



EXCERPT



A Competitive Realities Report and Targeted Industry Strategy for Harvey County, Kansas

June 20, 2017

Prepared for the:





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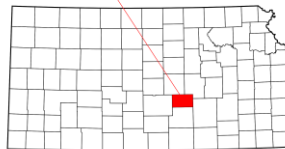
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EXECUTIVE SUMMARY

In January 2017, the Harvey County Economic Development Council, Inc. (HCEDC) retained the firm of Garner Economics, LLC to develop a **Target Industry Strategy (TIS)** and conduct a **Competitive Analysis** of the County that takes into account the current state of the community's economic assets. The TIS provides a roadmap for the County to create economic opportunities for its citizens by targeting industries that are a good fit for the area.

Harvey County, Kansas



The focus of this engagement was to compile data, provide comparisons, and offer observations so that the HCEDC and its partners understand optimal targets for the area and the value the County offers to those targets. Given this information, HCEDC can better work to effectively attract and retain the types of businesses that will create high quality jobs and opportunities for the area population.

Specifically, the scope of services for the overall project included:

1. A comprehensive and holistic assessment of key forces driving the economy and its shifting dynamics;
2. An **Assets & Challenges Assessment (A&C)** of Harvey County from the perspective of a site-location consultant that facilitates investment decisions;
3. Recommendations for business targets suitable for the County, based on our research and analysis; and finally,
4. A set of implementable recommendations that the leadership in the area can utilize to enhance the success ratio of HCEDC's target marketing strategy to these specified business sectors.

Analysis and Assessments

The TIS is a compilation of local and regional facts and data points with quantitative analysis and some subjective opinions. Coupled with the A&C, a Community Engagement process (an electronic survey), an Economic and Labor analysis, a Retail Leakage analysis, and a Local Specialization, Competitiveness & Growth assessment informed the work to identify target industries for the County. These "building blocks" also are the basis upon which the recommendations are built.







Target Industries

The analysis revealed that the County has many assets upon which to build. The resulting TIS identifies and provides the rationale for four core target sectors and one local target that will both diversify the industry mix in Harvey County, as well as build on current areas of strengths. These targets are "best fits" for the County and are recommended, given the attributes and assets of the County as a whole.

The description of, and rationale for, the targets detailed in Chapter 8 will help the HCEDC prioritize marketing resources and will identify areas where policymakers can act to increase the County's competitive position in attracting and retaining these business sectors. Chapter 9 suggests actions the HCEDC or its partners can take to mitigate challenges identified in the various assessments and create a stronger economic development platform to market the region as a whole.



The identified County target industry sectors are:

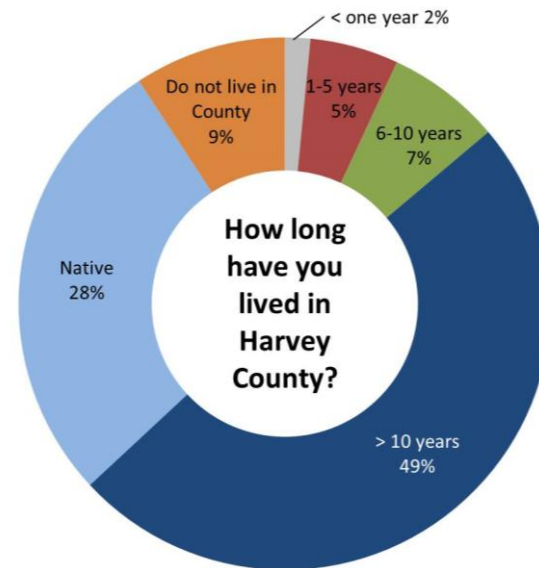
CORE TARGETS	
 Agribusiness & Agricultural Manufacturing	 Related Target: Food & Beverage Processing
 Industrial Products Manufacturing	
 Transportation, Distribution & Wholesale	 Related Target: Aviation & Aerospace
 Health Services	

LOCAL TARGET
 Entrepreneurial, Hospitality & Retail Development

Stakeholder Input

As a complement to the assessment of the physical and regulatory structure of Harvey County against its benchmarked peers, Garner Economics conducted an electronic survey of a broad group of stakeholders in Harvey County to solicit a variety of perceptions of the County’s business climate, industries that would be a good fit for the County, and areas for improvement. The majority of respondents are long-time residents of the County; their feedback validated many of the observations made and the data uncovered by the consulting team.

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Recommendations

As noted above, the County has several attributes it can build upon to attract the target industries. The recommendations suggested reflect items the team believes the County should undertake to mitigate negative perceptions of the area by site-location advisors or companies looking to invest in the region.

The recommendations are not meant to be a comprehensive economic development strategy. Rather, they are specific actions the County can take to strengthen its business climate fundamentals in the areas most important to the target industries.

The recommendations are broken into two categories: policy changes and investments that should be made to strengthen the region’s product and tactics to market the region better. The latter will allow the HCEDC to tell the area’s economic development story better.

Additionally, the resulting recommendations identify areas where HCEDC can act as a catalyst to lead initiatives to improve the area’s economic development product. The tactics to market the region to prospective target industry companies are primarily for HCEDC; however, the messaging and brand should be supported by all economic development organizations working to improve Harvey County. By proactive and strategic outreach to those industries, Harvey County can shape its economic future and ensure that there are sufficient economic opportunities for its residents.

TIS Recommendations
<p>Enhance the Product (Policies for Product Improvement)</p> <ol style="list-style-type: none"> 1. Develop a speculative shell building to attract an investor/company within one of the three targeted industry sectors. 2. Create a culture, programs, and support infrastructure for entrepreneurship in Harvey County. 3. Engage a firm to analyze the County’s and/or a specific municipality’s best effort to attract retail to enhance the area’s quality of place assets.
<p>Tell the Story (Tactics to Market the County)</p> <ol style="list-style-type: none"> 1. Develop a unified brand for Harvey County . 2. Enhance the HCEDC’s marketing tools and tactics in its external outreach efforts. <ol style="list-style-type: none"> A. Conduct in-market sales missions to Atlanta, New York, Chicago, and Dallas with site-selection consultants. B. Execute a process for lead generation and business target profiling with the targeted companies. C. Enhance the HCEDC website to address the needs of location consultants and potential investors.

For a copy of the full report and to learn more about our services, please contact us at info@garnereconomics.com