

2019-2021 Strategic Plan

Adopted by the Greater Wichita Partnership Executive Board on January 11, 2019



Greater Wichita
Partnership

Introduction

This document represents key priorities for the Greater Wichita Partnership over the next one to three years. The organizational plan allows the Partnership to focus on the goals and tactics necessary to achieve its mission, with the understanding that the organization will need to work in conjunction with many private and public sector partners to fast-forward economic growth in Wichita and the region.

This document is based upon three plans developed concurrently in 2018 as the next strategic step in driving the development of the greater Wichita region. All plans were built upon the expertise of subject matter experts, community partners, stakeholders and internal staff. The outcome was three aligned and cohesive plans that have integrated short and long-term tactics and strategies.

The first is the Regional Growth Plan, which the Partnership and stakeholders developed with the economic research firm Market Street Services, based upon on the foundation of the previous Blueprint for Regional Economic Growth (BREG). Second, the Partnership and stakeholders worked with the global firm Development Counsellors International (DCI) through market research and analysis to identify key marketing strategies in retaining and recruiting needed talent in Wichita. Third, Project Wichita, a robust community engagement effort, identified regional priorities for the next ten years through extensive public input.

These three plans join the existing Project Downtown plan, developed and adopted in 2010 to guide and increase development and investment in downtown Wichita. This plan was also built through extensive stakeholder and community input along with subject matter experts and focused on developing key areas of downtown, resulting in almost \$600 million in investment over seven years.

- Download the Regional Growth Plan at bit.ly/RegionalGrowthPlan
- Download the Talent Marketing Blueprint at bit.ly/RecruitAndRetainTalent
- Download the Project Wichita Report at bit.ly/ProjectWichitaReport
- Download Project Downtown: The Master Plan for Wichita at bit.ly/ProjectDowntown

Mission

- To align resources and focus the business community on common strategies that fast-forward economic growth in Wichita and South Central Kansas

Role of Greater Wichita Partnership

- Leaders in economic development

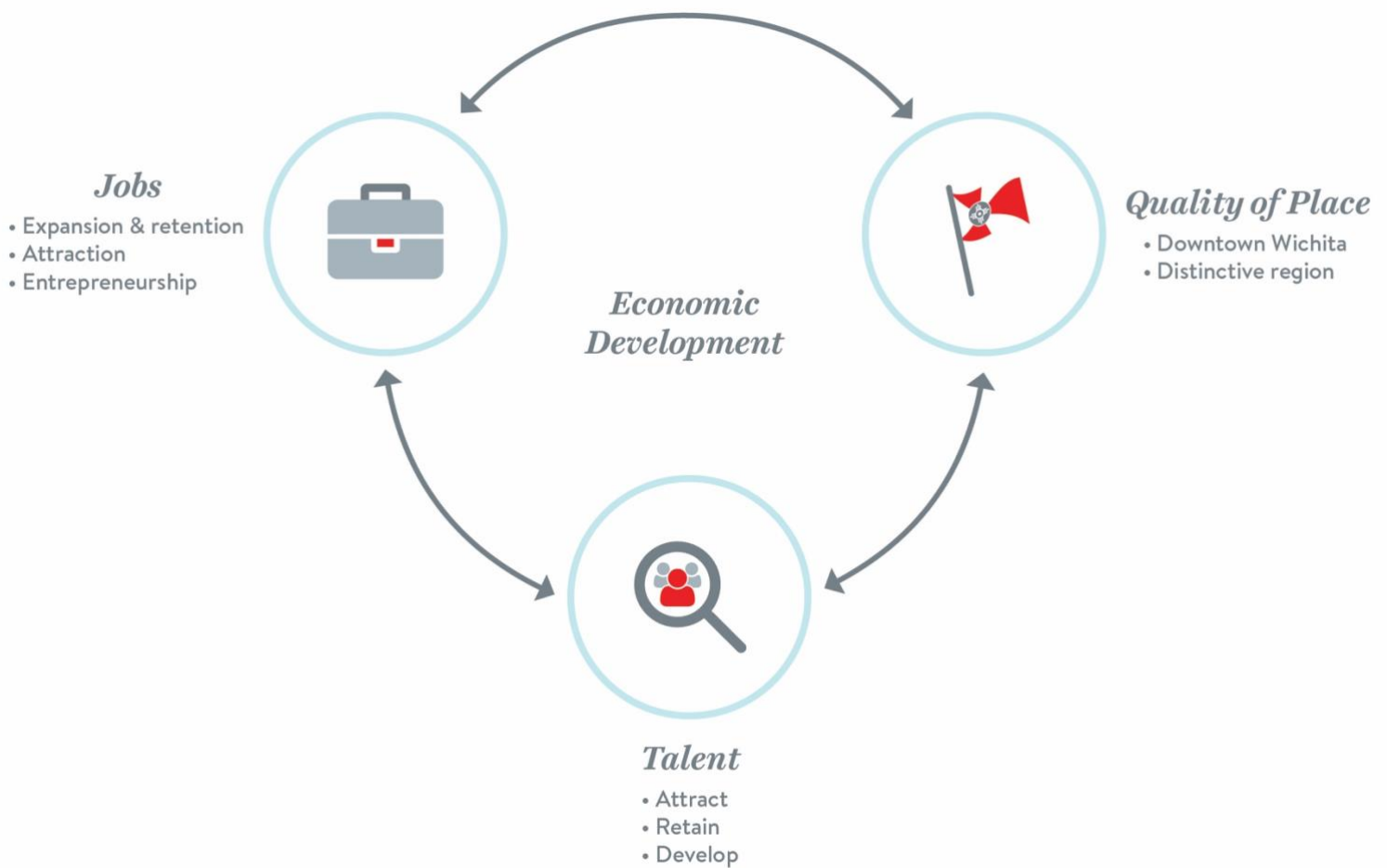
Principles

At the Greater Wichita Partnership, we believe ...

- By **working together**, we can grow the region (Finding A Common North)
- Through **diversity**, we will achieve a stronger economy
- That intentional **communication**, including listening and sharing, builds trust
- Through **aligned and focused efforts**, we can evolve together to improve our region
- By advancing the **unique qualities** of our region, we can attract people and industries who will make this place their home

Priorities

1. **Jobs** – Support creation of jobs through expansion and retention, attraction and entrepreneurship
2. **Talent** – Attract and retain talent and support talent development
3. **Quality of Place** – Develop a distinctive quality of place attractive to talent, visitors and economic growth



1. Jobs

Goal: Support creation of jobs through expansion and retention, attraction and entrepreneurship

1.a. Accelerate expansion and retention of area business and industry

PRIORITY 1: Coordinate and support existing companies' capital investment and job creation projects in Sedgwick County or as invited by other regional partners

PRIORITY 2: Maintain business recruitment, expansion and retention visits by staff and enhance with customer relationship management system

PRIORITY 3: Communicate success stories of business leader connections (suppliers, partners, etc.) to amplify economic development project opportunities

PRIORITY 4: Activate task-oriented Action Teams in targeted industry sector niche areas identified in the Regional Growth Plan

Partnership will work with other partners* to support:

- Implementation of export plan
- Creation of trained/skilled workforce
- Addressing broadband access
- Advocate for policy at local and state levels

*Partners to be identified in detailed action plans.

1.b. Position the region as the location for new business and industry through implementation of the Regional Growth Plan

PRIORITY 1: Create and implement strategic plans for identified niche areas within the seven targeted industry sectors identified in the Regional Growth Plan

- Coordinate and support new companies' capital investment and job creation projects in region
- Identify and attend industry-specific tradeshows, events, and opportunities
- Engage two to three industry influencers and experts to advance connections
- Advance regional economic development agreements and incentive tool recommendations

PRIORITY 2: Initiate the Regional Growth Plan's marketing recommendations

- Develop new website
- Create digital marketing campaign targeted to identified leads
- Develop foundational marketing materials
- Identify plans and develop booth and materials for strategic tradeshows
- Explore national media relations

PRIORITY 3: Further refine strategic site consultant and commercial real estate broker outreach

PRIORITY 4: Develop robust commercial sites and building database, including targeted Opportunity Zones for future development

PRIORITY 5: Build on regional economic development engagement by defined services

PRIORITY 6: Explore need for site master plans that are critical for economic development and support existing and new policies to encourage additional sites and buildings

Partnership will work with other partners* to support:

- Increase Foreign Direct Investment opportunities
- Targeted innovation development at local universities and colleges
- Elevate the development of high-capacity broadband across the region to attract technology-supported companies
- Advocate for increased capacity for economic development at state level

*Partners to be identified in detailed action plans.

1.c. Cultivate a regional culture that supports and activates entrepreneurship

PRIORITY 1: Over next year define and communicate role in entrepreneurship ecosystem (Entrepreneurship Task Force/ETF) to become participant with other partners. Work is currently underway to create strategies around the evolution of ETF.

Partnership will work with other partners* to support:

- Increased high-quality scalable entrepreneurial efforts
- Increased angel funding and early stage funding
- "Main Street" small business support

*Partners to be identified in detailed action plans.

2. Talent

Goal: Attract and retain talent and support talent development

2.a. Position the region to attract targeted talent

Focus on priorities identified in the Talent Marketing Blueprint developed by DCI, including:

- Overall talent (foundational)
- In-need talent (attraction priority)
- Interns
- Boomerangs

PRIORITY 1: Increase capacity and reputation as experts on talent trends

- o Gather and consolidate trend research
- o Connect with companies, HR and corporate executives to
 - Share best practices in ongoing changes and trends within corporate culture

Distribute foundational branding tools and consistent messaging

- o Strategically share research (news media, speaking events)
- o Provide trends and research to inform regional corporate culture changes

PRIORITY 2: Create marketing foundation

- o Create brand and marketing materials for overall talent attraction
 - Website
 - Content development for targeted marketing (blogs, testimonials, etc.)

PRIORITY 3: Implement targeted direct, face-to-face outreach

- o Events and materials to reach college students
- o Intern events (Riverfest, etc.)
- o Lead or participate in direct face-to-face marketing (career fairs, tradeshow, etc.)

PRIORITY 4: Implement targeted marketing campaign for identified in-need talent

- o Develop targeted marketing to reach highest in-need talent
- o Measure success, evaluate and evolve as needed

PRIORITY 5: Develop and/or support programs to assist with relocation

- o Continue "Welcome to Wichita" executive spouse/partner program in conjunction with Wichita Regional Chamber of Commerce

Partnership will work with other partners* to support:

- Further internship opportunities
- Further apprenticeship opportunities
- Continue internal and external perception efforts

*Partners to be identified in detailed action plans.

2.b. Cultivate regional culture to retain talent

Focus on priorities identified in the Talent Marketing Blueprint developed by DCI, including

- Students
- Interns

PRIORITY 1: Increase capacity and reputation as experts on talent trends

- o Gather and consolidate trend research
- o Connect with companies, HR and corporate executives to
 - Share best practices in ongoing changes and trends within corporate culture
 - Distribute foundational branding tools and consistent messaging
- o Strategically share research (news media, speaking events)
- o Provide trends and research to inform regional corporate culture changes

PRIORITY 2: Create and support events that retain local talent, including students and working professionals

- o Develop talent training day focused on providing area salesforce (such as counselors, colleges, HR) information and ideas to retain talent
- o Targeted outreach to high school juniors/seniors
- o Develop tuition remission programs to assist younger talent in completing degrees and/or obtaining master's degrees

Partnership will work with other partners* to support:

- Further internship opportunities
- Develop student loan repayment programs
- Continue internal perception efforts, including those that focus on promoting the strengths of public and private schools, colleges and universities
- Address educational funding and professional development for career-long growth

*Partners to be identified in detailed action plans.

2.c. Cultivate regional culture to support lifelong development of talent

PRIORITY 1: Develop plan to evolve Business and Education Alliance (BEA) with focus from Project Wichita plan that includes

- o Create or support a regional talent development cooperative
- o Connecting/clearinghouse of business resources for area schools
- o Create business support for the multiple career pathways at regional high schools

Partnership will work with other partners* to support:

- Increased capacity and programs of post-secondary institutions
- Siting of additional professional/advanced degree schools (law, medical, dental – have medical, pharmacy, nursing, education)
- Promotion of opportunities for retraining

*Partners to be identified in detailed action plans.

3. Quality of Place

Goal: Develop a distinctive quality of place attractive to talent, visitors and economic growth

3.a. Cultivate a regional culture that encourages a distinctive region attractive to talent, visitors and economic growth

PRIORITY 1: Facilitate overall 10-year community vision and action plan

- Assist in developing ownership of initiatives
- Help accelerate projects and issues
- Determine how to monitor and report progress toward actions

PRIORITY 2: Develop plan to evolve the Perceptions Task Force

PRIORITY 3: Determine key issues and advocate for policy to ensure distinctive region

Partnership will work with other partners* to support:

- Cultural Assets – CII, Arena (existing cultural master plan)
- Arts
- Transit
- Legacy philanthropy

*Partners to be identified in detailed action plans.

3.b. Cultivate a regional culture that supports the development of downtown Wichita as a regional economic hub

Downtown Wichita (funded by SSMID)

PRIORITY 1: Facilitate downtown development and investment

- Conduct and share relevant market research to support development
 - Housing development/options
 - Commercial development
 - Retail
- Advocate for policy at the local and state levels to further development
- Create a plan to ensure development of catalytic sites

PRIORITY 2: Facilitate urban and core planning

- Lead and provide partner coordination/community engagement of master plans
 - Downtown
 - Riverfront
- Gather, share and integrate trends

PRIORITY 3: Continue branding and marketing implementation

PRIORITY 4: Continue placemaking program (Gallery Alley, Pop-Up Park, etc.)

PRIORITY 5: Develop clean and safe model based on best practices

PRIORITY 6: Derive a resource where catalytic sites may be developed

Downtown Wichita will work with other partners* to support:

- Development of comprehensive parking management plan
- Development and creation of new best practices model for event/programming
- External partners' work to address
 - o Homelessness (including mental health issues)
 - o Schools
 - o Child care
 - o Transit

*Partners to be identified in detailed action plans.