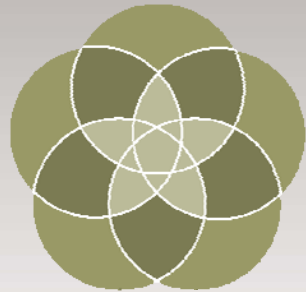


Vision

Kansans will notably increase personal and business wealth and improve our quality of life by focusing on our inherent and emerging strengths.



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Leveraging our Foundations and Designing the Future: A Kansas Economic Renaissance

The 2007 Kansas Economic Development Strategic Plan



Strategic Planning Process

Recognizing the importance of strategically addressing potential economic issues in the present, during a period of relatively positive economic conditions, the Kansas, Inc. Board of Directors recommended formulating a Strategic Plan to better prepare the state for future economic conditions. By design, this plan would be a grassroots effort, with creation and ownership by the citizens and leaders of Kansas, grounded in sound, fundamental research, and followed up with effective implementation and objective, unbiased evaluation and benchmarking.

Following 18 months of dedicated research to serve as the foundation for the 2007 Strategic Plan, the formal portion of the Strategic Planning process consisted of several meetings throughout the state with various stakeholders. The effort was highlighted by the leadership and expertise of three primary groups of individuals including the Strategic Steering Committee, Statewide Cell Chairs, and Academic and Policy Resource Team.

Cell meetings were held across the state in 17 geographically diverse areas. Communities were able to give input through these Cells allowing business leaders and stakeholders, representing a diverse section of population, demographics and industries, to discuss issues affecting their local areas. These Geographic Cells provided the grassroots business input for the Strategic Plan.

From this process, participants identified the areas of focus for the Strategic Plan. Five inherent and emerging strengths include: manufacturing - aerospace and general; rural development and agriculture; professional, scientific and technical services; energy and natural resources; and bioscience. The supporting factors for each of these strengths, or the environment for opportunity that are targeted within the Strategic Plan include: business and tax climate; workforce development; technology and innovation; state image/branding; economic development funding and benchmarking; and transportation infrastructure.

This is truly a plan built and tested by Kansans, whose insight and expertise will help guide Kansas' economic development efforts into the future.

Strength Through Aligned Resources

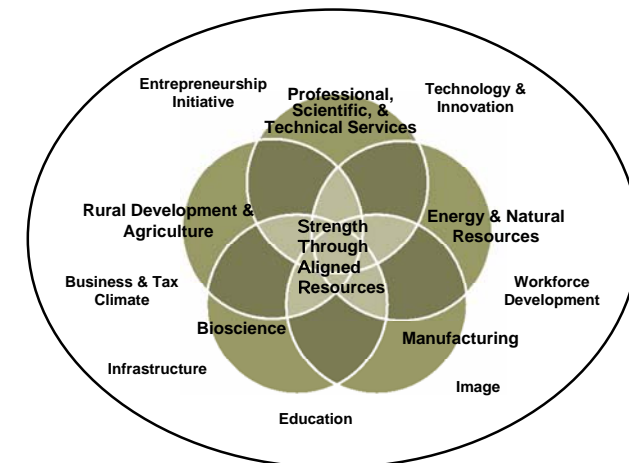
Throughout the Strategic Planning process the following vision statement was articulated from the discussion and concepts presented:

Kansans will notably increase personal and business wealth and improve our quality of life by focusing on our inherent and emerging strengths.

The figure below is an illustration of how we can achieve that vision. Each circle represents Kansas' **inherent and emerging strengths**: manufacturing - aerospace and general; rural development and agriculture; professional, scientific, and technical services; energy and natural resources; and bioscience. While each of these industries have standalone strengths, they could also be strategically positioned to leverage our resources and achieve complete integration.

The larger oval provides the framework to encourage **entrepreneurship and innovation** to support our inherent and emerging strengths. This **environment for opportunity** includes: business and tax climate, workforce development, technology and innovation, image, infrastructure, entrepreneurship initiative, and education. A well-planned environment for opportunity will foster economic growth.

The ultimate goal of this model is to foster and create businesses that integrate several of Kansas' inherent strengths. These businesses would be located in the center of the figure – representing Kansas' **Strength Through Aligned Resources** (illustrated below).



STRATEGY SUMMARY - 2007 Kansas Economic Development Strategic Plan

A vision statement establishes the focal point and draws the parameters within an economic development strategy. It must be guided by the aspirations of an area's citizens and leaders, accurately reflecting the community's strengths and weaknesses, values, future needs, and changing economic and social conditions. These elements – considered individually and as a whole, are unique to each community and the state. Consequently the strategies and recommendations must be developed to reflect these fundamentally different characteristics. If this relationship is truly understood and appreciated, the likelihood that appropriate initiatives are developed is greatly enhanced.

The combined efforts of many Kansans provided the input and expertise necessary to develop a statewide vision for economic development. The discussion and concepts from stakeholders provided the foundation to mold the vision statement.

Kansans will notably increase personal and business wealth and improve our quality of life by focusing on our inherent and emerging strengths.

The 2007 Economic Development Strategic Plan includes 43 strategies accomplished through 98 recommendations. The following summarizes the core strategies of the Plan.

Manufacturing - Aerospace and General

Strategy 1 – Remain competitive in aerospace and general manufacturing through trained talent.

Strategy 2 – Continue commitment to aviation research.

Strategy 3 – Compete for aerospace and general manufacturing expansion projects.

Strategy 4 – Develop incentives for attracting capital investment, job growth, and diversification within the manufacturing sector.

Strategy 5 – Understand the needs and issues of the manufacturing sector in regards to workforce, infrastructure, research and development, and the attraction and retention of manufacturers of all sizes.

Rural Development and Agriculture

Strategy 6 – Create a rural development model that provides a holistic, integrated approach based on four key pillars (capital, access, leadership, and benchmarking). The model should use incentives as the engine that drives integration.

Strategy 7 – Address technology infrastructure needs in rural Kansas, including broadband, Internet access and wireless voice access.

Strategy 8 – Grow existing businesses and encourage the creation of new businesses in rural Kansas.

Strategy 9 – Kansas should remain a leading agricultural state.

Professional, Scientific and Technical Services

Strategy 10 – Ensure all graduates are informed and prepared for professional, scientific, and technical service jobs in Kansas, particularly in STEM (Science, Technology, Engineering, and Math) fields.

Strategy 11 – Differentiate Kansas as an entrepreneurial state and improve capital formation for the service industry.

Strategy 12 – Support and develop tourism in both urban and rural areas.

Strategy 13 – Address the needs of both the military and government services in general.

Energy and Natural Resources

Strategy 14 – Adopt recommendations specific to economic development brought forth in both the State Energy Plan and the State Water Plan.

Strategy 15 – Kansas will become an energy processor (value-added) in a balanced manner.

Strategy 16 – Recognize the importance of the oil and gas industry to the Kansas economy and continue to support and promote its development.

Strategy 17 – Encourage policies for investment in both traditional and emerging energies that optimize our energy strengths, in the areas of development, conservation, efficiency and renewable energies.

Strategy 18 – Address reservoir and aquifer management and restoration in Kansas.

Bioscience

Strategy 19 – Increase the quantity of high quality bioscience research that has commercial relevance for Kansas.

Strategy 20 – Foster the formation and growth of bioscience startups.

Strategy 21 – Facilitate bioscience corporate expansion and attract new-to-Kansas bioscience corporate activity that grows and strengthens the function of specific clusters of excellence.

Strategy 22 – Develop and enhance partnerships for the growth of biosciences throughout the state.

Strategy 23 – Develop and achieve recognizable measures of success in the biosciences.

Business and Tax Climate

Strategy 24 – Remove barriers and be competitive for capital as it relates to business climate.

Strategy 25 – Create the opportunity for more efficient government.

Strategy 26 – Reduce state and local regulatory barriers to business.

Strategy 27 – Develop a tax structure, incentives, and regulations that are business-friendly and competitive on a local, state, national, and international level.

Strategy 28 – Attract and retain national corporate headquarters in Kansas.

Workforce Development

Strategy 29 – Enhance the structure of the customized training system to meet the immediate specialized needs of businesses.

Strategy 30 – Align the education system with the needs of industry through funding incentives and the tangible partnering of state educational institutions with industry opportunities.

Strategy 31 – Build capacity by retaining and attracting a skilled and educated workforce.

Strategy 32 – Encourage and provide lifelong learning opportunities.

Technology and Innovation

Strategy 33 – Address capital formation and access to capital markets on a local, state, and federal level.

Strategy 34 – Build a stronger research and development base in Kansas.

Strategy 35 – Address technology infrastructure needs throughout the state.

Strategy 36 – Establish and maintain a technically-skilled workforce to fulfill the present and future needs of a vital, technology-driven economy.

Strategy 37 – Create an enhanced entrepreneurial culture in Kansas.

Strategy 38 – Develop a national leadership role in Information Security and Information Assurance.

Strategy 39 – Enhance the Kansas Business Center (KBC).

State Image/Branding

Strategy 40 – Support a public/private partnership to brand the State of Kansas incorporating: continuity, measurability, funding, partnerships, and focus.

Economic Development Funding and Benchmarking

Strategy 41 – Examine the fundamental structure, methodology and level of expenditures spent on economic development from the state level.

Strategy 42 – Benchmark economic development information in Kansas.

Transportation Infrastructure

Strategy 43 – Support the core recommendations within Kansas Comprehensive Transportation Plan and their role in economic development efforts.

The complete report, *Leveraging our Foundations and Designing the Future: A Kansas Economic Renaissance, the 2007 Kansas Economic Development Strategic Plan*, can be accessed at www.kansasinc.org.