

GROWING FORWARD

LEADING LAWRENCE & DOUGLAS COUNTY



Initiatives for Economic Growth in Lawrence & Douglas County
2017-2021

GROWING FORWARD

LEADING LAWRENCE & DOUGLAS COUNTY

An open letter to the citizens of Lawrence and Douglas County

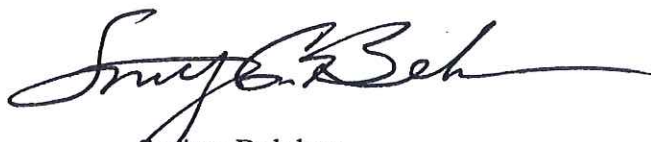
The EDC of Lawrence and Douglas County and The Chamber propose a new strategy for economic growth. We have the opportunity to be one of the most vibrant communities in America. That's why this five-year initiative, Growing Forward: Leading Lawrence & Douglas County, is needed. The program will raise the funds necessary to contend in an increasingly competitive marketplace and take our community to the next level. These goals will be accomplished by continued private sector involvement to complement and expand upon existing support from the City of Lawrence and Douglas County on behalf of their citizens.

The EDC and The Chamber are committed to making economic growth and vitality the top priority. The five areas of focus for the organizations are business retention and expansion, workforce development, business recruitment and marketing, entrepreneurship and startups, and site and infrastructure capacity. Each area has its own goals, strategies, and action steps, but our overarching objectives are to grow jobs and expand our economic base. Lawrence and Douglas County must continue to be strategic about how we can improve our business climate and make our area the place to work and live.

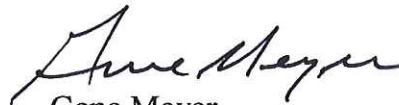
We are proud to be associated with this effort to grow Lawrence and Douglas County, an initiative that will make a positive impact in our community. But we need your help. We urge you to give Growing Forward special consideration and show your support by investing in this program.

Join us in ensuring that Lawrence and Douglas County are truly future ready.

Thank you in advance for your support.



Smitty Belcher
P1 Group, Inc.
Campaign Co-Chair



Gene Meyer
Retired, LMH
Campaign Co-Chair

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The EDC of Lawrence and Douglas County proposes a new strategy for economic growth. We have the opportunity to be one of the most vibrant communities in America. We will be prepared to use the assets we have and take advantage of the opportunities headed our way. Our region and its citizens will see prosperity thanks to the strategic leverage of our economic gains, assets, and opportunities, leading to forward progress.

It's time to think about the future we want for Lawrence and Douglas County and what it requires to create that future. This program, directed by President and CEO Larry McElwain, with the addition of an economic developer, will help bring Lawrence and Douglas County to their fullest potential. We have the unique opportunity to find and hire an experienced economic development professional that can hit the ground running and take advantage of our assets to ensure Lawrence and Douglas County are truly future ready.

While the EDC programs and activities to date have been adequate, the financial resources available to the organization are well below those of comparable economic growth facilitators in our area. The leadership of the EDC understands that the current level of public and private funding isn't sufficient to contend in an increasingly competitive marketplace. Additional funding is necessary to take the organization to the next level. The EDC proposes new initiatives to focus on for the next five years. These goals will be accomplished by continued private sector involvement to complement and expand upon existing support from the City of Lawrence and Douglas County on behalf of their citizens.

The EDC is committed to making economic growth and vitality its top priority.

The five areas of focus for the organization are:

- Business Retention & Expansion
- Workforce Development
- Business Recruitment & Marketing
- Entrepreneurship & Startups
- Site & Infrastructure Capacity

While each initiative has its own goals, strategies, and action steps, our overarching goals are to grow jobs and expand our economic base. Lawrence and Douglas County must continue to be strategic about how we can improve our business climate and support improvements to make our area the place for businesses to be.

It's time to grow forward and lead Lawrence and Douglas County.

Five core initiatives will define the economic growth plan for Lawrence and Douglas County over the next five years.



BUSINESS RETENTION & EXPANSION

Strategies:

1. Develop programs for businesses to interact and create opportunities for growth.
2. Develop relationships to better assist existing businesses with their future needs.
3. Serve as the BRE liaison between government, business, and education.

Action Steps:

- Conduct regular interviews with local industry leaders to determine development opportunities and capture other relevant data, like information on workforce, facilities, capital, and infrastructure challenges. Develop a standard questionnaire to compile and track data acquired during interviews and site visits.
- Conduct site visits to corporate headquarters of businesses located outside our community.
- Conduct an annual business expo to promote the importance of local industry and businesses to our economy.
- Foster a more business-friendly public policy environment for job creation, including permits, planning, and zoning.
- Establish and schedule roundtable meetings, including enhancing the activities of the Manufacturer's Council and participating in meetings with the local Society of Human Resource Management chapter.
- Acquire customer relationship management (CRM) software or develop an in-house program to compile data.

Key Measurements:

- Number of jobs created and retained, with a goal of 500 jobs over 5 years
- Amount of increased investment by firms, with a goal of a 10 percent increase over 5 years
- Amount of wage growth, with a goal of a 10 percent increase in median income over 5 years
- Sales tax growth
- Unemployment rate
- Number of company visits per year
- Number of companies who received assistance from the EDC
- Number of files opened for service

2 WORKFORCE DEVELOPMENT

Strategies:

1. Create a \$1.2 million funding partnership to reduce debt and further renovate and expand technical training facilities and programming at Peaslee Tech.
2. Secure a dedicated and predictable funding source for economic growth activities, including Peaslee Tech operations and infrastructure and site capacity.
3. Partner with the KU Alumni Association to develop and implement a talent recruitment strategy, targeting current students and recent graduates.

Action Steps:

- Renovate Peaslee Tech to create spaces for expanded programming and enhanced customized training abilities.
- Fund a contract grant writer for Peaslee Tech to pursue state, federal, and foundation funds available for workforce development initiatives.
- Hire a program manager for Peaslee Tech to work with industry leaders and develop custom training, connect with community colleges to develop credit programming, and meet with community stakeholders to create non-credit programming.
- Actively market Peaslee Tech.
- Hire a professional marketing firm to develop a campaign for a sales tax initiative.
- Assess the workforce needs of our current local employers and use these needs for development of workforce training programs.
- Foster internships with local educational institutions and develop a program with area companies, allowing their interns to spend time in a program that introduces them to Lawrence and Douglas County.
- Convene a committee of key players to identify the skill sets needed to fuel the creation of "Farmacon Prairie."
- Develop a ten-year action plan to address the workforce needs of targeted industries.
- Maintain a presence on the Kansas Local Area Workforce Development Board of Directors and the Peaslee Tech Board of Directors to ensure that workforce training interest are aligned with the Lawrence and Douglas County business community.

Key Measurements:

- Number of programs offered at Peaslee Tech
- Enrollment numbers at Peaslee Tech
- Annual grant funds received by Peaslee Tech
- Number of companies supported
- Number of internships
- Number of KU graduates hired locally
- Number of partnerships created between business and education



BUSINESS RECRUITMENT & MARKETING

Strategies:

1. Develop and implement an in-depth strategic economic development marketing plan.
2. Involve existing businesses in determining the possibility of their suppliers establishing facilities in our area.
3. Capitalize on the assets and resources of the University of Kansas and other educational institutions.

Action Steps:

- Take inventory of the business assets in the community by working with the Bioscience & Technology Business Center (BTBC) and KU Innovation & Collaboration (KUIC).
- Partner with the Kansas Department of Commerce and local universities to conduct a market study of Lawrence and Douglas County.
- Direct marketing toward the recruitment of businesses operating within targeted industries.
- Market Lawrence VenturePark and improve its occupancy.
- Identify the workforce skill sets needed by potential employers.
- Continue to develop and update marketing materials while fully utilizing social media to promote the area and our assets both nationally and internationally.
- Promote a "Chamber First" approach, marketing the organization as the one-stop resource for all business recruitment, referrals, special assistance, and other matters relating to economic growth.
- Continue to develop our relationships with the BTBC, KUIC, the Kansas City Area Development Council, and the Kansas Department of Commerce to create economic growth.
- Develop a program of work that solidifies our position as a key player in the KC Animal Health Corridor.
- Evaluate our economic growth sales and marketing resources and compare it to the plan.
- Provide accurate, up to date, and comprehensive research on demographics, regional data, and other information typically requested by site selectors.
- Assess the manpower needs for implementation of the proposed economic growth plan.

Key Measurements:

- Number of new jobs created
- Capital investment from new and existing firms
- Taxes collected from growth
- Number of suppliers of existing local businesses that establish or relocate operations to our area
- Number of new small businesses and ribbon cuttings
- Number of recruitment visits with targeted prospects and site selectors
- Number of new assets identified through BTBC and KUIC resources
- Number of market study opportunities identified
- Number of trade shows and marketing events attended
- Financial contributions to the program by the City of Lawrence, Douglas County, and the EDC

4 ENTREPRENEURSHIP & STARTUPS

Strategies:

1. Encourage the development and management of existing organizations that will spur entrepreneurship within the region, especially the BTBC, and support innovative collaborations between industry and local universities.
2. Promote the development of a risk capital opportunity fund to support startup ventures and growing companies.
3. Develop and grow the BizFuel partnership to help accelerate local enterprises by providing a range of resources, education, advocacy, and funding support.

Action Steps:

- Ensure assistance with product development, business plan creation, marketing strategy implementation, and venture capital funding sources.
- Support the development and growth of social networks of entrepreneurs, venture capitalists, and researchers in our area.
- Support a network of business mentors for entrepreneurs.
- Survey entrepreneur-led and startup businesses to gain knowledge about their market, employment, workforce needs, and growth potential.
- Market Lawrence and Douglas County as a center for entrepreneurship.

Key Measurements:

- Number of jobs created
- Capital investment
- Number of entrepreneur-led companies started
- Contribution to area payroll
- Number of enhanced and new programs that foster a culture of entrepreneurial growth
- Amount of money awarded via risk capital opportunity funds

5 SITE & INFRASTRUCTURE CAPACITY

Strategies:

1. Develop and implement a public relations plan to advocate for a dedicated economic growth funding source for site and infrastructure development, along with other capital investments in Lawrence and Douglas County.
2. Form a development partnership and advocate for City of Lawrence and Douglas County leaders to incentivize the private sector to develop site capacity.
3. Develop a long-term site and building inventory plan.

Action Steps:

- Identify shovel-ready sites that companies can choose from and build on without unnecessary delays.
- Explore infrastructure public funding opportunities.
- Advocate for tax incentive zones.
- Advocate for a streamlined permitting process.
- Complete an industrial site assessment and continue future site planning.

Key Measurements:

- Number of available shovel ready sites
- Status of development plans

BUDGET SUMMARY

Total Investment Sought: \$1.8 million over five years

Strategy	Annual Allocation	Total Allocation
Business Retention & Expansion	\$108,000	\$540,000
Workforce Development	\$72,000	\$360,000
Business Recruitment & Marketing	\$108,000	\$540,000
Entrepreneurship & Startups	\$45,000	\$225,000
Site & Infrastructure Capacity	\$27,000	\$135,000
TOTAL	\$360,000	\$1,800,000

Investment Management

The investments needed to fully and effectively implement the five core initiatives identified and proposed will be provided by those with a vested interest in the economic future of Lawrence and Douglas County. That includes businesses, public institutions, community leaders, and individual stakeholders.

The EDC and its Board of Directors, along with major campaign investors, will ensure that funds given for the purpose of economic growth and this program's implementation are used specifically for those initiatives.

Accountability

In order to track progress and remain accountable to our investors, the plan laid out by the EDC includes meaningful goals using performance-based measurements that will be achieved over the next five years. The EDC, staff, and the organization's leadership will be held accountable to the investors and the community.

#2 Best College Town to

LIVE IN FOREVER

College Ranker, 2015

#5 Best Small Place for

BUSINESS & CAREERS

Forbes, 2015

#2 Best Place for

COLLEGE GRADS

AIER, 2016

Business Retention & Expansion



BizFuel is a clearinghouse of resources, developed to accelerate Douglas County enterprises through the stages of business: idea, startup, growth, expansion & succession. The program has:



secured Lawrence as pilot Metropolitan E-Community, which allows for the sale of tax credits to use as gap funding in partnership with Network Kansas.



hosted multiple workshops, ranging from manufacturing to art.

2015



34 Ribbon Cuttings



102 New Chamber Members



10 Community Visits
1,000+ Touches



\$227 million in Permit Valuation

Workforce Development

Peaslee Tech Fast Facts:

Opened fall 2015.

150 students enrolled in first semester.

17,000 sq. ft. renovation.

22 courses offered by 3 educational providers.

Manufacturing, construction, computer, & HVAC.

Shares campus at 2920 Haskell Ave. with:



LAWRENCE
COLLEGE &
CAREER CENTER
Discover What's Next



PEASLEE
TECH

The College & Career Center, operated by Lawrence Public Schools, offers classes in industries including medical care & biomedicine, advanced systems technology, engineering, human services, and media, business & computer technology.

Business Recruitment

OPEN for BUSINESS

Three companies recruited to Lawrence, totaling:



DM Bruce Associates: Corporate HQ relocation
18 jobs

Iowa EPS: Purchased building at 31st & Haskell
20 jobs



5

Trips to meet
with site consultants.

Entrepreneurship & Startups



15

COMPANIES

114

EMPLOYEES

\$6.2M

PAYROLL

KU INNOVATION &
COLLABORATION
The University of Kansas

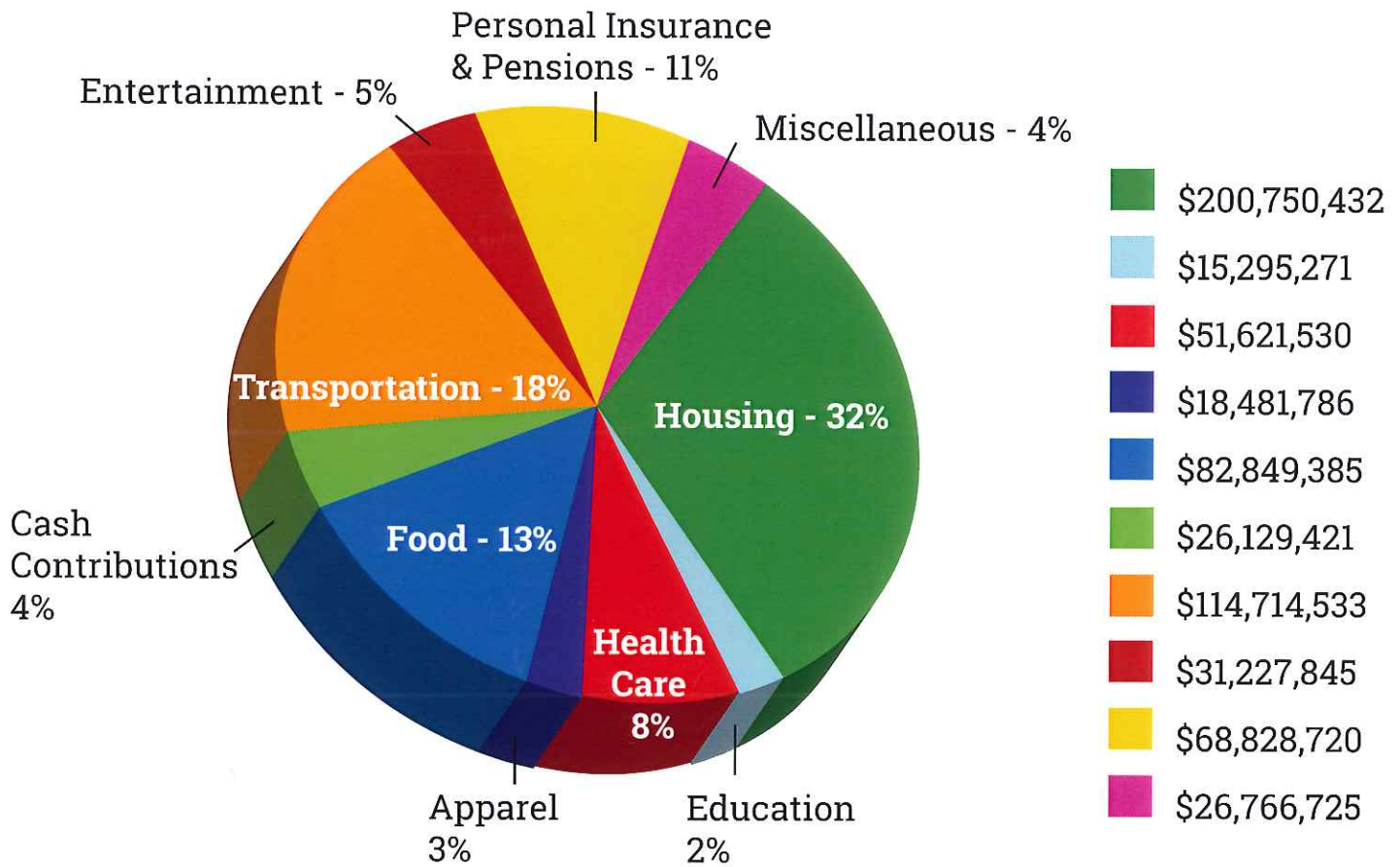


Award-winning program: Entrepreneurs@KU

Other Service Areas:

- Industry Partners
- Pursue Funding
- Protect Your Idea
- Start a Business

Consumer Spending Generated from Salaries over 15 years



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Investor Recognition

2017-2021

Growing Forward will recognize investors at the following levels.

PLATINUM
\$100,000+

GOLD
\$50,000+

SILVER
\$25,000+

BRONZE
\$5,000+

INVESTOR
Up to \$4,999

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Growing Forward Campaign Co-Chairs

Smitty Belcher
CEO, P1 Group, Inc.

Gene Meyer
Retired, Lawrence Memorial Hospital

Growing Forward Operations Committee

Jason Edmonds
Edmonds Duncan
Registered Investment
Advisors

Tom Karasek
CEK Insurance

G.R. Underwood
Bioscience &
Technology Business
Center

Kristin Eldridge
Snap Promotions

Cal Karlin
Barber Emerson, LC

Larry McElwain
The Chamber

Brad Finkeldei
Stevens & Brand, LLP

Kevin O'Malley
O'Malley Beverage
of Kansas, Inc.

Bonnie Lowe
The Chamber

Kirsten Flory
Colliers International

Mike Orozco
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Adam Handshy
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Michele Hammann
SS&C Solutions

Sharon Spratt
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Lindsey Slater
The Chamber

