



Smith Center Economic Development Planning Retreat

May 10 – 11, 2022

Ingelboro's Bed & Breakfast

Agenda

Tuesday

- 2:00 Kick off & introductions
- 2:30 Review SC ED Investments & Outcomes and regional data
- 3:45 Break
- 4:00 Define: What is Winning for SC?
- 6:00 Break for the evening

Wednesday

- 8:00 Coffee and Review
- 8:30 Confirm: What is Winning?
- 9:00 Brainstorm
 - Where to Play?
 - How to Win?
- 10:30 Groups work on Action plans
- 11:30 Groups report on Action plans
- 12:00 Adjourn

Retreat Purpose: Develop an Economic Development Plan



Tuesday afternoon



Wednesday morning



Introductions

- **Your Name**
- **Why are you here?**
- **What is your hope?**
- **What is your fear?**

Current Department Scope

Purpose:

to further the economic development
of Smith Center, Kansas

Primary Objective: to benefit the
Smith Center area as measured by

- increased employment
- payroll
- business volume
- expanding local tax base

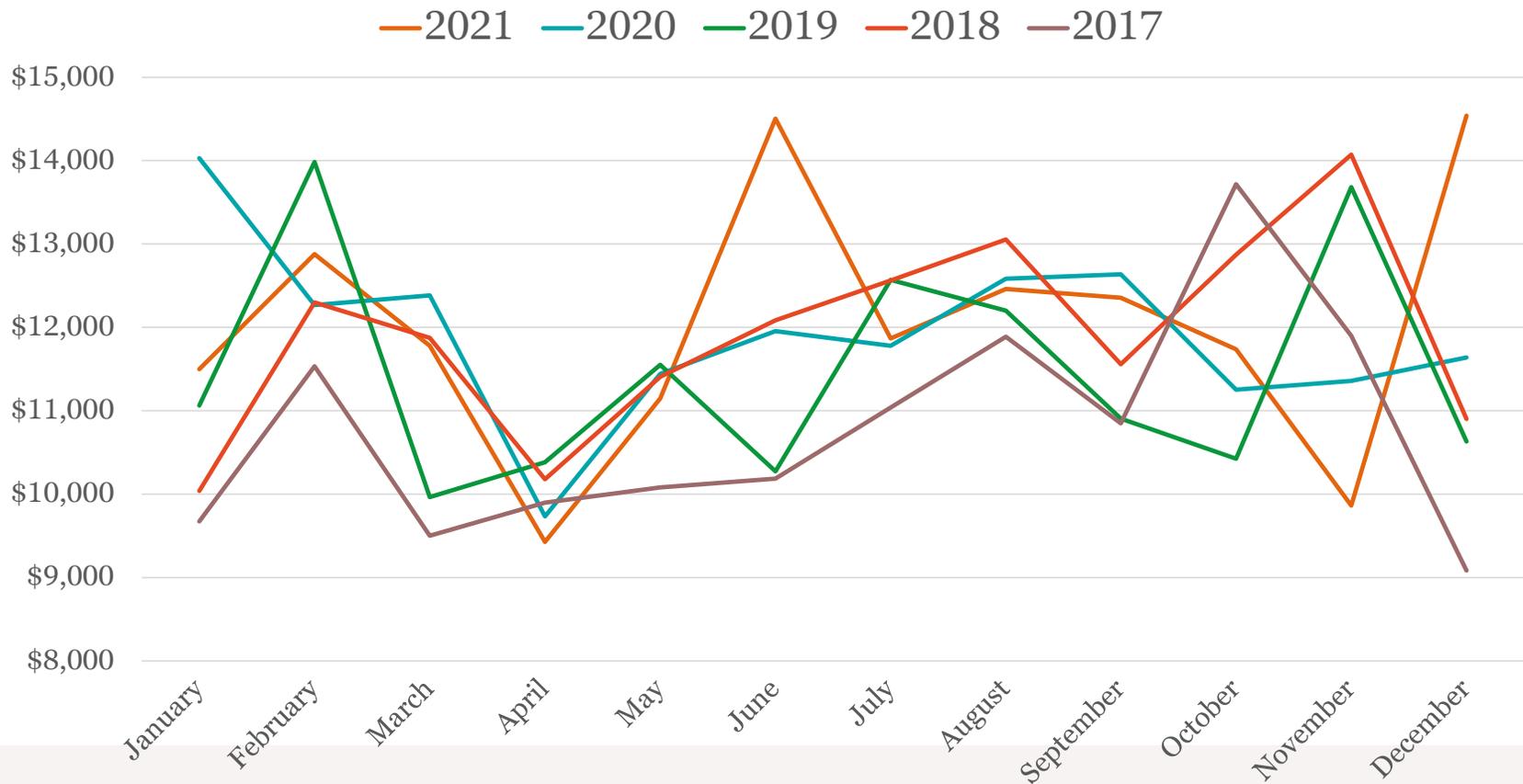
Department Purpose, more specifically

- **Promote the City's assets and other resources** which will enhance economic growth;
- **Render assistance and encouragement to existing industries** and promote on-going economic activities to ensure their continued operation and growth;
- **Identify, meet and negotiate with potential new industries** and other potential new business enterprises best suited to the resources of the Smith Center area;
- **Actively promote Smith Center, Kansas and specific industrial sites, buildings and locations** (and building as location) suitable for new business and industry;
- **Encourage the development and implementation of a citywide economic development plan**, working in close liaison with the local chamber of commerce, hospital board, school board, City Council, and other community organizations and allied agencies to accomplish this objective;
- **Promote maintenance, beautification and restoration of commercial buildings** for the purpose of maintaining usability and appeal.

2013 to 2021
Total
Department
Revenue

Sales Tax	\$1,191,631.55
Use Tax	\$177,966.39
Grants	\$2,525.00
Total	\$1,372,122.94

Department Sales Tax Revenues



Outcomes: Employment

County Business Patterns Data

From Census.gov

	No. of Estab.	Employment wk/March 12	First Quarter Payroll	Annual Payroll
2001	828	3,881	\$14,986	\$115,000
2011	847	4,824	\$20,273	\$101,000
2019	702	5,207	\$21,270	\$94,000

Outcomes: Sales Tax Base

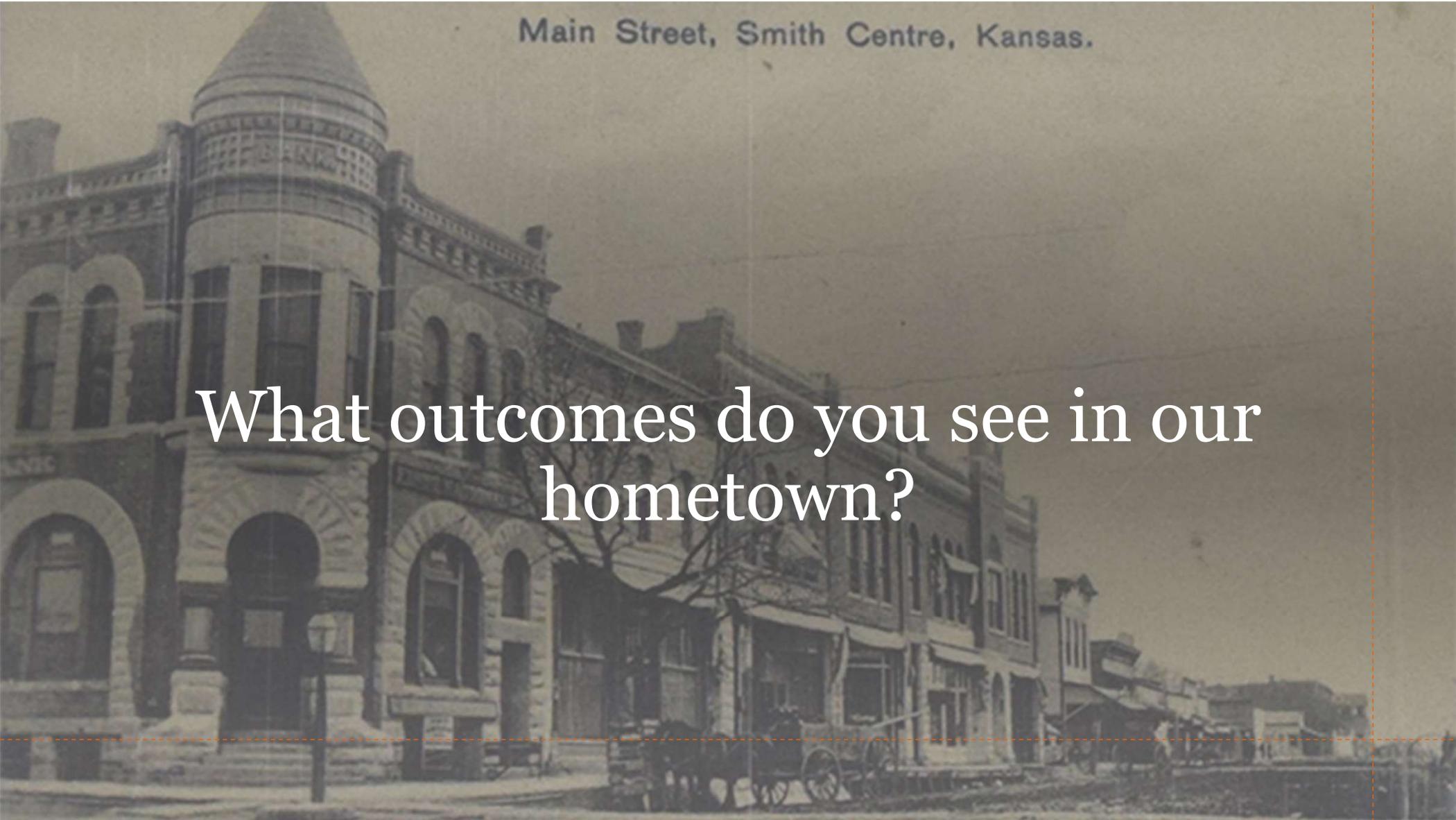
Local Sales Tax Distribution

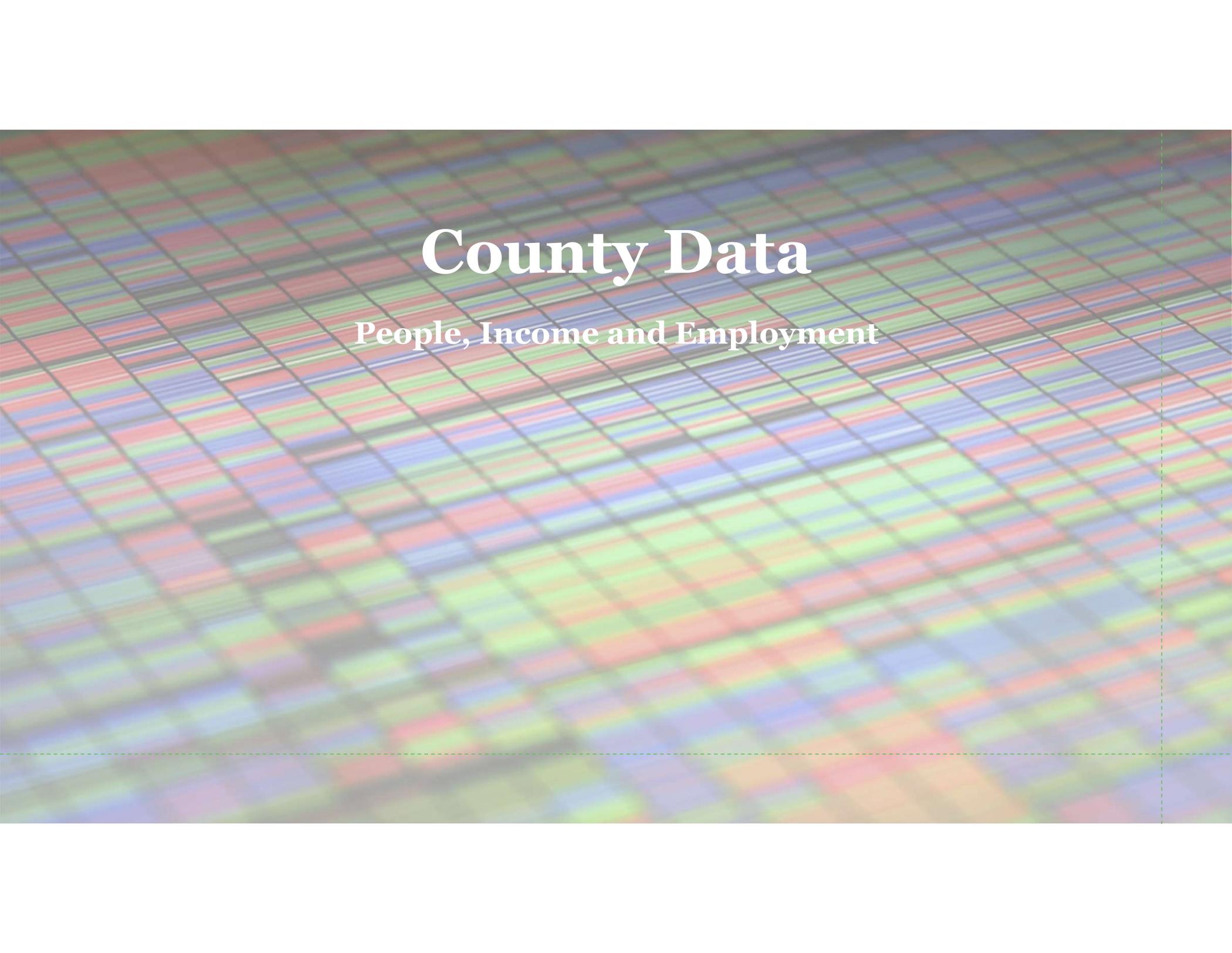
From Kansas Department of Revenue

	2010	2021	% Change
Smith Center	\$116,759.44	\$288,704.69	147%
Smith County	\$368,371.26	\$929,305.99	152%

Main Street, Smith Centre, Kansas.

What outcomes do you see in our hometown?





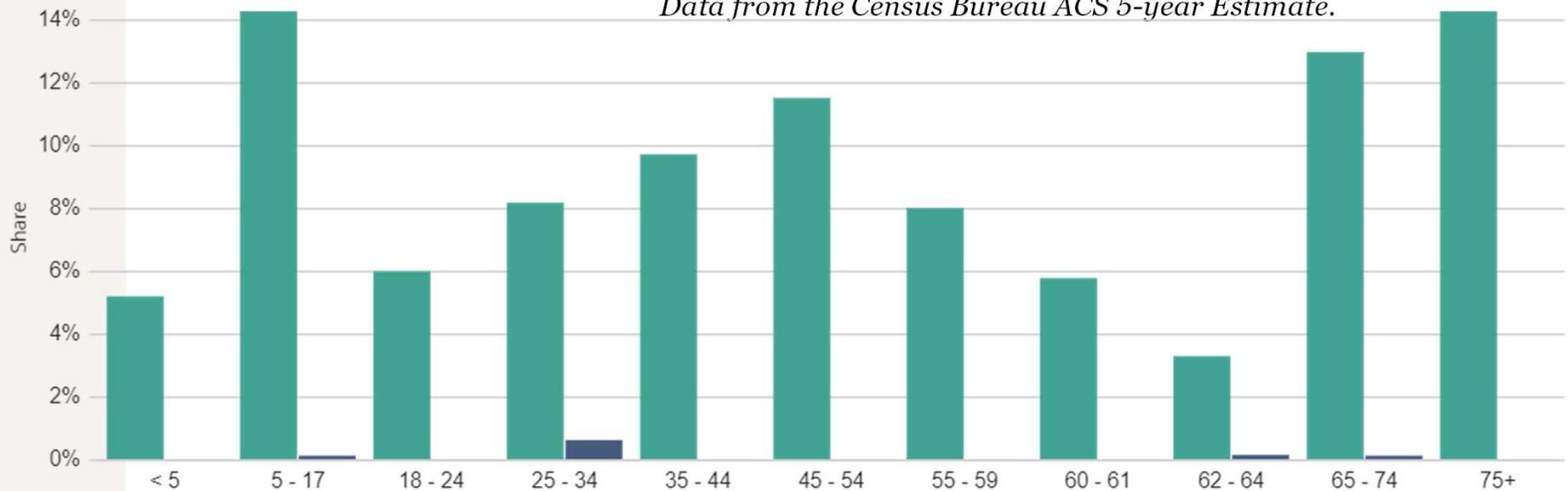
County Data

People, Income and Employment

Population Age

In 2019, the median age of all people in Smith County, KS was 51.4. Native-born citizens, with a median age of 52, were generally older than foreign-born citizens, with a median age of 31. But people in Smith County, KS are getting younger. In 2018, the average age of all Smith County, KS residents was 52.

Data from the Census Bureau ACS 5-year Estimate.

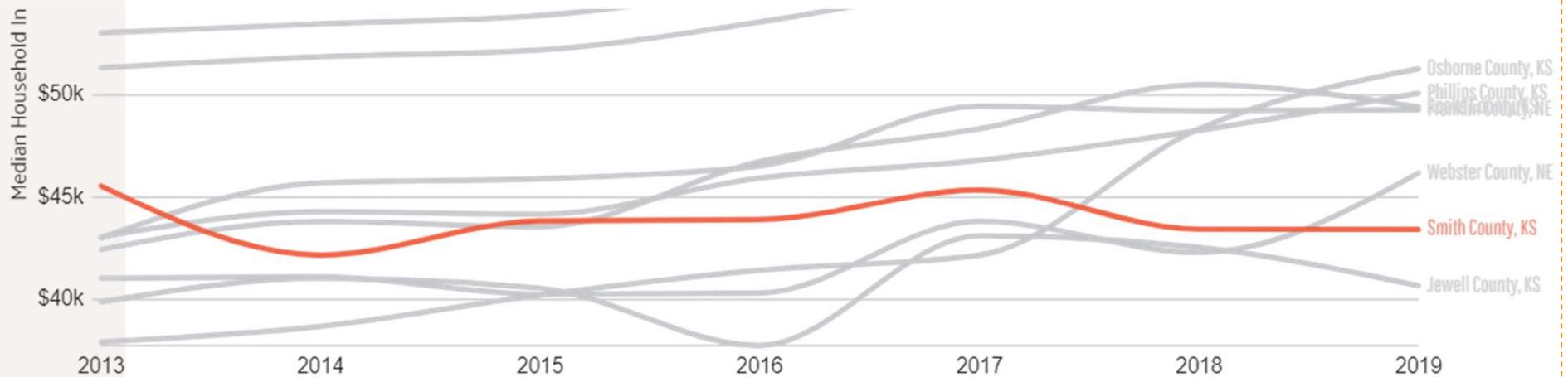


Median Household Income

\$43,429 (2019)

- Households in Smith County, KS have a median annual income of \$43,429, which is less than the median annual income of \$65,712 across the entire United States. This is in comparison to a median income of \$43,438 in 2018, which represents a -0.0207% annual growth.

- *Data from the Census Bureau ACS 5-year Estimate.*



Total: 1.75k



Employment by Occupations

1,750 employees (2019)

The most common job groups, by number of people living in Smith County, KS, are Management Occupations (274 people), Office & Administrative Support Occupations (188 people), and Sales & Related Occupations (171 people).

Data from the Census Bureau ACS 5-year Estimate.

Employment by Industry

The most common employment sectors for those who live in Smith County, KS, are Agriculture, Forestry, Fishing & Hunting (316 people), Health Care & Social Assistance (237 people), and Educational Services (181 people). These residents may live in Smith County, KS and work somewhere else. Census data is tagged to a residential address, not a work address. *Data from the Census Bureau ACS 5-year Estimate.*





Afternoon Break

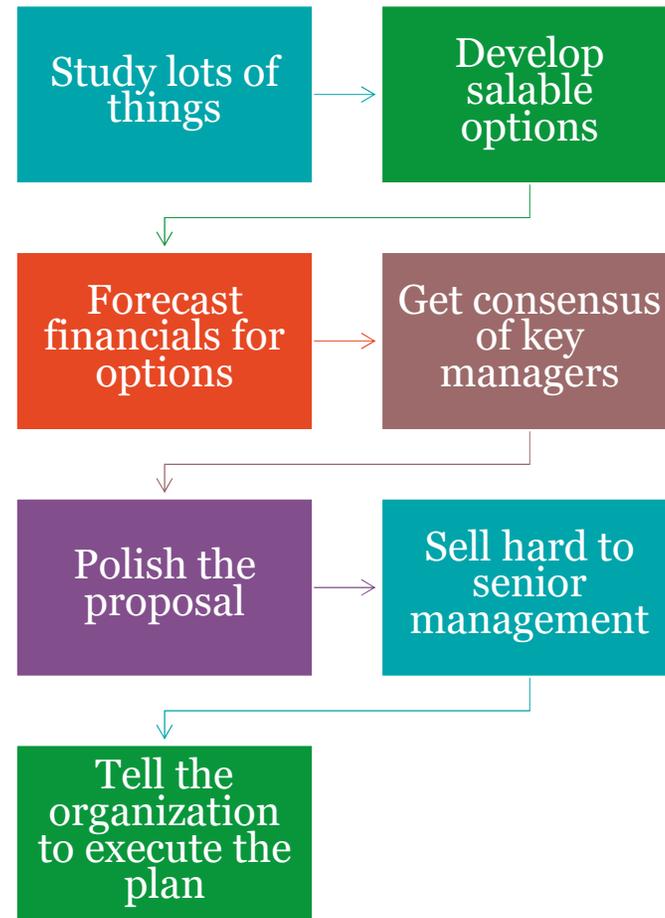
Economic
Development
Plan:
Where to Start?

Many possible
strategic choices

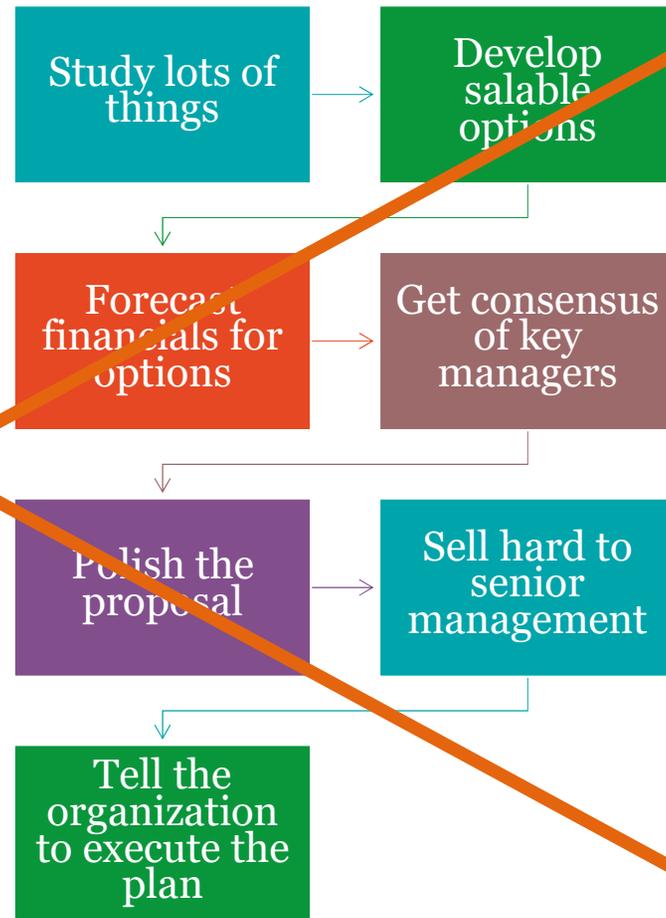
Almost an infinite
amount of data

Wide array of
strategic tools

Traditional Approach to Strategic Planning



Traditional Approach to Strategic Planning



Do-it-all

failing to make choices and making everything a priority

Don Quixote

attacking competitive “walled cities” or taking on the strongest competitor first, head-to-head

Waterloo

starting wars on multiple fronts with multiple competitors at the same time

Something-for-everyone

attempting to capture all consumer, channel, geographic, category segments at once

Dreams-that-never-come-true

developing high-level aspirations and mission statements that never get translated into choices and actions

Program-of-the-month

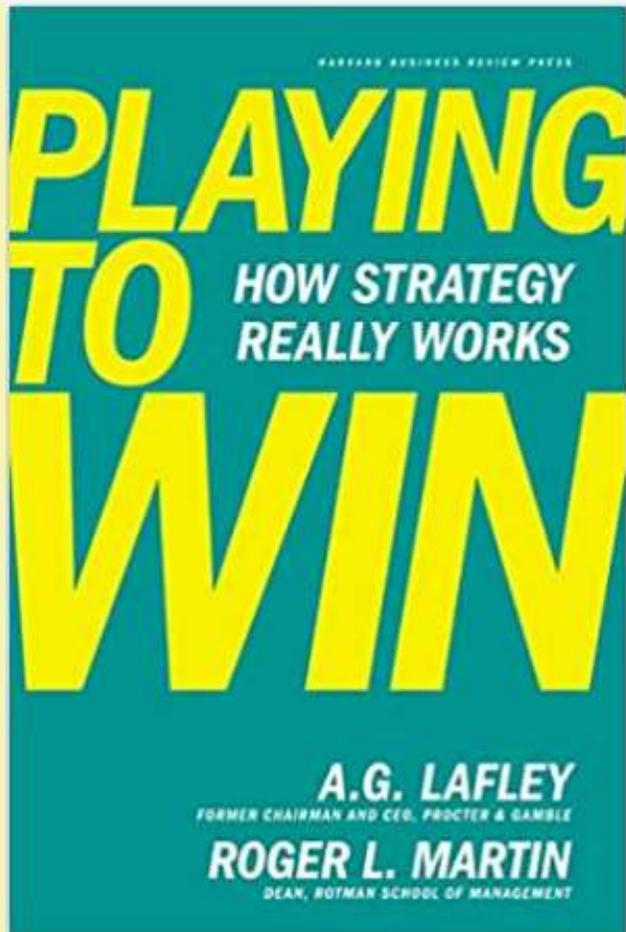
settling for generic strategies, where all are chasing the same customers, geographies, and segments in the same way

Let's Avoid these Common Strategy Traps

“The essence of strategy is choosing what not to do.”

Michael Porter



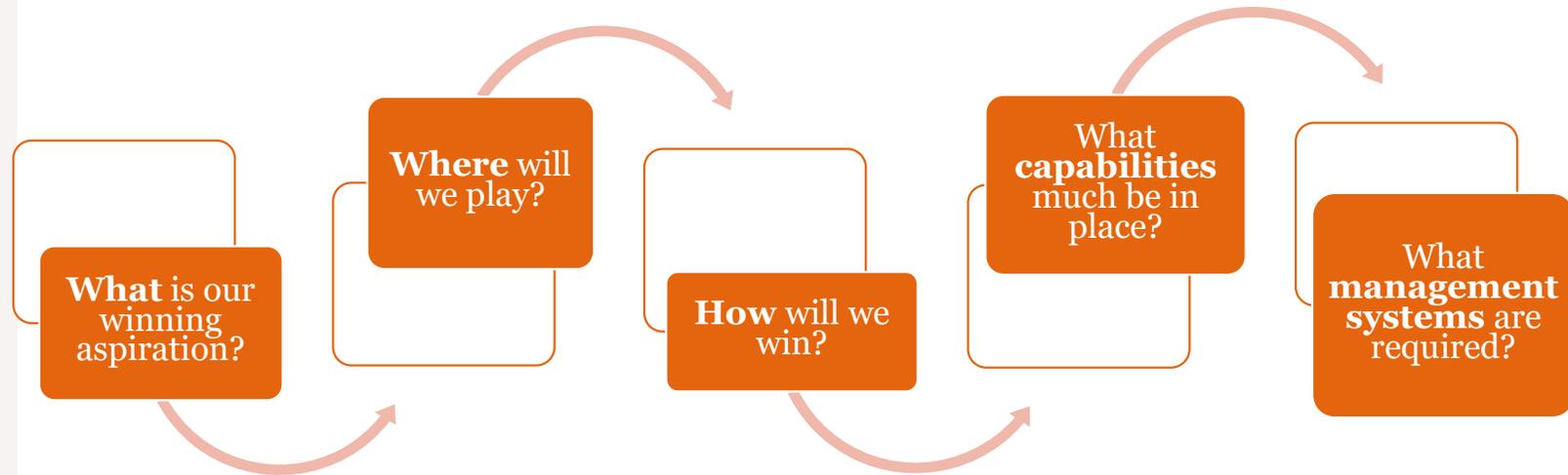


One Planning Tool is

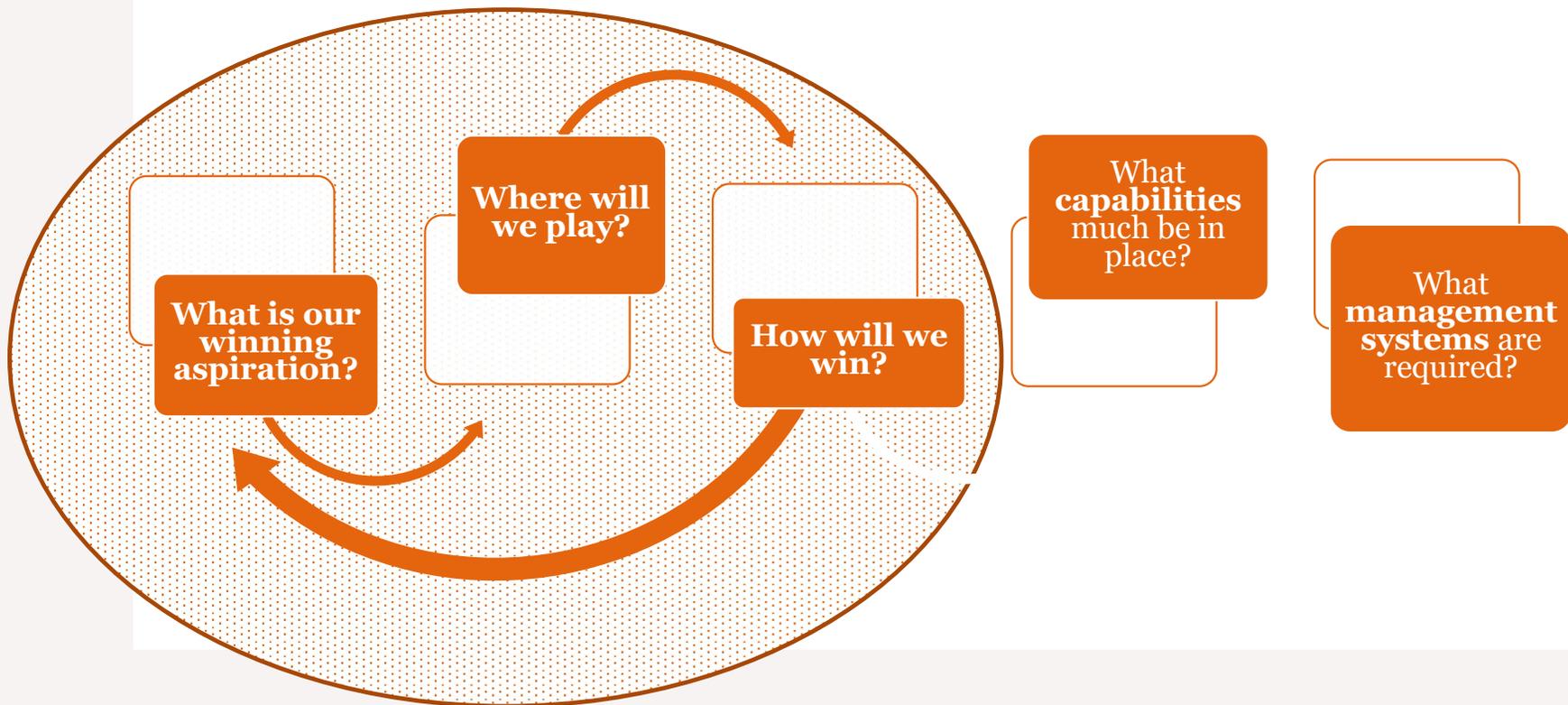
Playing To Win: How
Strategy Really
Works

By Roger Martin and co-author, A.G.
Lafley

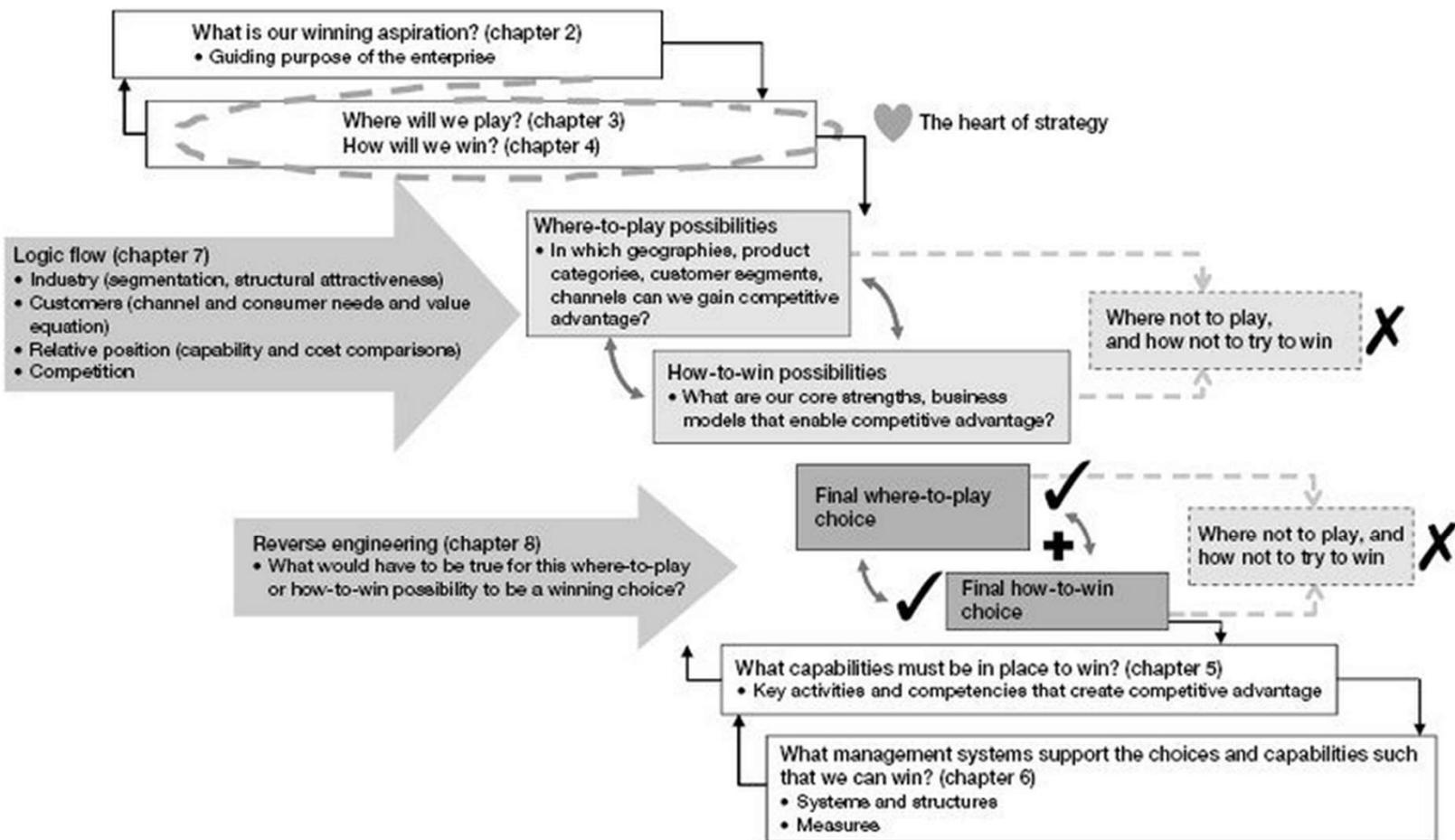
Integrated Cascade of Choices



Our Primary Work for This Retreat in the Cascade of Choices



The playbook



Strategy is an iterative process for making decisions



A hand holding a gold medal with a red ribbon against a sunset background. The medal is ornate with a laurel wreath border and a central emblem. The background is a soft, hazy sky with a bright sun low on the horizon, creating a warm, golden glow. A red ribbon is attached to the top of the medal, extending towards the top right corner. The overall mood is one of achievement and success.

Where we will begin:
For the economy of Smith Center, KS

What is Winning?

Strategy Logic Flow

Industry. What is the structure of our industry and the attractiveness of its segments?

Customers. What do our channel and end customers value?

Relative position. How does our company fare, and how could it fare, relative to the competition?

Competition. What will our competition do in reaction to our chosen course of action?

What are the
Possibilities
for
Where to Play
and
How to Win?

Where-to-Play: In which geographies, product categories, customer segments, customer channels can we gain competitive advantage?

How-to-Win: What are our core strengths and business models that enable competitive advantage?



Then We Take Our Possibilities through Reverse Engineering

This step is all about asking the right question.

Let's not ask: "What is true?"

Rather let's ask: "What would have to be true?" for this possibility to be a potentially winning choice

Signs of a Winning Strategy

Activity system that looks different – we are delivering value distinctively

More resources to spend on an ongoing basis than competitors

Customers who adore you and noncustomers who won't buy from you

Competitors who attack one another, not you

Competitors making good profit doing what they are doing

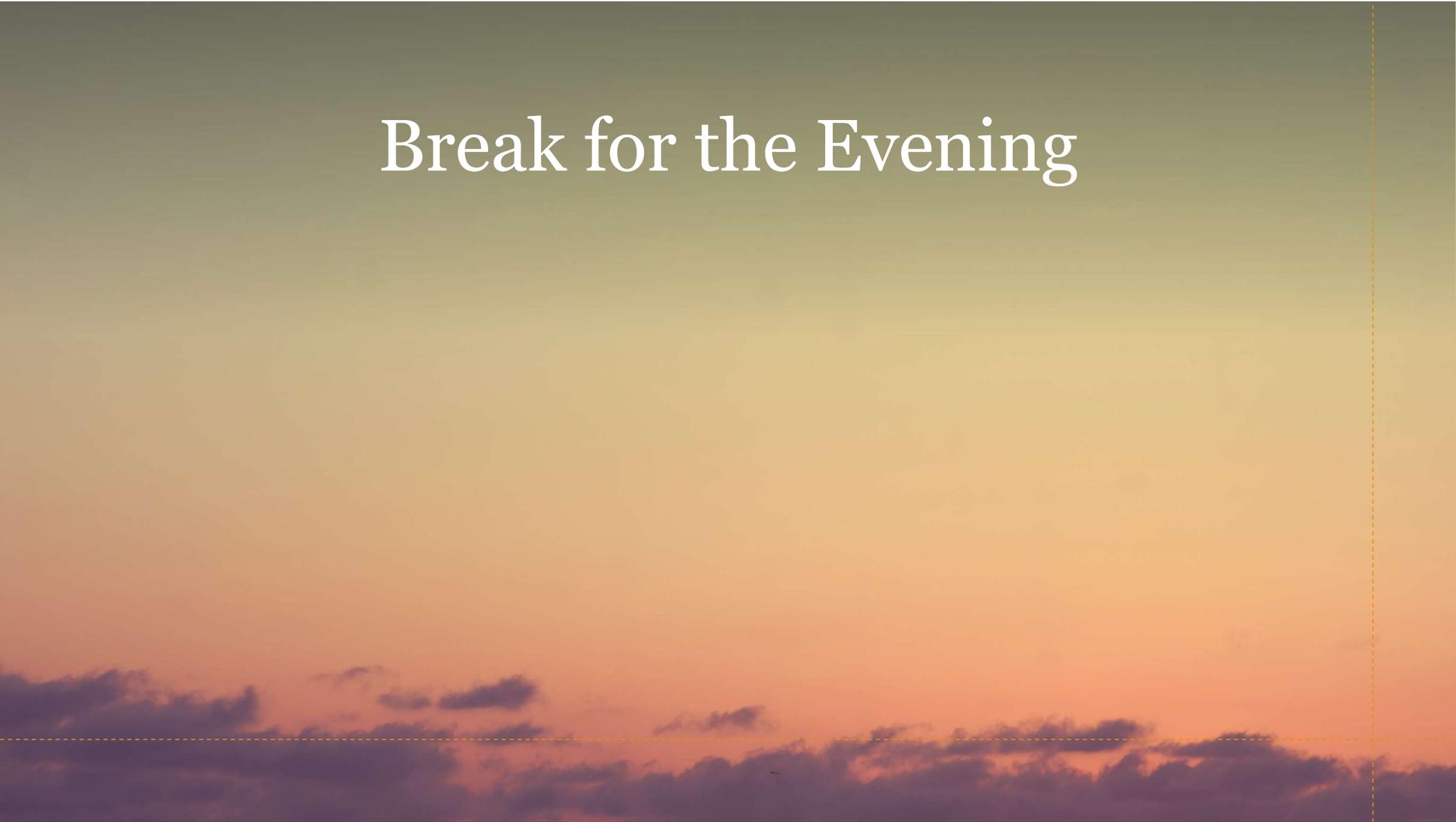
Customers who look first to you for innovations, new products and service enhancements

A hand is shown holding a gold medal with a red ribbon. The medal is circular and features a central emblem, possibly a building or a symbol, surrounded by a laurel wreath. The background is a bright, hazy sky with a sun flare in the upper left corner. The overall image conveys a sense of achievement and success.

Where we will begin:
For the economy of Smith Center, KS

What is Winning?

Break for the Evening





Smith Center
Economic
Development
Planning Retreat

Welcome
Back!

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Strategy as a process rather than a result

“All strategy entails risk. But operating in a slow-growing, fast-changing, intensely competitive world without strategy to guide you is far riskier.”

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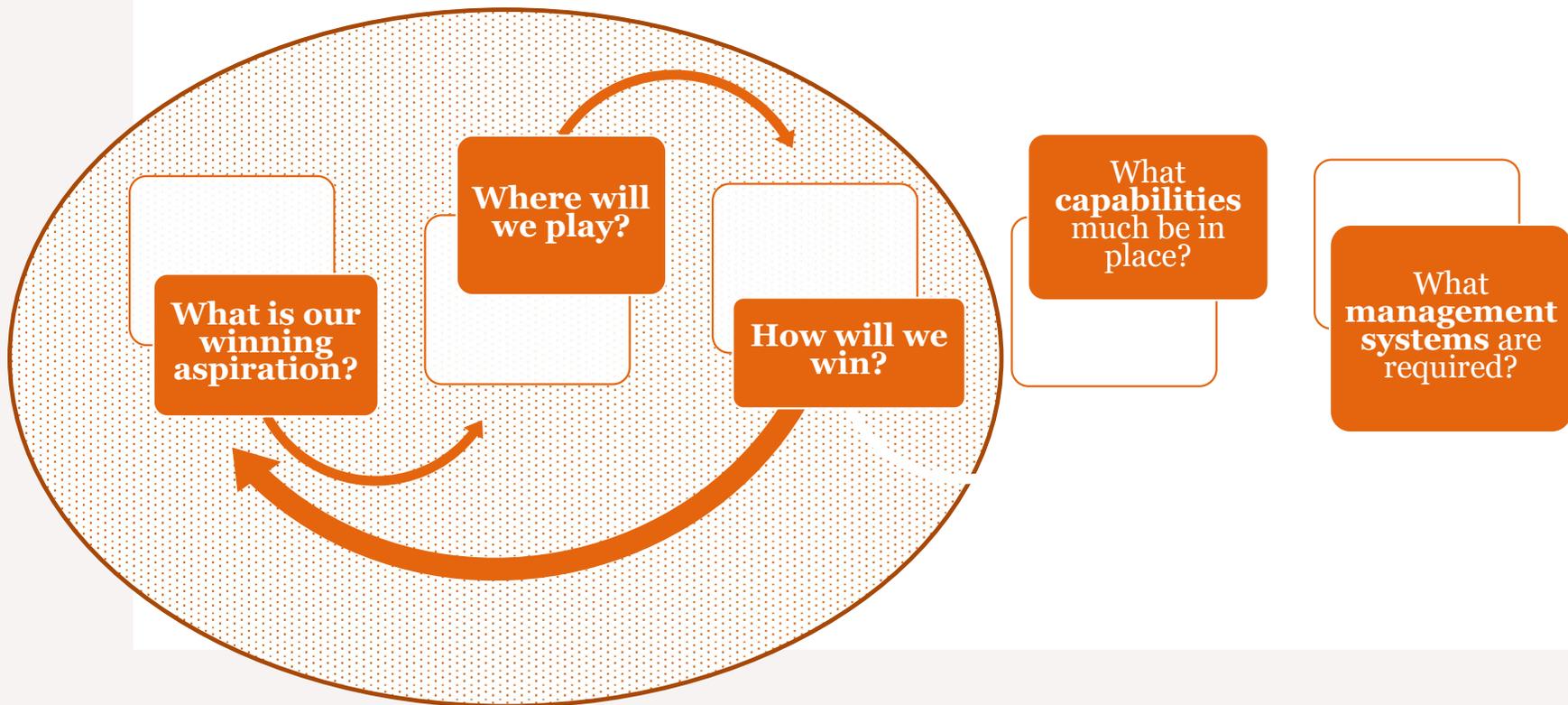
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Introductions

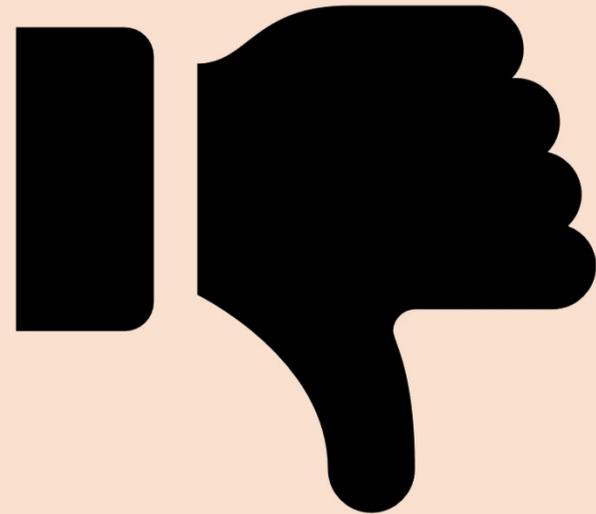
- **Your Name**
- **Why are you here?**
- **What is your winning aspiration for the economy of Smith Center?**

Our Primary Work for This Retreat in the Cascade of Choices



The Best Choices
We Can Propose
are:

Where Not to Play
and
How Not to Try to
Win



Do-it-all

failing to make choices and making everything a priority

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attacking competitive “walled cities” or taking on the strongest competitor first, head-to-head

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Where-to-Play: In which geographies, product categories, customer segments, customer channels can we gain competitive advantage?

How-to-Win: What are our core strengths and business models that enable competitive advantage?

A group of colorful wooden human figures standing on a light surface. The figures are in various colors including blue, yellow, red, green, and brown. The text "Group Work" is overlaid in the center in a white serif font. The background is a soft, out-of-focus light gray.

Group Work



Then We Take Our Possibilities through **Reverse Engineering**

This step is all about asking the right question.

Let's not ask: "What is true?"

Rather let's ask:

**"What would have to be true
for this possibility to be a
potentially winning choice?"**



This is Where We Make Choices

Which possibility is most likely
to hold true?

- Where will we play?
- How will we win?

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Next Steps:

1. Take the Plan before the ED Board
2. Communicate the Plan to the Community
3. Board and Director to Revise the Plan,
Finalize for the City Council

Thank you!

