

Horizon 2020 Topics of Interest

The Chamber - Lawrence, Kansas

1. While we don't believe that Horizon 2020 has been an impediment to job growth, the document could be updated to better support economic development and job growth going forward.
 - a. Have staff research other thriving communities for best practices in the area of small business retention and expansion as well as entrepreneurship and start-ups. Make these a priority in the comprehensive plan.
 - b. Identify communities that have successfully incorporated small business in their comprehensive plan and benchmark ourselves against them. Set specific, measurable goals for success as it relates to economic development/job growth.
2. Review the current plan to determine how successful we have been at achieving any stated goals (i.e. employment growth, diversification/expansion of tax base, at least 1000 acres of land available for industrial expansion, etc.)
3. Be wary of the unintended consequences of any proposed amendments.
4. Incorporate the Dwayne Peaslee Technical Training Center and USD 497's College and Career Center in the plan.
5. Review competing communities to determine what, if anything is different about Lawrence and Douglas County's plan that could be an impediment.
 - a. KCADC identified the requirement for comprehensive plan compliance for rezoning requests as one such point of differentiation as well as the Public Incentive Review Committee.
6. Feedback from the 20002 City of Lawrence image Survey and the recently completed Lawrence Business Development Survey indicate that arbitrary and/or unpredictable interpretation of codes, rules and regulations are more significant barriers to business than the plans and codes, themselves.

Community Economic Development Strategic Plan 2015-2016



City of Lawrence

The
Chamber 
LAWRENCE • KANSAS

EDC
LAWRENCE-DOUGLAS COUNTY


BIOSCIENCE & TECHNOLOGY
BUSINESS CENTER AT THE UNIVERSITY OF KANSAS

Transforming Ideas into Commerce

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Vision Statement

Lawrence and Douglas County will have the region's top performing economy and be recognized as the best place to live, learn, play, work, and do business.

Mission Statement

Promote economic development in Lawrence and Douglas County through the retention of existing businesses and industries, the support and expansion of existing and new entrepreneurial business opportunities, and the attraction of new high wage business and industry. This will be accomplished by providing the resources that enable development and presenting Lawrence and Douglas County as the preferred industrial, commercial, and residential choice.

ECONOMIC DEVELOPMENT PYRAMID

5. New Business Attraction

The final important level is recruiting new industry. Communities need to start at the base of the pyramid. Each level 'feeds' the next one; the elimination or reduction in the lower levels diminishes the strength of higher levels. This means that efforts to recruit new industry are likely to be unsuccessful until a community has a sound economic development organizational structure in place, and the needs of existing industry are appropriately met.

4. Workforce Development

The fourth level of the pyramid is the education and development of a workforce to provide a qualified labor pool.

3. Entrepreneurship

The third level of the pyramid is creating and maintaining an entrepreneurial environment. Over 80 percent of new businesses in the U.S. are started and developed by entrepreneurs. This includes continuing to support the entrepreneurial efforts inside the BTBC.

2. Existing Business Support, Retention & Expansion

The second level of the pyramid is working with existing businesses and industry within the community. Existing industry is the most likely source of new jobs for the community. It is also the best source of leads for prospective firms to recruit into the Douglas County communities.

1. Economic Development Partnership

At the base of the pyramid is the organizational structure of an economic development partnership. A partnership is foundational because effective economic development efforts require the support and participation of all the key public and private sector players (i.e. Cities, Douglas County, Kansas University, EDC, and The Chamber)

Economic Development Partnership

Goal: Strengthen an Economic Development Partnership to support and assure the participation of all the key public and private sector players (i.e. City, County, University, EDC, Chamber, etc.).

Strategy:

1. Develop a strategic vision for the Lawrence and Douglas County's economic and community development.
2. Identify and develop the core competencies that will be needed to achieve the vision.
3. Monitor and review action plans for strategic initiatives to assure implementation.

Action Plan:

Action Steps	Resp.	Supports Strategy	Performance Measurement	Resources Required
1. Complete a strategic vision for Lawrence and Douglas County Economic Development.	EDC JEDC Cities County	1	Review at least annually	EDC Staff time, JEDC time, Cities & County time
2. Discuss and select core competencies-- and develop a plan to apply them.	EDC JEDC Cities County	2	Review annually	EDC Staff time, JEDC time, Cities & County time
3. Review action plans for each of the strategic initiatives.	EDC JEDC Cities County	3	Review Quarterly and adjust as needed	EDC Staff time, JEDC time, Cities & County time

Existing Business Support, Retention & Expansion

Goal: Increase primary/living wage jobs created by local businesses and improve levels in assessed values of businesses and property tax collections in Douglas County.

Strategy:

1. Support, assist, and grow primary employers.
2. Build relationships with existing businesses to become the primary support service for retention and expansion.

Action Plan:

Action Steps	Resp.	Supports Strategy	Performance Measures	Resources Required
1. Connect with existing employers in Douglas County via site visits, recognition and offering support.	EDC	1&2	-Conduct 12 community visits with primary employers annually -Complete 24 existing business visits annually -Strengthen relationships with at least 20% of the primary employers every year	EDC Staff Time
2. Expose existing businesses to the suite of support services offered by the EDC.	EDC KUSBDC City Small Business Facilitator (SBF)	1&2	-Conduct at least two related training seminars in expansion planning and available resources.	EDC Staff, KUSBDC & City SBF Time
3. Recruit local manufacturers to establish the Manufacturer's & Large Employers Council.	EDC	1&2	-Conduct quarterly meetings -Identify action items for follow-up	EDC Staff Time
4. Report the number of jobs retained & created as a result of the existing business support, retention & expansion program.	EDC	1&2	-Report quarterly the number of jobs created and retained	EDC Staff Time

Entrepreneurship

Goal: Develop programming that supports entrepreneurs and start-ups.

Strategy:

1. Develop resources for technical assistance.
2. Market entrepreneurship opportunities in the community.
3. Create locally controlled financial resources dedicated to entrepreneurship.
4. Network with local and regional entrepreneurship support programs.
5. Create regional events to attract entrepreneurs.

Action Plan:

Action Steps	Resp.	Supports Strategy	Performance Measures	Resources Required
1. Build a technical assistance consortium between Network Kansas, KUSBDC, City of Lawrence Small Business Facilitator, and EDC Vice President.	EDC City – Small Business Facilitator (SBF) KUSBDC KDOC	1&4	-Monthly meetings to discuss the status of entrepreneurship needs -Quarterly reports	EDC Staff Time SBF Time KUSBDC Time
2. Create the Small Business Spotlight and Entrepreneur Spotlight in the EDC newsletter specifically addressing start-ups and entrepreneurship activities.	EDC	2&4	-Monthly articles	EDC Staff Time
3. Begin the development of the Lawrence & Douglas County Entrepreneurship Scholarship fund.	EDC	3	-Develop application process -Identify fund governance body -Secure seed funding -Operational by 1-1-15	EDC Staff Time Additional funding
4. Begin the development of the Lawrence & Douglas County Revolving Loan fund.	EDC	3&4	-Develop application process -Identify fund governance body -Secure seed funding -Operational by 1-1-15	EDC Staff Time Additional funding
5. Begin the development of the Venture Capital Fund.	EDC	3&4	-Identify local/regional investors interested in developing the venture capital fund -Identify companies that would benefit from venture capital - Connect companies to Venture Fund	EDC Staff Time

Regional Food System Infrastructure

Goal: Develop strategy to support the development of a regional Food System Infrastructure.

Strategy:

1. Provide site selection services for regional "Food System Infrastructure"
2. Assist with assessing workforce needs for regional "Food System Infrastructure"
3. Assist with identifying capital investment needs
4. Develop co-operation opportunities for food oriented entrepreneurs in the community

Action Plan:

Action Steps	Resp.	Support Strategy	Performance Measures	Resources Required
1. Identify locations suitable for "Food System Infrastructure" within Douglas County.	EDC	1 & 2	-Work with the Douglas County Food Policy Council to identify 4 potential locations & workforce needed for operation of a food hub	EDC Staff time Swift Site Implementation LOIS updated
2. Seek private investment from the region.	EDC	3	-1 lead per month -Report quarterly	EDC Staff Time, networking expenses
3. Identify co-operation prospects.	EDC	4	-Provide an aggregate number of prospects based on leads from the community and Douglas County Food Policy Council	EDC Staff Time, networking expenses

Workforce Development

Goal: Support new and existing business workforce needs by delivering workforce with appropriate, in demand skill sets.

Strategy:

1. Complete development of the Dwayne Peaslee Technical Training Center.
2. Collaborate with USD 497's College & Career Center.
3. Collaborate with regional industry and other stakeholders.

Action Plan:

Action Steps	Resp.	Supports Strategy	Performance Measures	Resources Required
1. Identify and acquire location for the technical training facility.	EDC	1	Complete	
2. Assess the workforce needs of incoming and existing businesses in Douglas County.	EDC	1 & 2	-Identify workforce needs learned from community visits -Identify in demand trades	EDC & Chamber Staff Time
3. Identify funding mechanisms to support the Peaslee Center in the future.	EDC	1	-Apply for grants that support technical training -Seek private funding resources	City and County Financial Support
4. Work with area technical and community college to identify the appropriate training curriculum.	EDC	2 & 3	-Analyze data collected by the KU School of Applied Economics -Identify career paths most in need that fit the mission of the Peaslee Center	EDC & Chamber Staff Time
5. Hire development director for the Peaslee Center.	EDC	1	Complete	City & County Financial Support

New Business Attraction/Recruitment

Goal 1: Broaden employment base and promote new business opportunities in Douglas County.

Strategy:

1. Initiate Targeted Industry Study to identify sectors suitable for Lawrence and other communities in Douglas County and Initiate target industry marketing plan.
2. Target sectors identified in Target Industry Study. Maintain an aggressive attraction/recruitment program with emphasis on primary jobs where Douglas County has a competitive advantage. Until the study is performed, the following sectors will be targeted:
 - a. Logistics
 - b. Advanced Manufacturing
 - c. Back Office/Financial
 - d. Bio-sciences (Animal and Human Health)
3. Initiate marketing campaign focused on industry specific site consultants.
4. Customer service approach to project and prospect development.
5. Identify new sites to locate new economic development opportunities.

Action Plan:

Action Steps	Resp.	Supports Strategy	Performance Measures	Resources Required
1. Complete Targeted Industry Study & Plan.	EDC	1 & 3	-Issue RFQ/RFI for study -Establish budget -Initiate study by 2-1-15	Additional funding based on study cost estimates EDC Staff Time
2. Develop leads and prospects in international/global markets.	EDC	2	-1 per month -Report quarterly	EDC Staff Time
3. Develop and maintain core list of site consultants in targeted industry sectors.	EDC	2	-Initial database completion by 1-1-15 -Quarterly reports	EDC Staff Time
4. Actively and aggressively pursue leads and prospects developed from site consultants, KDOC, and KCADC.	EDC	4	Quarterly Report as to status and progress	EDC Staff Time
5. Attend forums designed to provide one-on-one meetings with site consultants.	EDC	3 & 4	Attend 3 KCADC organized events Attend 3 KDOC organized events Attend 3 EDC organized events	EDC Staff Time Travel Budget
6. Participate in infrastructure planning to support new business development.	EDC	5	Attend Planning Commission meetings	EDC Staff Time

STRENGTHS & OPPORTUNITIES

(Appendix 1)

STRENGTHS

- Logistical location (near I-70, I-35, I-29, I-435, K-10, US 69, US 71, & US 59)
- Proximity to Intermodal (Edgerton)
- Proximity to KC and Topeka
- Excellent housing opportunities
- Excellent private & public schools (K-12)
- Heralded higher education (Kansas University, Baker University, & Haskell Indian Nations University)
- Top notch health care and medical facilities
- Well-developed recreation areas (e.g. Rock Chalk Park & Clinton State Park)
- Progressive City & County Governments

OPPORTUNITIES

- 300 acre Venture Park (Industrial)
- Nationally ranked -Top 100 hospital (LMH)
- 65,000 square foot of incubation and relocation space for bioscience & hi-tech companies (BTBCKU)
- A top 50 public research university (The University of Kansas)
- The Dwayne Peaslee Technical Training Center and the USD 497 College & Career Center
- A developing Culture & Arts District
- Plentiful water supply
- Sustainable area agriculture

OVERARCHING OBJECTIVES

(Appendix 2)

