

Economic Development Strategy

City of Chanute, KS

Chuck Banks
Principal

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Senior Project Manager



PGAV**URBAN**CONSULTING

Our Approach

- Community Development vs. Economic Development
 - Broader set of activities aimed at:
 - Assess Community Assets & Capacity
 - All local aspects considered & evaluated
 - All issues addressed have economic impact
 - Expand Community Capacity & Assets:
 - Improve Economic Opportunities for Chanute
 - Enhance 'Quality of Life' for Chanute residents

Our Approach

- Incorporate broader, long-term, community development goals that stand to gain more than a piecemeal approach
- Comprehensive & Sustainable
 - Economic
 - Cultural
 - Environmental
- “Is this something our grandchildren will be proud of!”

Our Approach

- Develop a broadly held local Vision & Values
 - 'Planning Process' includes involvement from:
 - Businesses, 'For-Profit' interests,
 - Community organizations,
 - Government - elected officials & staff,
 - Foundations & Non-profit interests,
 - Resource providers,
 - General Public - local citizens of the community
 - Planning Process' also requires feedback from:
 - Outside Entities

Our Approach

- Develop a broadly held local Vision & Values
 - People are the most important resource
 - Engaged & Involved to:
 - Identify current status of community
 - Identify preferred future for the community
 - Establish an effective 'Plan of Action'
 - Work the 'Plan of Action'
 - Celebrate Successes!
 - Evaluate Plan, identify new goals/strategies
 - Continue process of Plan

Our Approach

- Define Assets & Opportunities Broadly
 - Arts, Culture & Entertainment
 - Unique selling features (Fests, etc.)
 - Historical Significance
 - Other things to do – youth, families & seniors
 - Recreation - Built & Natural
 - Education
 - Primary
 - Secondary
 - Post-secondary (Think Regionally!)
 - Alumni

Our Approach

- Define Assets & Opportunities Broadly
 - Job Opportunities
 - Professional
 - Internships
 - Business Transition Opportunities
 - Housing - ownership & rental
 - Workforce
 - Seniors
 - Health Care
 - Workforce
 - Seniors

Our Approach

- Define Assets & Opportunities Broadly
 - Professional Associations
 - Business development support
 - Community 'Quality of Life Assets' support
 - Public-Private Partnership
 - Real Estate Available
 - Commercial
 - Industrial
 - Residential
 - Recreational
 - Other

Our Approach

- Define Assets & Opportunities Broadly
 - Infrastructure & Utilities - access & condition
 - Telecommunications - Broadband (speeds, costs, etc.)
 - Entrepreneurial Climate
 - Emerging businesses - Local & elsewhere
 - Youth & young adults
 - New Business Incentives - Local Support
 - Free Land &/or Move Subsidy
 - Entrepreneurial Assistance & Support
 - Other possible assistance & support

Our Approach

■ Define Assets & Opportunities Broadly

- Comprehensive Business Listing - website, brief description, contact info, etc.
- Prospective Business Opportunities
 - Local, Regional & Beyond
- Current Business Climate & Support
 - Public-Private Sector Partnership
- Workforce Support
 - Training
 - Housing
 - Other needs – Child care, Elder care

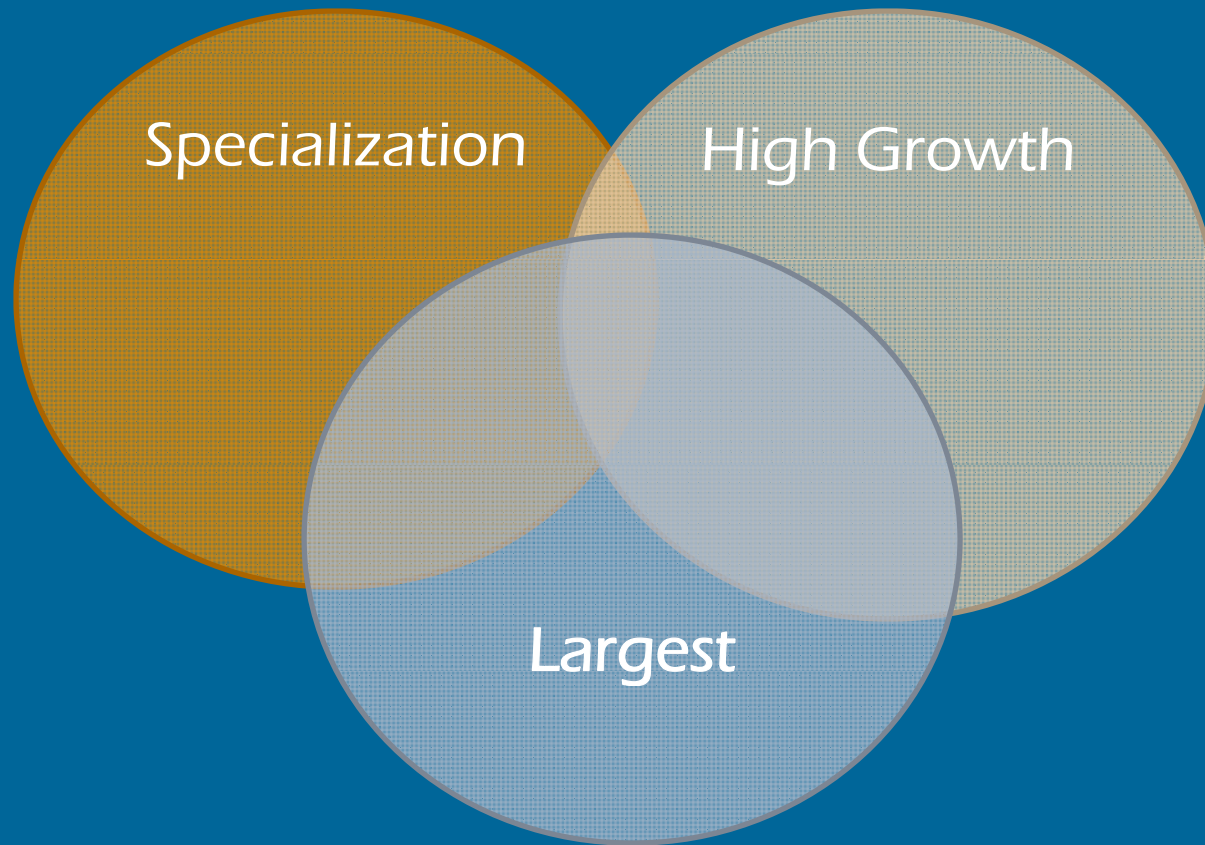
Our Approach

- Define Assets and Opportunities Broadly
 - Transportation (access)
 - Airports – local & regional
 - Rail
 - Road
 - Commute Times (in-migration & out-migration)
 - Social Climate
 - Cost of Living Factors
 - Taxes
 - Housing
 - Other Considerations

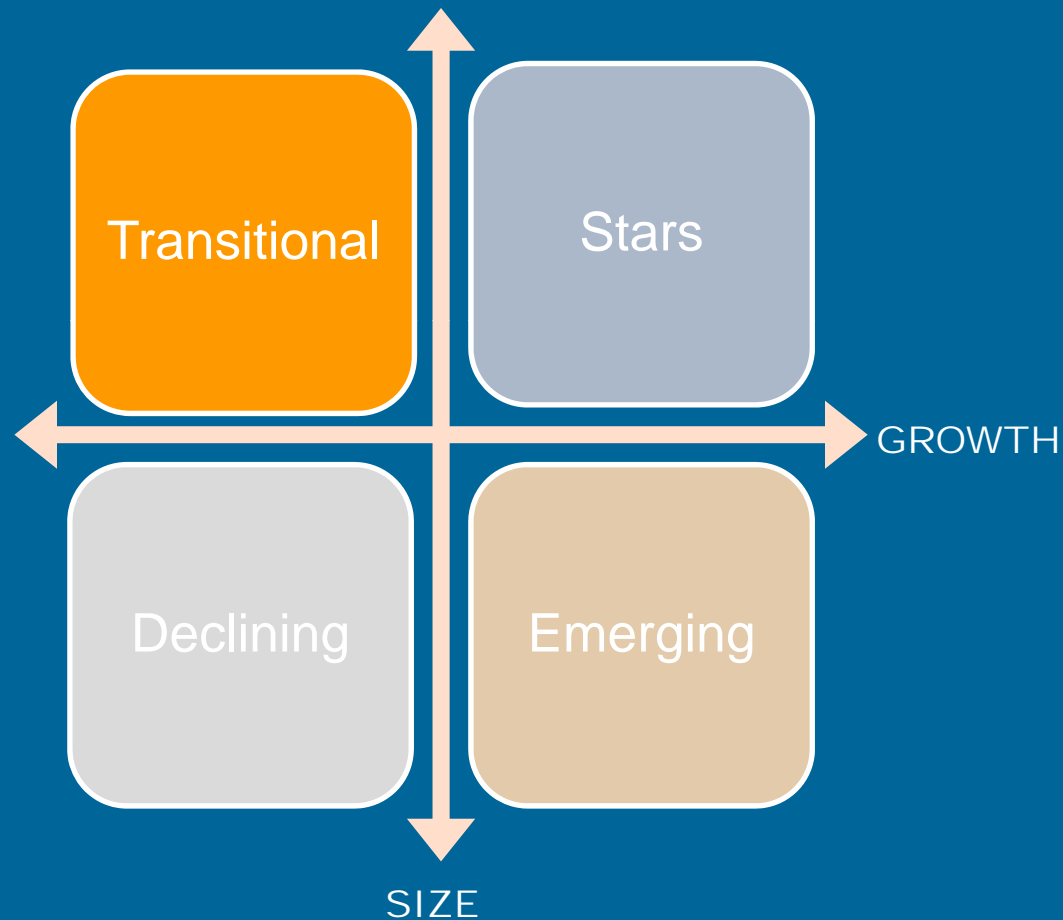
Our Approach

- Define Assets & Opportunities Broadly
 - Civic Organizations
 - Volunteer opportunities & community support
 - Places of Worship
 - Ongoing Community Initiatives & Programs
 - Testimonials
 - Business owners
 - Community residents (current, including youth)
 - Returning residents
 - Chanute alumni

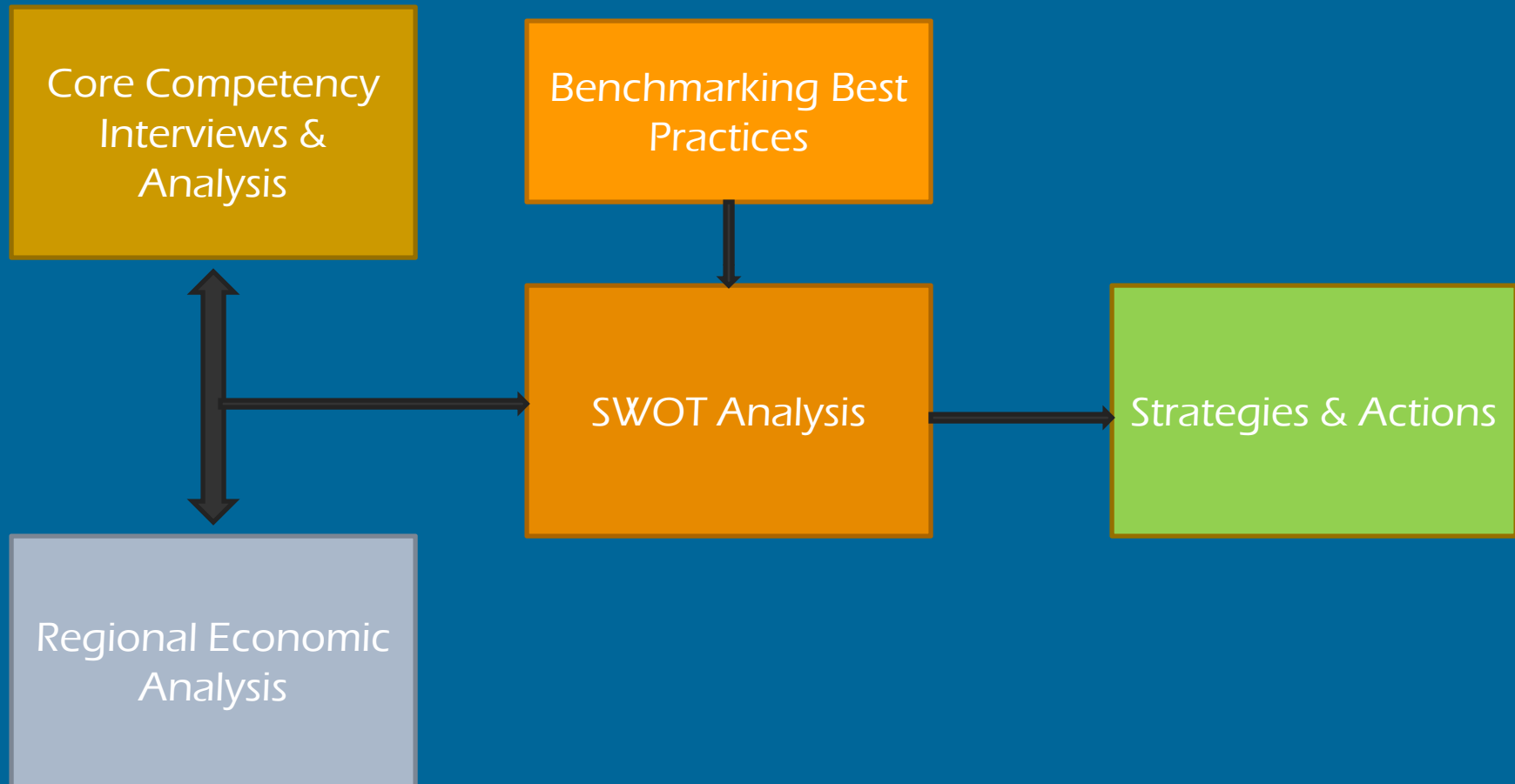
Industry Focus



Location Quotient



Situational Analysis



Goals/Strategy & Implementation

- Goals/Strategies & Actions for Chanute's path to successful Community Development
- Vision:
 - Chanute is the premier location for _____ in _____.
- Mission:
 - A decade from now the outside world will acknowledge that Chanute is a leader in _____ and the premier location for _____ industry.

Goals/Strategy & Implementation

- Develop Goals/Strategies to accomplish Vision & Mission (5-10)
- Examples:
 - 1) Build entrepreneurial culture that supports and nurtures new firms in _____ & _____.
 - 2) Build, attract & retain a quality workforce
- Apply SWOT for each Goal/Strategy area
 - Internal
 - External

Goals/Strategy & Implementation

- Develop actions to implement Chanute's Goals/Strategies (3-5)
- Each action item includes: resources needed, priority, lead organizations and partners
- Example: Goal/Strategy #1 Action Items
 - 1) Establish dedicated seed funding to spur development of_____.
 - 2) Increase scale and efficiency of _____ networking in the region.

Goal/Strategy & Implementation

Priority Initiative:	
Key Actions	Milestones
<ul style="list-style-type: none">• ----• ----• ----	1 st Quarter <ul style="list-style-type: none">• ---
<ul style="list-style-type: none">• ----• ----• ----	2 nd Quarter <ul style="list-style-type: none">• ---
<ul style="list-style-type: none">• ----• ----• ----	3 rd Quarter <ul style="list-style-type: none">• ---
<ul style="list-style-type: none">• ----• ----• ----	4 th Quarter <ul style="list-style-type: none">• ---

Accountability

- Develop Measures of Success & Benchmarks – Examples:
 - # of net new firms & employees
 - Improved workforce salaries
 - # of net new & needed retailers
 - Total funding invested in _____
 - Local graduates in targeted industry
 - Actions implemented & implementation progress
 - Returning Chanute youth / prior residents

Marketing Possibilities & Potentials

- New Business Opportunities
- New Resident Welcome Package
- Culture, Arts & Entertainment Promotion
- Educational Opportunities
- Housing Strategies
- Testimonials
 - Local Businesses
 - Community residents – current & alumni

Marketing Materials

**Industrial Property
FOR SALE OR LEASE**

NEW PRICE! 6 MONTHS FREE RENT!



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Earth City, MO 63045

Information Deemed Reliable But Not Guaranteed

For more information, contact:

Vincent J. Bajardi,
CCIM
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FEATURING:

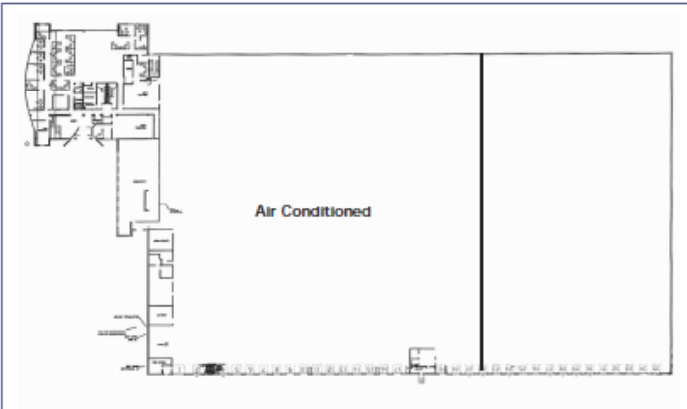
- **189,555 SF on 11 Acres**
- 30,735 SF Office Space (12,249 SF Mezzanine Office Space; 15,656 SF First Floor Office Space; 621 SF Shipping/Receiving/Restroom; 2,209 SF Locker Rooms/Plant Area Offices)
- High Profile Facility
- 32' Ceilings; 34 Docks
- 70% Air Conditioned Warehouse
- Two 3-Phase 277/480 Volt Electric Services: 1,600 Amps, 2,500 Amps
- **NEW Commission - 5% Fee to Procuring Agent***
- **For Lease: ~~\$3.95 PSF NNN~~ \$0.00 for 6 months; \$0.99 for 6 months!**

*Commission Incentives through August 31, 2010





Aerial on Reverse Side 

Floorplans



Air Conditioned





Marketing Materials

FAVORABLE BUSINESS CLIMATE

Greater St. Louis has a pro-growth business culture that fosters innovation, as evidenced by the large number of startups and Fortune 1000 companies here. Missouri and Illinois provide aggressive economic incentives to companies creating jobs with health benefits and good wages.

FAVORABLE BUSINESS CLIMATE

Top Regional Employers

10,000 or More Employees

B.J.C. HealthCare®
Boeing Integrated Defense Systems®
Schnuck Markets Inc.*
Scott Air Force Base®
SSM Health Care®
United States Postal Service
Wal-Mart Stores, Inc.
Washington University in St. Louis*

5,000 – 10,000 Employees

AT&T Inc.
Anheuser-Busch Cos. Inc.*
City of St. Louis*
Chrysler Assembly Plants
Dierbergs Markets®
McDonald's
Saint Louis University*
Special School District of St. Louis County*
St. John's Mercy Health Care®
St. Louis Public Schools*

Sources: St. Louis Business Journal, Dun & Bradstreet, IntertUSA, Sorkins, St. Louis RGA.

*Corporate headquarters in Greater St. Louis
*Pending acquisition by Winchco.

3,000 – 5,000 Employees

A.G. Edwards & Sons, Inc.**
Ameren Corporation®
Citigroup
Edward Jones®
Enterprise Rent-A-Car Co. Inc.*
General Motors
Monsanto Co.*
Rockwood School District*
Shop 'n Save Warehouse Foods, Inc.
St. Louis County Government*
U.S. Bancorp
U.S. Steel
United Parcel Service Inc.

2,000 – 3,000 Employees

Ameristar Casinos, Inc.
Covidien Imaging Solutions and Pharmaceuticals
Delmar Gardens Enterprises®
Emerson Electric Co.*
Harrah's – Mayland Heights
Martz Inc.*
MasterCard International Inc.
Pfizer Inc.
Sigma-Aldrich Co.*
Tenet HealthSystem Medical, Inc.
University of Missouri – St. Louis*
Verizon
Veterans Health Administration

High-Growth Industries and Opportunities

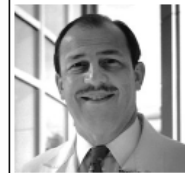
The Battelle Memorial Institute has identified five business clusters — established and emerging — as offering the best opportunities for growth in the region:

Business Cluster	Major Players	Employment in Cluster
Advanced Manufacturing	Boeing, Chrysler, Emerson, General Motors, GKN Aerospace, MEMC Electronic Materials	35,800
Financial Services	A.G. Edwards,** CitiMortgage, Edward Jones, Scottrade, Stifel Nicolaus	86,700
Information Technology	MasterCard Global Technology & Operations Center, Quilogy, Reuters, SAVVIS, World Wide Technology	30,645
Plant and Medical Sciences	Centocor Biologics, Covidien Imaging Solutions and Pharmaceuticals, Donald Danforth Plant Science Center, Forest Pharmaceuticals, KV Pharmaceuticals, Missouri Botanical Garden, Monsanto, Pfizer, Sigma-Aldrich	16,509
Transportation and Distribution	Dial, Graybar, The Hershey Company, Lanter Distribution, Procter & Gamble, Spectrum Brands, UniGroup, Unilever	79,593

Source: U.S. Bureau of Labor Statistics, 2005.

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WORKFORCE AND EDUCATION



"I came to Washington University from Harvard Medical School in 1997 because of its reputation as one of the world's top biomedical research institutions. Since then, I've recruited nearly 150 world-class clinical faculty and cancer researchers. Like me, they were drawn to the remarkable depth in life sciences research and health care here."

Dr. Tim Eberlein, Chair, Department of Surgery, Washington University in St. Louis School of Medicine; Director, Alvin J. Sloman Cancer Center, City of St. Louis

Elementary and Secondary Education

St. Louis prides itself on its award-winning school systems, which have produced countless successful graduates who have gone on to achieve fulfilling careers, thanks to the strong academic foundation they built growing up here.

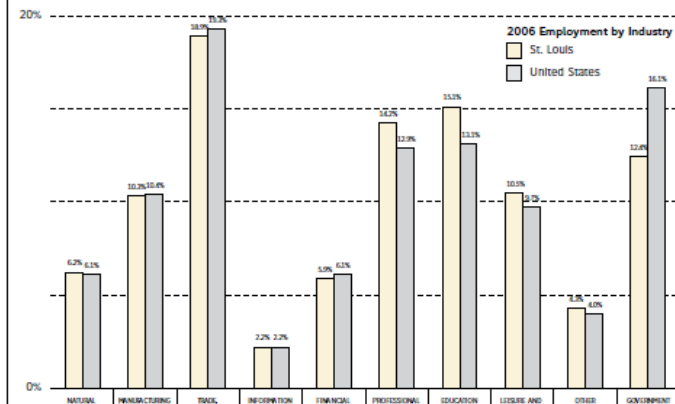
The St. Louis area features dozens of public school districts and numerous private elementary and secondary schools — including 45 Lutheran schools and more than 90 Catholic schools — ensuring that no matter where you live in the area, there are multiple options for quality education.

St. Louis also has 10 charter schools providing more school choices for families.

In addition, the St. Louis Special School District (SSD) is one of the nation's leading providers of special education services, educating more than 30,000 students. The SSD provides services to students in 266 public schools in 23 St. Louis districts, which allows 97 percent of the students it serves to attend a school in their local district.

The region is also home to prominent schools for students with visual and hearing disabilities, including the Missouri School for the Blind, the Central Institute for the Deaf, the Moog Center for Deaf Education, and St. Joseph Institute for the Deaf.

Employment by Industry



Source: "Employment, Hours, and Earnings from the Current Employment Statistics Survey" U.S. Bureau of Labor Statistics, 2007.

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Economic Development Committee Role

- Committed
- Engaged
- Pro-active
- Inclusive, welcome diversity
- Future-oriented, visionary
- Embrace change
- Risk tolerant
- Enjoy, have fun!

Economic Development Committee Role

- Work with innovative governance, partnerships and organizations to enhance the capacity for Community & Economic Development
- Think regional & beyond
- Partnerships needed outside local boundaries & jurisdictions

Economic Development Committee Role

- Utilize the plan & celebrate short-term successes to sustain the long-term effort
- Encourage momentum, invigorate volunteers and donors,
- Inform skeptics and keep focus on the Vision, Goals/Strategies established by the process

Schedule

Version 4.0		Yellow cells = cells for data		Month-1					Month-2					Month-3					Month-4					Month-5					Month-6								
WBS	Tasks	Plan Start	Plan Finish	5/17	5/24	5/31	6/7	6/14	6/21	6/28	7/5	7/12	7/19	7/26	8/2	8/9	8/16	8/23	8/30	9/6	9/13	9/20	9/27	10/4	####	####	####	####	11/1	11/8	####						
Chanute Economic Development Strategy																																					
1	ED Strategy Approach Presentation	15-Apr-10	15-Apr-10																																		
2	Identify Community Resources	#####	30-Jul-10																																		
2.1	Field Work Preparation/Plan Review	24-May-10	4-Jun-10																																		
2.2	Document Community Assets	31-May-10	2-Jul-10																																		
2.3	Document Incentive Programs	31-May-10	2-Jul-10																																		
2.4	ED Committee Presentation/Q&A	17-Jun-10	17-Jun-10																																		
2.5	Initial Field Work	17-Jun-10	18-Jun-10																																		
2.6	Field Work Data Collation	21-Jun-10	30-Jul-10																																		
2.7	Review Business Survey	21-Jun-10	30-Jul-10																																		
	Field Work	14-Jul-10	16-Jul-10																																		
2.8	Conduct Additional Interviews	14-Jul-10	16-Jul-10																																		
2.8	Information Gathering Charettes	15-Jul-10	15-Jul-10																																		
3	Destination Assessment	17-Jun-10	20-Aug-10																																		
3.1	Identify Destinations/Assets	17-Jun-10	24-Jun-10																																		
3.2	Stakeholders Interview	21-Jun-10	16-Jul-10																																		
3.3	Identify Strategies	19-Jul-10	31-Jul-10																																		
3.4	Final Report	2-Aug-10	20-Aug-10																																		
4	Labor Force Assessment	14-Jun-10	24-Jul-10																																		
5	Org Structure Review	#####	19-Aug-10																																		
5.1	Entity Evaluation	24-May-10	18-Jun-10																																		
5.2	Membership Evaluation	21-Jun-10	17-Jul-10																																		
5.3	Financial Evaluation	19-Jul-10	31-Jul-10																																		
5.4	Technical Memo Prep	2-Aug-10	18-Aug-10																																		
5.5	Tech Memo Presentation	19-Aug-10	19-Aug-10																																		
6	Retail Market Analysis	2-Aug-10	15-Sep-10																																		
6.1	Plan Review & Data Collection	2-Aug-10	7-Aug-10																																		
6.2	PTA Identification	9-Aug-10	14-Aug-10																																		
6.3	Competitor Analysis	16-Aug-10	21-Aug-10																																		
6.4	Market Profile	23-Aug-10	28-Aug-10																																		
6.5	Target Sector Analysis	30-Aug-10	3-Sep-10																																		
6.6	Retail Opportunity Analysis	6-Sep-10	15-Sep-10																																		
7	Economic Development Strategy	16-Sep-10	18-Nov-10																																		
7.1	Kick Off Meeting	16-Sep-10	16-Sep-10																																		
7.2	Previous Task Summary	20-Sep-10	24-Sep-10																																		
7.3	Marketing Assessment	27-Sep-10	8-Oct-10																																		
7.4	Develop Objectives	27-Sep-10	8-Oct-10																																		
7.5	Economic Development Structure Finalized	11-Oct-10	21-Oct-10																																		
7.6	Present Findings and Recommendations	21-Oct-10	21-Oct-10																																		
7.7	Prepare E.D. Brochure	22-Oct-10	29-Oct-10																																		
7.8	Prepare Retail Brochure	1-Nov-10	5-Nov-10																																		
7.9	Prepare Industrial Property Sheets	8-Nov-10	17-Nov-10																																		
7.10	Final Plan and Marketing Material Presentation	18-Nov-10	18-Nov-10																																		

Economic Development Committee Role

■ Next Steps:

- Assist with Community Asset Inventory
- Recruit Assets & Resources
 - Community – private, nonprofits, public, etc.
 - Individuals – locally & beyond
- Public Kick-Off & Focus Group Preparation
 - Convey Importance to community
 - Develop Focus Groups
 - Recruit Kick-off Attendees & Process Participants
- Support Process & Encourage Involvement~!

Questions

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