program to conduct surveys to identify trends and “red flags”, expansion opportunities and to determine how Salina can serve the employer better.*
- *Regular joint meetings with plant managers/business owners/economic development partners.*
- *Personal visits to corporate headquarters.*
- *An electronic directory of key resource information will be produced for existing businesses.*
- *An annual Salina Area Business Expansion & Retention (SABER) Day will be organized.*

A second full-time position specializing on existing business growth and retention will be created the 4th quarter of 2007.

Thus, over the course of a year, between the two Directors of Business Retention and Expansion, approximately 60 to 75 area employers will be visited face-to-face to address retention and expansion issues. Approximately 10 visits will be made annually to corporate offices. In time, a “macro” view of the Salina market will evolve allowing resources to focus on employers with high success probability and those who are struggling. Firms that have a high probability of failure will also be identified so that a strategy to assist them can be implemented.

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OBJECTIVE:
ENHANCE NEW BUSINESS ATTRACTION EFFORTS

Currently, the Director of Economic Development splits work between new business attraction, existing business growth and commercial development. This plan will create a new full time position, beginning in the first quarter of 2008, with the focus to recruit targeted firms to the Salina area in order to create primary jobs and to increase private sector capital investment. This position will also be the main point of contact for retail development activities. The ideal candidate for the position will already be a graduate of the Economic Development Institute (<http://edi.ou.edu>).

The following overriding strategy will support this objective

The Director, New Business Attraction & Retail Development will expand & enhance efforts to initiate contacts with site consultants, real estate brokers and targeted corporate decision makers that are involved in business investment decisions. One activity will be recruitment visits to targeted businesses. This person will continually analyze Salina and develop a recruitment plan to attract targeted businesses.

The following strategies will support this objective:

- *Face-to-face visits with regional and national site consultants will be conducted in targeted markets to introduce Salina.*
- *There will be active participation in target-industry trade shows and events with the State of Kansas, The Salina Airport Authority, utility companies and others.*
- *We will develop and implement an enhanced marketing effort specific to the Salina area.*
- *Expanded work with our economic development allies (state government and utility companies in particular).*

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OBJECTIVE:
STIMULATE RETAIL DEVELOPMENT

Currently, the Chamber’s Director of Economic Development is responsible for new business attraction, existing business expansion/retention efforts in addition to commercial development. Retail development will receive more focus by moving this function to the job description of the Director, New Business Attraction and Retail Development. To maximize the success of the position, appropriate professional development will be secured. Some, but not all, of the coursework at www.ccim/education is appropriate.

A three-outcome strategy is appropriate for the Salina area with regards to encouraging development that will attract more retail dollars to the economy and to keep retail dollars in the economy. These outcomes are to be advanced with regards to new projects and projects that involve existing retail businesses.

Outcome # 1 - To identify, assist and encourage retail developers to commit, invest and build new projects and/or invest in existing firms in Salina and/or Saline County in order to generate sales tax income and/or retain those dollars in the economy

Outcome #2 - To retain existing and recruit new retailers, restaurants and other sales tax generating businesses compatible with Salina/Saline County’s available land, land use plan and demographics

Outcome #3 - To assist landowners in the sale and development of potential retail and commercial sites to their highest and best use

To achieve this goal, the City and County will enhance their economic development efforts by working with the Chamber of Commerce (and Salina Downtown Inc. when appropriate) to develop incentive guidelines to promote retention and expansion of existing retailers and to attract new retail businesses.

The City/County Commissions shall review any request for incentives. Their decision shall be based upon, but no necessarily limited to, an evaluation of the following criteria, which each applicant will address in narrative format:

Criteria # 1 – Employment Impact
Criteria # 2 – Fiscal Impact
Criteria # 3 – Community Impact

Criteria # 4 – Competitive Impact
Criteria # 5 – Retail Market Impact
Criteria # 6 – But For Test

Types of Incentives

In essence, a “cafeteria menu” of potential incentives will exist. These guidelines will allow maximum flexibility for the City/County commission in addressing the unique concerns of each proposed retail project while enabling the City/County to better respond to the changing needs of the Salina retail market. Nothing within these guidelines shall simply or suggest that the City/County is under any obligation to provide or deny any incentive to any applicant.

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Potential Retail Development Incentives:

- Tax Increment Financing/Star Bonds
- Refund/Rebate/Reduce certain fees
- Refund/Rebate Sales Tax
- Property Tax rebate after rehabilitation of an existing building for retail use
- Grants for Infrastructure Development
- Transportation Development District
- Special Benefit District
- Small Retail Business Incentive

There are certain requirements that will be included in any of the incentives described above. These include, but are not limited to, the following:

- Incentives will be conditioned on the continued occupancy/operation of the project.
- Reimbursement provisions may exist to require the applicant to reimburse the City/County in case of non-performance.

When the City/County become aware of a retail project, it is appropriate for site-specific questions to be answered. As City/County staffs work with the prospect, they should direct the prospect to the Salina Chamber office. The Chamber will bring relevant other resources (Executive Director of Salina Downtown, Inc. or the Mayor and/or their designee of incorporated cities in Saline County) in the community into the process for working with the project as is appropriate.

The Chamber will work with Salina Downtown Inc. and others in Salina to create specific programs and define eligibility for smaller owner-occupied businesses to access incentives that can help their business add jobs, capture lost retail sales tax or add to the sales tax already generated.

Preliminary Application Steps

1. Applicants shall pre-qualify for incentives by completing an "Application for Economic Development Incentive" as provided by the Chamber.
2. The applicant shall address all criteria questions in a letter format by working with the Chamber to complete the "Application for Economic Development Incentive."
3. The applicant shall complete all forms and information detailed in this policy and submit them to the President, Salina Area Chamber of Commerce.

Pending favorable City/County staff review, copies of the complete application package will be provided to the City/County commission. The Salina Chamber will work with the applicant and government staff through the process. Following a review of the written information, the City/County Commissions shall determine whether it is in the best interests of the City/County to offer incentives to the applicant.

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OBJECTIVE:
EXAMINE & ADDRESS REGULATORY/BUILDING SERVICES
CONCERNS

The “Commitment to Service Quality” initiative of the City of Salina has been well received and is seen as a positive step forward. We believe that progress toward a system that protects the public and supports business development can continue. The underlying philosophy of “Yes Somehow” is the foundation of continual improvement in the areas of: policy and codes, procedures, and personnel. *We believe the following strategies will support high quality business development in a business-friendly manner.*

Policy & Code

- *Salina needs to continue to stay current with national and international development codes to keep pace with national standards.*
- *The 2006 International Building Code and related family of codes are to be reviewed in their entirety prior to adoption, with public input to be solicited and highly emphasized.*
- *Stakeholders are highly encouraged to be integrally involved in the review of all applicable codes.*

Procedures

- *The best practices and procedures from other communities shall continue to be studied and implemented in Salina.*
- *It is a priority to continue improvement of the overall code interpretation process, with emphasis on quick problem resolution (QPR). It is critical to resolve the differences and inconsistencies in code interpretation raised by city code officials, architects, engineers, contractors and project owners in the shortest timeframe possible. Toward that end:*
 - *The City will achieve the goal of limiting/eliminating special conditions placed on building permits that are related to insufficient design submittals.*
 - *The City will continue to use special conditions to allow work to proceed when the information will not be available until the construction process is started, or can be effectively submitted and approved at a later date.*
 - *The City will review/categorize the special conditions previously issued to identify recurring issues that can be addressed with a review of the process.*
 - *On projects where it is appropriate, building services staff will continue to make frequent phased completion site visits, will coordinate visits with all related stakeholders and will coordinate the sharing of inspection results.*
 - *Standardized checklists for project plan review and inspections are highly encouraged for all review disciplines, with the inclusion of stakeholder input and the sharing of the final product.*
 - *Online permit applications will be developed with reporting and project tracking available via the Internet.*
- *We recommend that those initiating a project utilize qualifications-based selection for design services. Projects should use a project manager to coordinate all activities and*

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communications with design and construction teams. In addition, projects should use all City or County provided submittal information and use provided checklists during pre-project planning and design.

Personnel

- *It is a priority to encourage City and County staff to develop and exhibit an attitude of "Yes Somehow" when dealing with people on development projects and continue to emphasize "Commitment to Service Quality".*
- *We strongly encourage continued departmental restructuring and the empowerment of key development personnel when in the best interest of service quality.*
- *We support and encourage the recruitment of the newly identified Director of Community and Development Services position to help further coordinate development and building services issues.*
- *The development of new strategies to communicate, inform and assist architects, engineers, contractors and project owners will continue.*

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OBJECTIVE:
CREATE THE ORGANIZATIONAL CAPACITY TO SUCCEED

To maximize the opportunity for success, the following strategies will be implemented:

- *More & Better Research*

The current position of Manager, Information Technology will adjust to become Manager, Information Technology and Economic Development Research. This position will supply the data for analysis by employers and for members of the Salina Economic Development team.

By the August 2007, the Salina economic development community a single password protected database will be operational. This will support and encourage communication and cooperation. Those with access to the database will be able to access a list of employers that can be sorted several ways, such as the following ways:

- Status of the business (suspect, prospect, qualified prospect, etc.)
- Type of business (distribution, aerospace, retail, etc.)
- Preferred location of the business (not known, north end, downtown, airport, etc.)

The updated database will have the newest information detailing contact with prospects and the next planned step. The database will be constructed so that when any member of the Salina economic development team updates the listing of a particular business, an email will be sent to all of the partners informing them that the database has been updated.

The Salina Chamber maintains the website www.salinakansas.org. *The economic development section of the website will undergo significant upgrades to provide more and better information such as household income, projected population totals, available buildings and sites, and labor force information important to employers.*

A Site and Buildings Certification Program will exist to make it clear that the Salina area is "open for business." Buildings and sites must be "certified" to be posted on the Salina Chamber website or to be shown to a business. A broker, developer or building owner wanting to have a property posted must supply vital site information for the property to be listed. Regulatory clearances must be obtained in advance of sale and conditions of the site must be verified so that construction can begin in 160 days or less.

In addition, the Manager, Information Technology and Economic Development Research will be responsible for keeping other building and site databases current. The Kansas Department of Commerce maintains a Large and Medium Site Inventory on its website. The State of Kansas also uses the Location One Information Service (LOIS) computer database for a listing of available sites and buildings. The websites of Area Development Magazine, Fast Facility, our utility providers and the Kansas Department of Commerce will be supplied with updated Salina information.

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The job description of the current Executive Assistant position will change to include staff support for the two Directors of Existing Business Expansion and Retention and the Director of New Business Attraction & Retail Development. In addition to existing duties, this position will also be responsible for tracking the benchmarks of success and for maintaining a local economic index. In addition, this position will coordinate investor relation activities. This person will work with the entire economic development team to create quarterly information to investors, stakeholders and allies. An “e-newsletter” will be developed to communicate with investors between more traditional bi-monthly communications to investors.

An “Economic Development Team” will develop “the package” of economic development information and incentives in response to projects. Because the expected response time to employers is much shorter than in the past, a standing team is to be established. We empower the following “economic development team” to quickly develop responses to employers: The City Manager of Salina or his/her designee, the Saline County Administrator or his/her designee, the Director of the Salina Airport Authority, the President of the Salina Area Chamber of Commerce, the Superintendent of USD 305 and his/her designee plus representatives of Westar Energy and Kansas Gas Service. On a case-by-case basis, developers and other individuals such as the Director of Salina Downtown Inc. will become part of the “economic development team.” If workforce development issues are critical to the project, then the appropriate post-secondary educational institutions and State of Kansas officials will be invited to participate.

This group will meet on a monthly basis regarding economic development projects.

Salina Economic Development Team
Monthly Meeting Agenda

1. New Business Attraction Update
2. Existing Business Retention and Expansion Update
 - a. Director #1
 - b. Director #2
3. Retail Development Update
4. Workforce Development Update
5. Research/Electronic Information Update
6. Investor Relations Update

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A governing group for the Salina Economic Development Strategic Plan will meet quarterly to review progress toward the goals of this plan. The governing group will provide oversight; benchmarking and accountability for plan implementation. The standing members of the governing group will be the following people:

The Mayor of Salina or his/her designee, the chair of the Salina County Commission or his/her designee, the board chair of the Salina Airport Authority or his/her designee, the current board chair of the Salina Area Chamber of Commerce, the board chair of Salina Economic Development Corporation and the Chair of the USD 305 Board of Education. Private sector investors in the economic development strategic plan will also be represented on the governing group. The current board chair of the Salina Economic Development Corporation will serve as chair of the governing group.

To reflect the specific emphasis on workforce development, *a Workforce Development Advisory Committee will be created.* The group will consist of two members of the Salina Area Chamber of Commerce Board of Directors, three human resource personnel who are members of the Salina Human Resource Association, a representative from the Kansas Department of Commerce’s Salina Workforce Center, a representative from the Local Area I Workforce Investment Board, a business owner designated as Chair of the committee by the chair of the Salina Chamber of Commerce Board of Directors. The Salina chamber will provide staff support. The committee will meet quarterly to make recommendations regarding strategy consideration, selection, development, timing, improvement and effectiveness.

We will commit resources to internally market the new approach to economic development. We will market the entire economic development strategic plan to existing firms already located in the community. This proactive approach reflects the priority emphasis on working with existing employers.

For example, in the case of Salina, this internal marketing effort might occur in the form of billboards with the message “To Help Your Business Grow, Call the Salina Area Chamber of Commerce at 827-9301.” This kind of marketing will increase awareness of the initiative in the minds of existing business owners – and will help stimulate business owner initiated contacts with the chamber. These contacts are all opportunities for business expansion work.

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OBJECTIVE:
DEFINE INDUSTRIAL EXPANSION & ATTRACTION TARGETS

Having focused targets will improve our ability to succeed in efforts to grow existing employers and to recruit new jobs and capital investment. Determining targets allows for a more focused approach to economic development that centers on our best opportunities for success.

The task force examined the Salina area's potential for job growth and capital investment by looking at assets such as geographic location, airport facilities, Interstate highway access, work force characteristics, existing industry, educational institutions, available industrial sites, available incentives and available natural resources. *The review of those factors confirms that community resources should be directed toward attracting job creation and capital investment from the following target industry list.*

- Aviation & Aerospace
- Manufacturing
- Logistics, Warehousing and Distribution
- Metal Fabrication
- Machine Shops
- Biotech

To be effective in attracting jobs and investment from these targets, a feasibility and market study for each targeted industry (with the exception of aviation and aerospace) will be completed. The community shall also proceed ahead with submittal of a Foreign Trade Zone (FTZ) application together with Sedgwick County for the expansion of the General Purpose FTZ # 161 to include 3,518.36 acres of Salina/Saline County. Foreign import and export service providers will be identified and pursued.

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OBJECTIVE:
MAXIMIZE CURRENT & POTENTIAL INCENTIVES

A portion of the quarter-cent local option sales tax funds Salina Economic Development Incentives Council (SEDIC) grants. Most recently, a SEDIC grant assisted Hawker Beechcraft Corporation to add 80 jobs at Salina. The incentive became available in July 2004 is schedule to expire in 2010. The tool of a fund for incentives must be continued.

Each of the Salina area targeted industries will be examined by its North American Industrial Classification System (NAICS) codes. The average wage of each industry will be determined.

The following strategies reflect the new Salina approach to the use of incentives:

- *State and local incentives will only be made available to those businesses whose average wage exceeds the average for its respective NAICS code segment.*
- *All state and local incentives are available to both existing and new industry.*
- *There will be an aggressive information/communication effort to inform existing industry about the availability of incentives.*
- *State and local incentives will be dependent upon a benefit/cost analysis that is greater than 1.0 for The City, the County and USD 305.*
- *SEDIC grants for human capital investment in training and capital investment in plant, property and equipment should be used to maximum effect and to leverage additional support to secure the project.*
- *We believe that SEDIC incentives must continue to be available after July 2010 for Salina to be competitive.*

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OBJECTIVE:
**PRIORITIZE A DEFINED PLAN FOR CITY/COUNTY URBAN
SERVICE AREA**

Great planning today is the key to job creation and capital investment tomorrow. An important priority is the need to develop a refined plan for a City/County Urban Service Area (1-3 mile area from the city limits). An agreement for cooperation and coordination between the City and County to insure orderly development of the urban fringe area will enhance the ability to achieve the objectives of this economic development strategic plan.

Two specific strategies need to be implemented to achieve this objective:

- *It is recommended that the City and County amend a City/County Urban Service interlocal government agreement by no later than December 2007. There are common concerns regarding the accommodation of population growth, commercial development and industrial development. Residential growth and utilization of lands adjacent to the City is of such significance to merit a timely development of an interlocal government agreement.*
- *City and County comprehensive development plans must both define an agreed upon City/County urban development areas. Both comprehensive development plans must adopt the same development standards for City/County urban development areas.*

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OBJECTIVE:
ORGANIZE TO OBTAIN AN ACCURATE 2010 CENSUS COUNT

For Salina, surpassing the 50,000-population threshold is important. Salina will be on the list of potential locations to more retail and industrial site consultants that seek a location for their clients. Furthermore, it will automatically trigger substantial federal government monetary support for community and economic development priorities.

To ensure the most accurate population count possible in the 2010 Census, Salina needs to establish a pre-planning strategy, rally the citizens of Salina around the 2010 Census initiative, educate the Salina community regarding direct and indirect Census count benefits, provide both general and strategic outreach efforts to enhance overall Census participation, and establish a framework of best practices to be applied to future Census population counts and estimates.

There are several specific strategies to accomplish this objective that will begin in the fall of 2007:

- *A Census 2010 community steering committee will begin its work to centrally coordinate aspects of the Census count strategy, outreach and community involvement efforts. The committee shall strongly reflect community diversity, community organizations, neighborhoods and leadership.*
- *“Best practices” of demographically diverse communities will be researched. The information will be used to effectively direct local resources and efforts at proven strategies that will increase the census count.*
- *The City of Salina will participate in Census 2010 Local Update of Census Addresses (LUCA) Program - Option 1.*

Before June 2008, other initiatives will begin. These include:

- *A media awareness campaign will be developed to ensure the entire community is aware of Census 2010 activities and to provide a means to communicate with residents.*
- *Outreach resources will be directed at population groups that have historically been undercounted. The outreach will target local churches, stores, public places, homes, post office, organizations, schools, business media and other centers of influence.*
- *A complete inventory will be developed to quantify the impact of exceeding the 50,000-population threshold. Potential impacts will be explained to show positive community benefits on the following aspects of Salina:*
 - Transportation
 - Housing
 - Health Care
 - Job Creation & Economic Development
 - Direct benefits to participants
 - The impact on non-profit and private organizations
 - Possible neighborhood improvements that would follow a 50,000-population level

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In 2009, several other steps will be implemented by the Census 2010 community steering committee. The most significant step is to provide staffing/contractual coordination of Salina's Census planning, outreach and response effort. Other 2009 activities are:

- *Committee members will participate in the Census 2010 school educational program to learn Census rules, guidelines and to understand official counting procedures.*
- *Methods will be developed to ensure direct involvement with the highest level of diversity possible*
- *A plan to emphasize bi-lingual count participants will be crafted*
- *Neighborhood "Fill Out the Form" meetings will be formed to create social gathering with food and entertainment in order to stimulate a maximum count.*
- *A plan to directly communicate neighborhood and community benefits of Census count participation will be implemented*
- *Salina will prepare for a formal challenge of the census results, in case it is needed.*

The following steps will be taken:

- We will ensure the ability to identify possible undercount and identify the source of the undercount
- City staff will become fully educated regarding formal challenge protocol and timeframes
- Identify all resources needed to execute formal challenge and prepare anticipated challenge strategies

By the fall of 2010, a standard criteria/methodology for developing local population estimates and comparing against Census estimates will be adopted. This will establish a reliable means to estimate community growth and compare against Census population estimates.

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OBJECTIVE:
PLAN & CONSTRUCT THE INFRASTRUCTURE FOR GROWTH

In addition to incentives, marketing plans and increased/focused economic development staffing, there are physical and tangible improvements that will stimulate job creation and capital investment.

There are a variety of measures that we believe should be implemented:

- *Salina needs to have an inventory of appropriate market-ready property.* A highly respected national survey of economic development site consultants by Area Development magazine found that “60 percent of consultants said that an immediately available building would be more or equally important to their client’s location decision than any other factor.”
- *We recommend development and implementation of an industrial property acquisition program to establish a “certified development site” inventory.* Salina needs to have a “property bank” for market ready property. This carries the “certified site” initiative described earlier a step further.
- *A full inventory needs to be completed of all industrial and commercially zoned property within the City and in the Urban Service Area.* The list will determine the total amount of acreage available for each type of business use, and the availability of adequate infrastructure for classification of property as land available, developable or development-ready, or other similar categories. The inventory will provide information needed to create a detailed strategy regarding property acquisition and infrastructure needs that are in line with projected development demand for various development types in the Salina area.
- *We recommend expanding the use of economic development incentives and infrastructure financing tools traditionally utilized only for new development projects to include redevelopment projects in strategically targeted priority locations.* We also support using all incentives and financial tools for *new* projects that will exist in undeveloped high-priority sites, particularly those locations that are saddled with development obstacles. This will ensure balanced and proper development in the Salina area. This will reverse the deterioration of commercial areas that follows a shift of public/private investment in other areas.
- *For targeted locations and qualifying projects, we recommend publicly initiated construction of necessary off-site infrastructure.* This should occur in anticipation of development demand and in response to pending development activity. Thus, infrastructure construction will be ahead of development instead of the other way around.

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- To prevent leap-frog development and to more efficiently use limited public resources, *we believe that it is a sound planning principle that all commercial, industrial and residential projects built to “urban standards” should be within the existing or extended corporate boundaries of the City and with full City services.* There will be occasions when projects occur in a location that is well outside the existing or extended boundaries of the City of Salina. At those times, a case-by-case decision should be made regarding the appropriate infrastructure development that should be made for the project to occur.
- *We encourage public funding for the initial cost of extending and/or upgrading infrastructure to an industrial or commercial development.* However, private sector cost sharing and/or repayment of public costs may be needed depending on the type of development, market conditions, local economic impact, expectations of the prospective business, benefit/cost analysis and budgetary constraints. Local government is encouraged to fund the marginal cost of necessary infrastructure by “over sizing” what is essential for a larger development area. The part that does not directly benefit the specific prospect may be subject to reasonable cost recovery.
- *We strongly endorse and support the Salina Airport Authority’s plans related to air service.* The strategy in place will improve overall quality, increase affordability and significantly increase utilization. It is important to provide non-Airport Authority public and private sector support to leverage federal funding related to air service improvements. A \$350,000 private/public cash match (with in-kind services) is an important step toward supporting a State Affordable Airfares Program grant.
- In cooperation with Westar Energy, *we recommend a review to determine the cost of burying current and future aboveground utilities to belowground locations along major business corridors.* This will enhance the overall aesthetic appeal of major commercial corridors, especially those that are high traffic entrances.
- *We support study possibly establishing reasonable and affordable aesthetic site and building design considerations for new commercial and industrial businesses located along major community entrances.*
- *A financial risk index tool needs to be established in partnership with local financial professionals to assist the public agencies in determining the financial risk of applying public infrastructure funding mechanisms (i.e., special assessment, cost recovery tools etc.) to commercial and industrial projects.* This tool will ensure that funds are utilized and applied in a prudent manner and that funds are focused on development projects that demonstrate the highest likelihood of long-term success.
- *Local governments need to outline a prudent and reasonable use of eminent domain authority to construct basic infrastructure required for commercial and industrial development that is considered to be in the best interest of the Salina economy.*
- For an economic development project that is being considered for support and incentives, *consideration shall also be given to determine if the project is a high user of any natural resource that is considered to be in low supply.*

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2007 - 2012 EXPENSE BUDGET

This proactive approach to job creation and private sector capital investment is approximately an 85 percent increase in the economic development programming of the Salina Area Chamber of Commerce and the Salina region.

Workforce Development	\$1,914,211.20	48.10 %
Existing Business Growth & Retention	833,377.01	20.94 %
New Business Attraction	545,655.39	13.71 %
Retail Development	120,858.96	3.04 %
Air Service	350,000.00	8.79 %
Research and Planning	94,563.99	2.38 %
Org. Capacity & Facility Development	70,949.00	1.78 %
Census Outreach	<u>50,000.00</u>	<u>1.26 %</u>
Total	\$3,979,615.55	100.00 %

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