



# 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

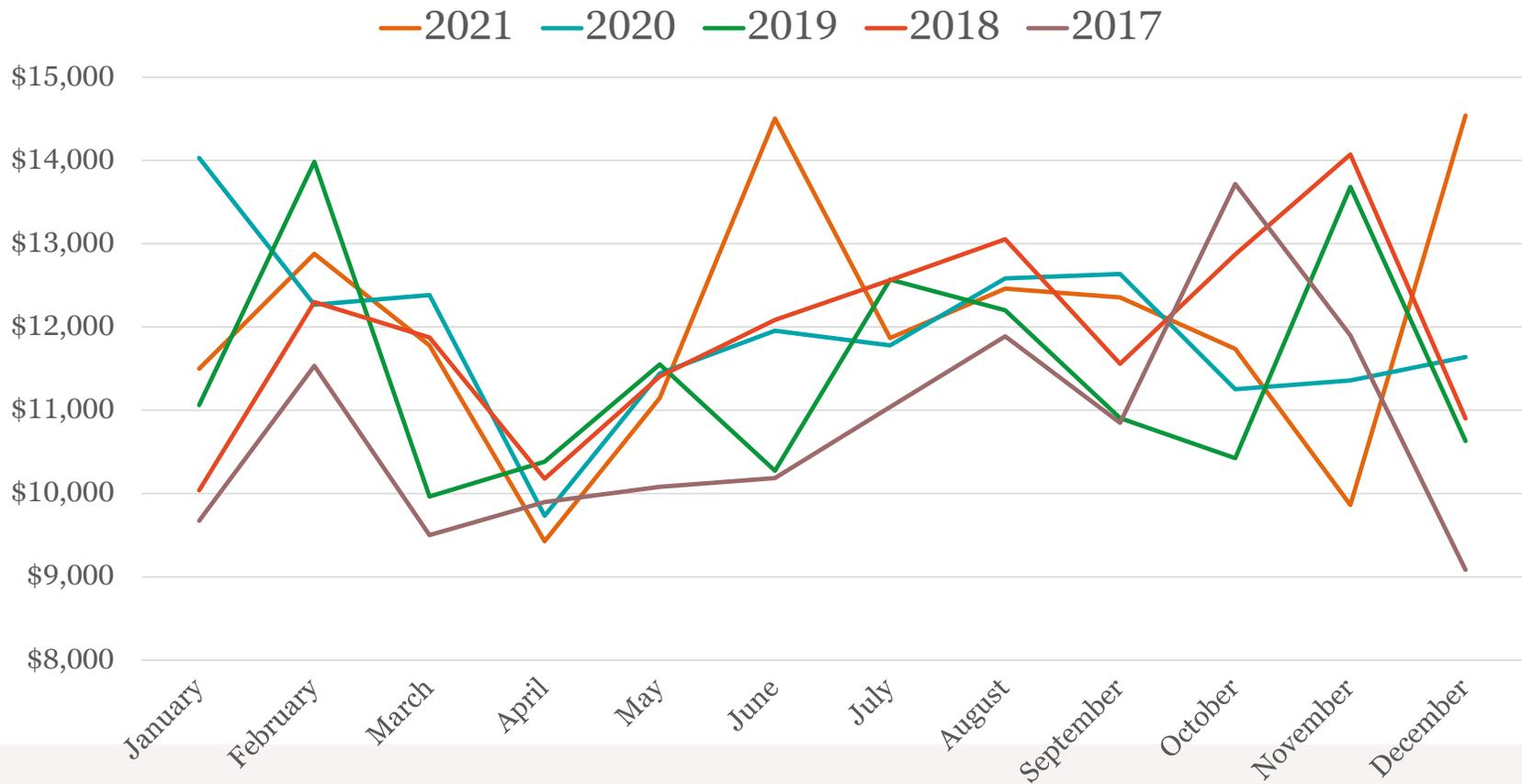
# Department Purpose, more specifically

- **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

<b>Sales Tax</b>	<b>\$1,191,631.55</b>
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

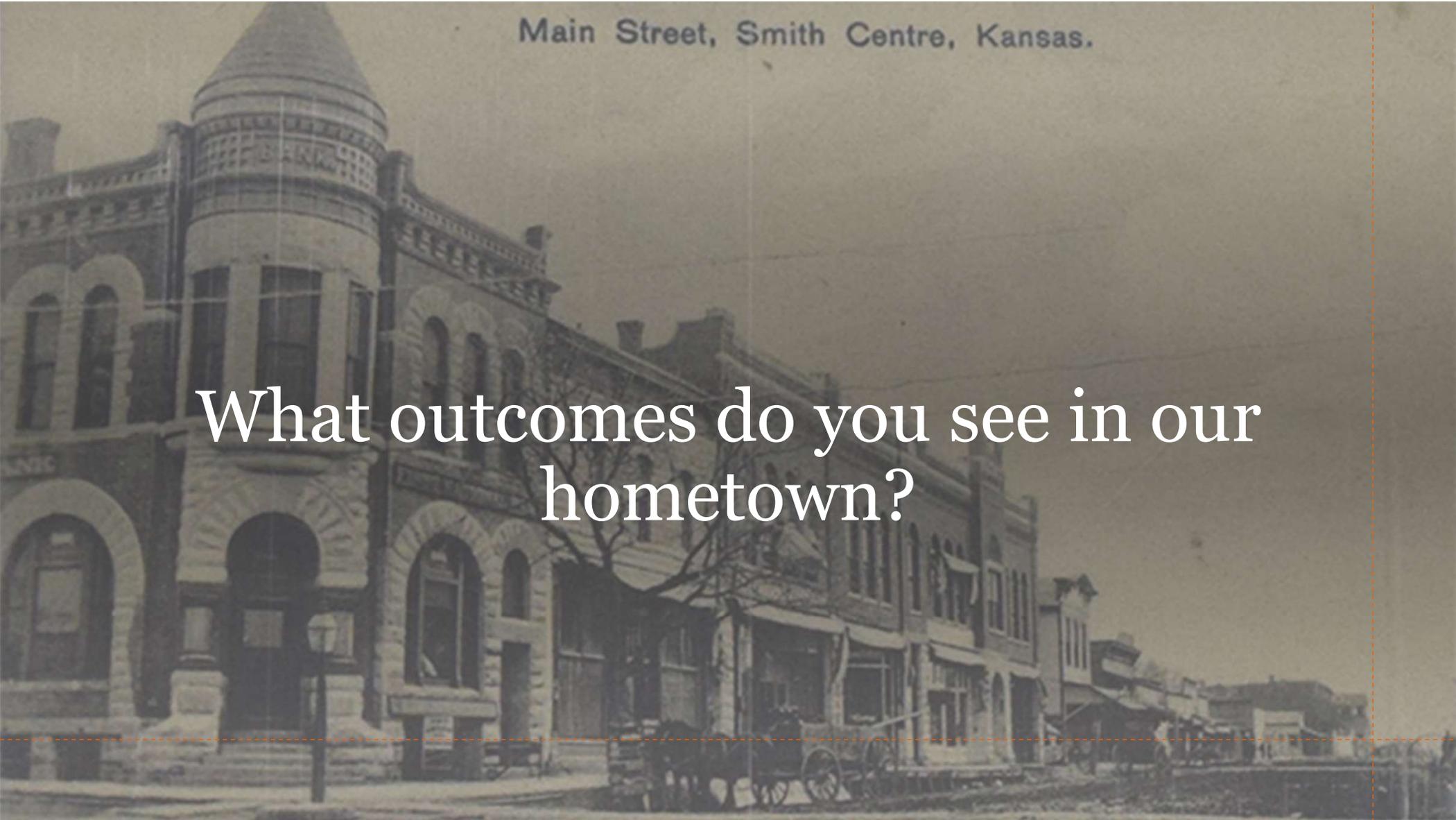
## Local Sales Tax Distribution

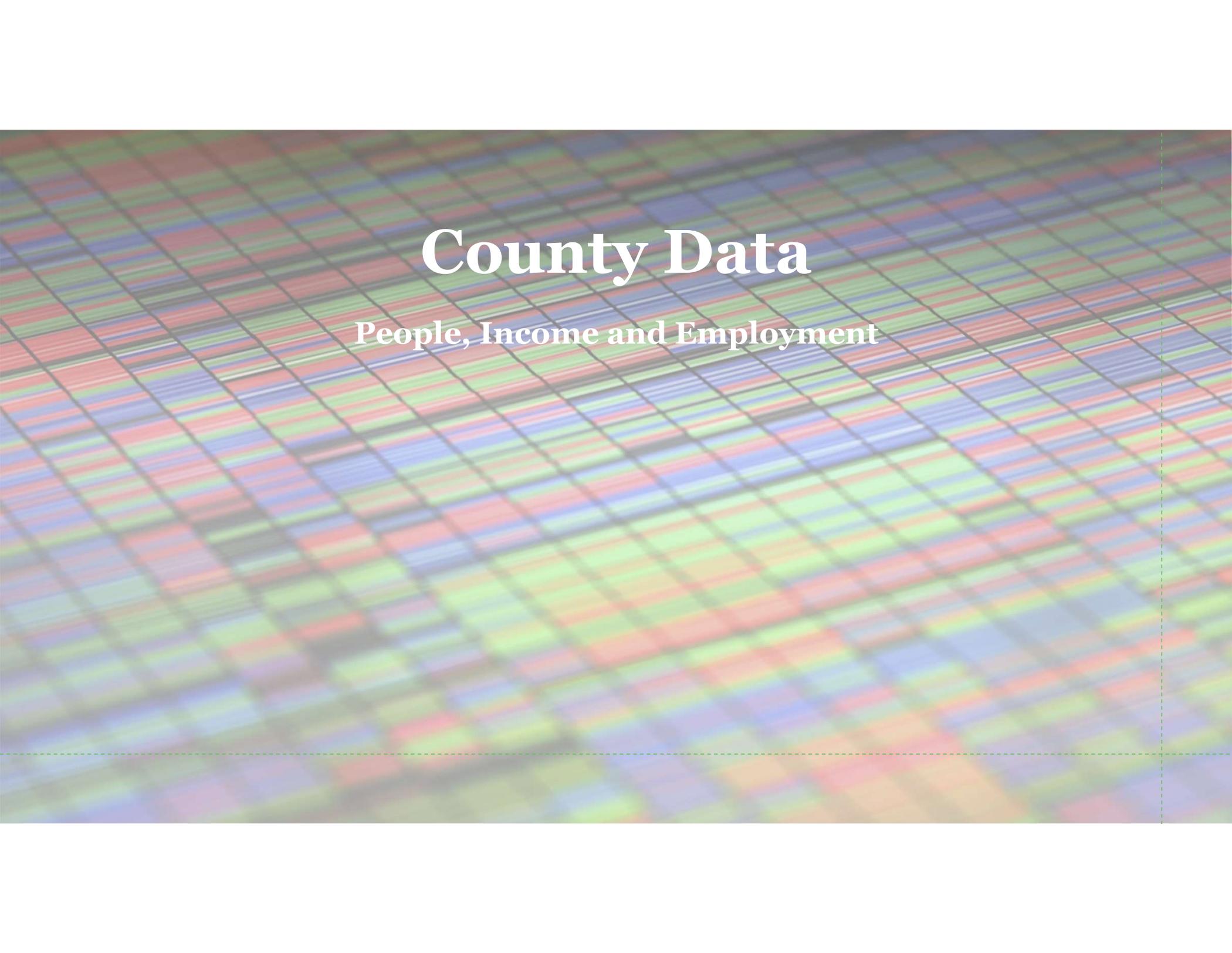
From Kansas Department of Revenue

	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?





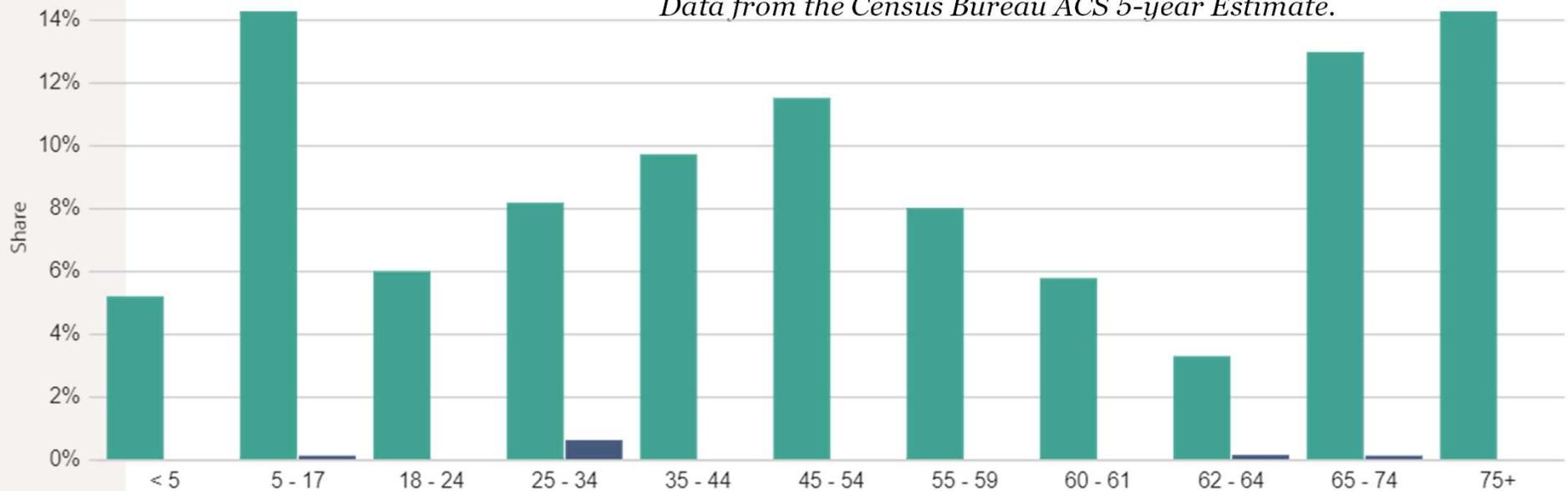
# County Data

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.

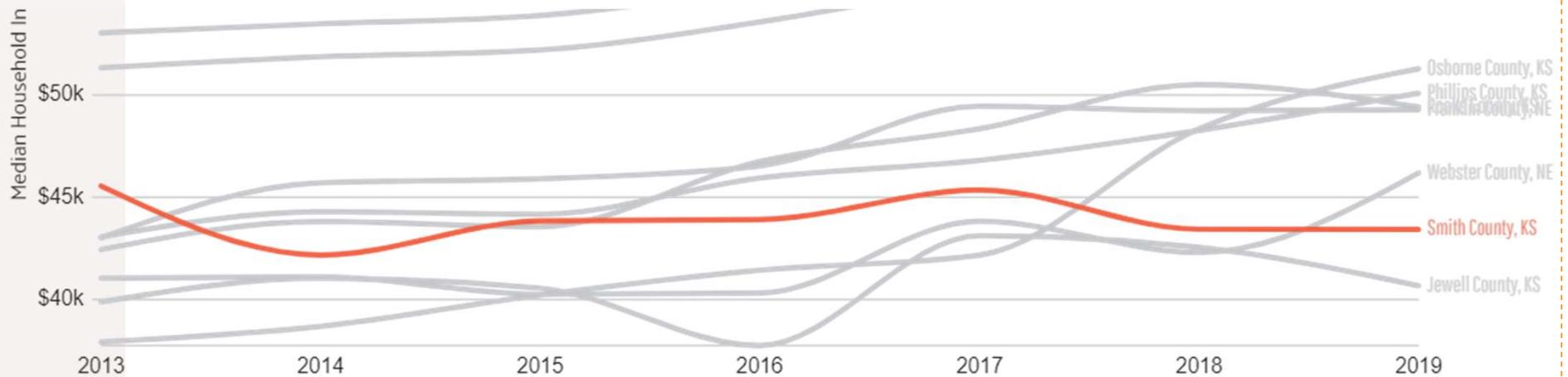
*Data from the Census Bureau ACS 5-year Estimate.*



# 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?

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Many possible  
strategic choices

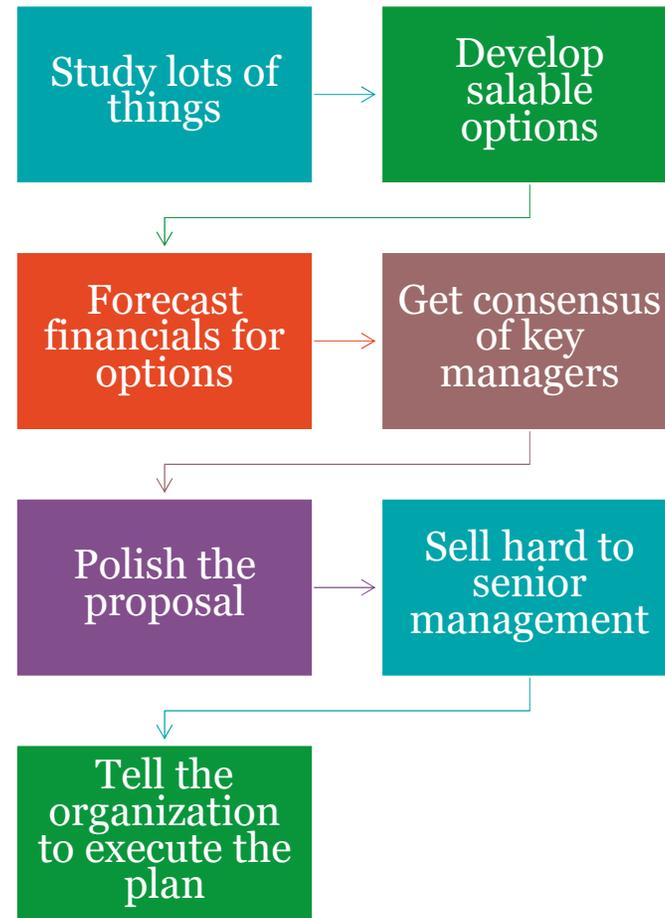
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Almost an infinite  
amount of data

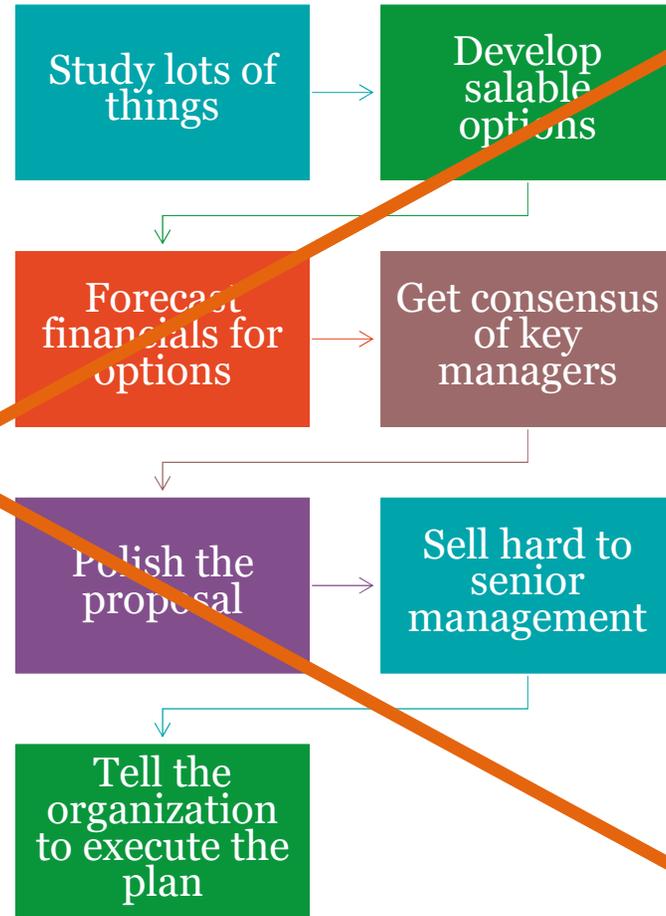
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Wide array of  
strategic tools

# 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

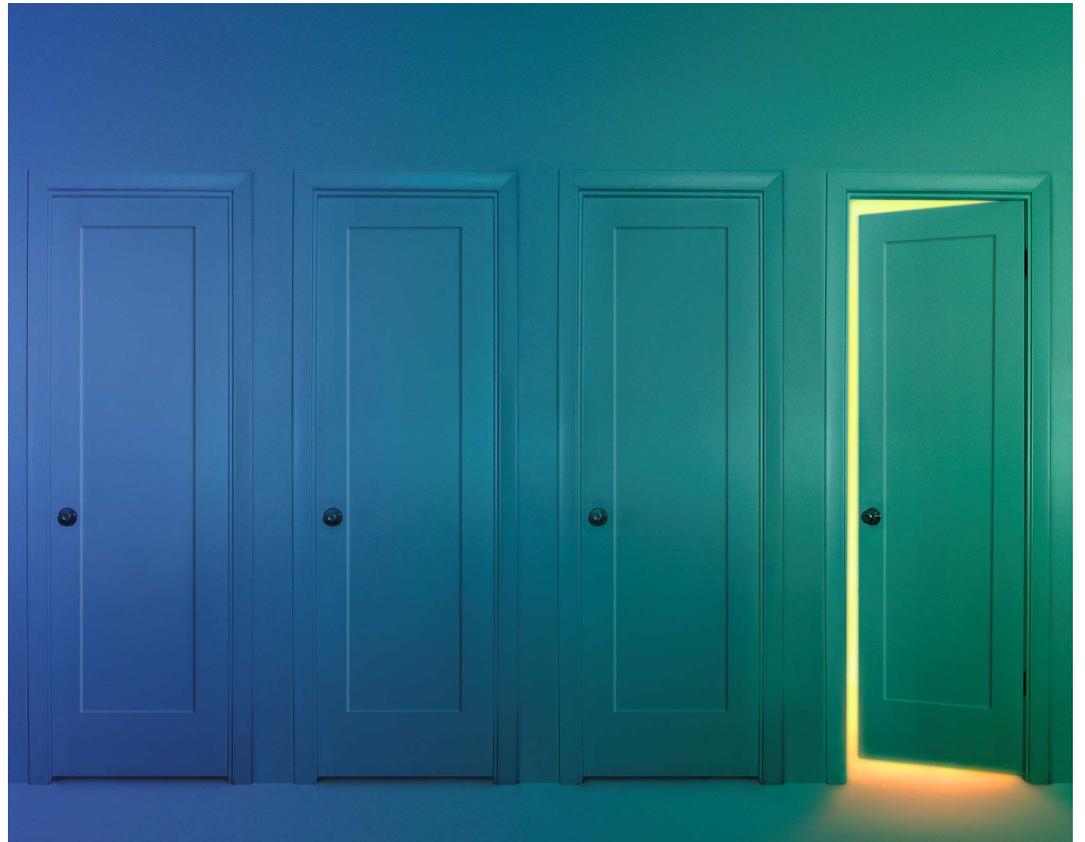
### **Program-of-the-month**

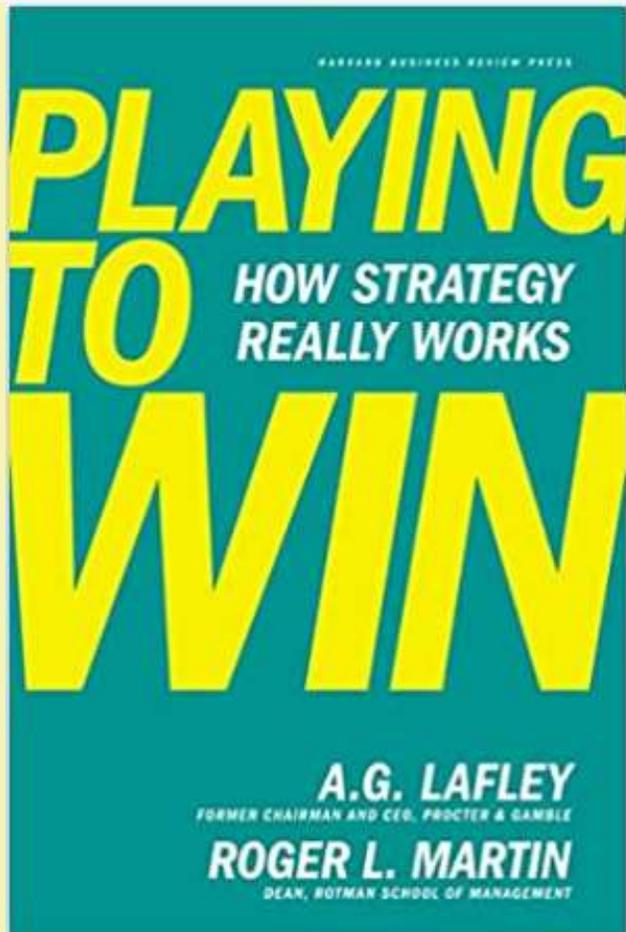
settling for generic strategies, where all are chasing the same customers, geographies, and segments in the same way

# Let's Avoid these Common Strategy Traps

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

Michael Porter



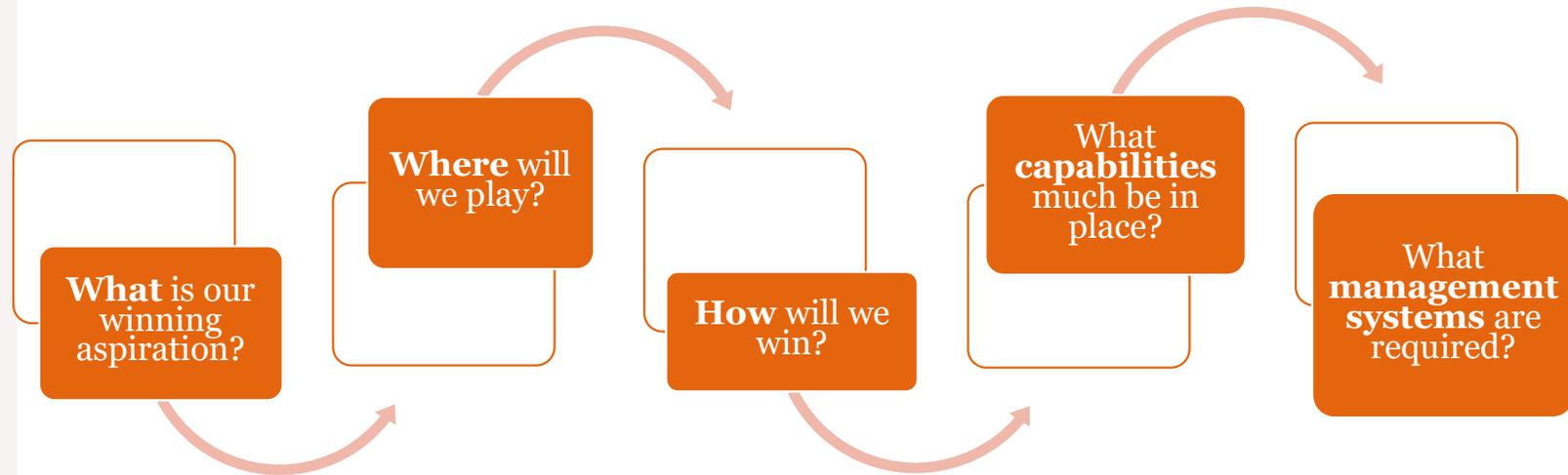


One Planning Tool is

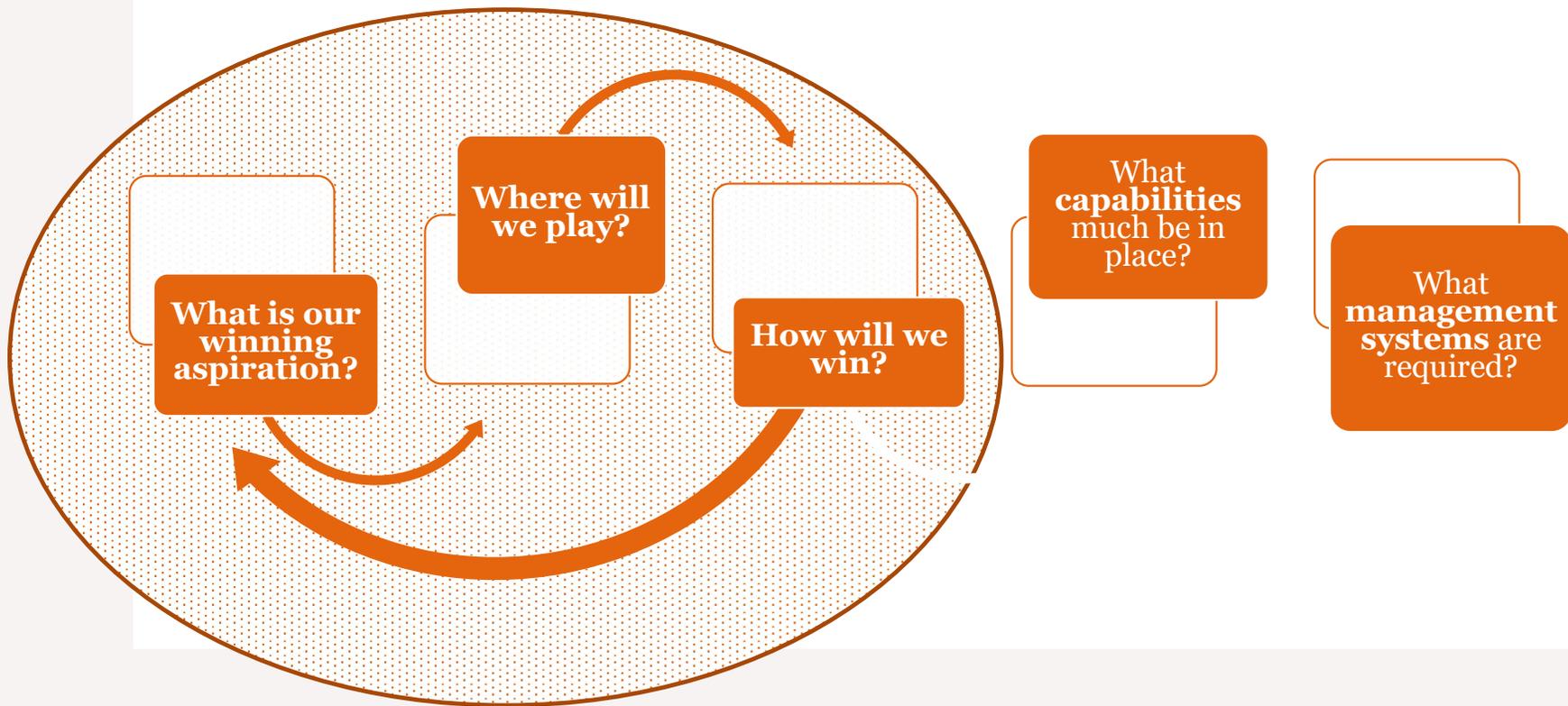
Playing To Win: How  
Strategy Really  
Works

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

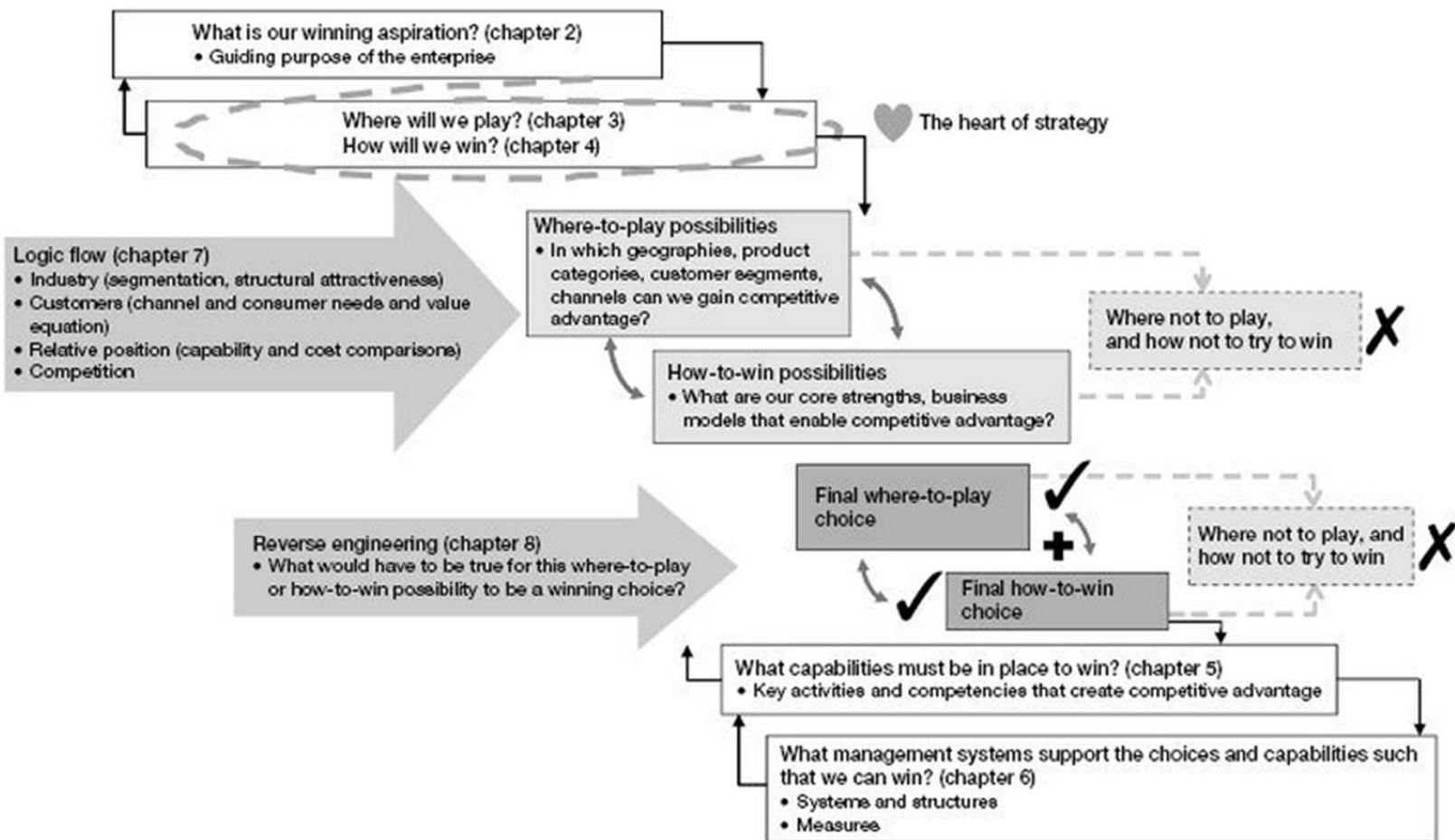
# Integrated Cascade of Choices



# Our Primary Work for This Retreat in the Cascade of Choices



# The playbook



Strategy is an iterative process for making decisions



A hand is shown holding a gold medal with a red ribbon. The medal is ornate with a laurel wreath border and a central emblem. The background is a bright, hazy sky with a sun flare in the upper left. The text is overlaid on the image.

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

**What is Winning?**

# Strategy Logic Flow

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

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**Customers.** What do our channel and end customers value?

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

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**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

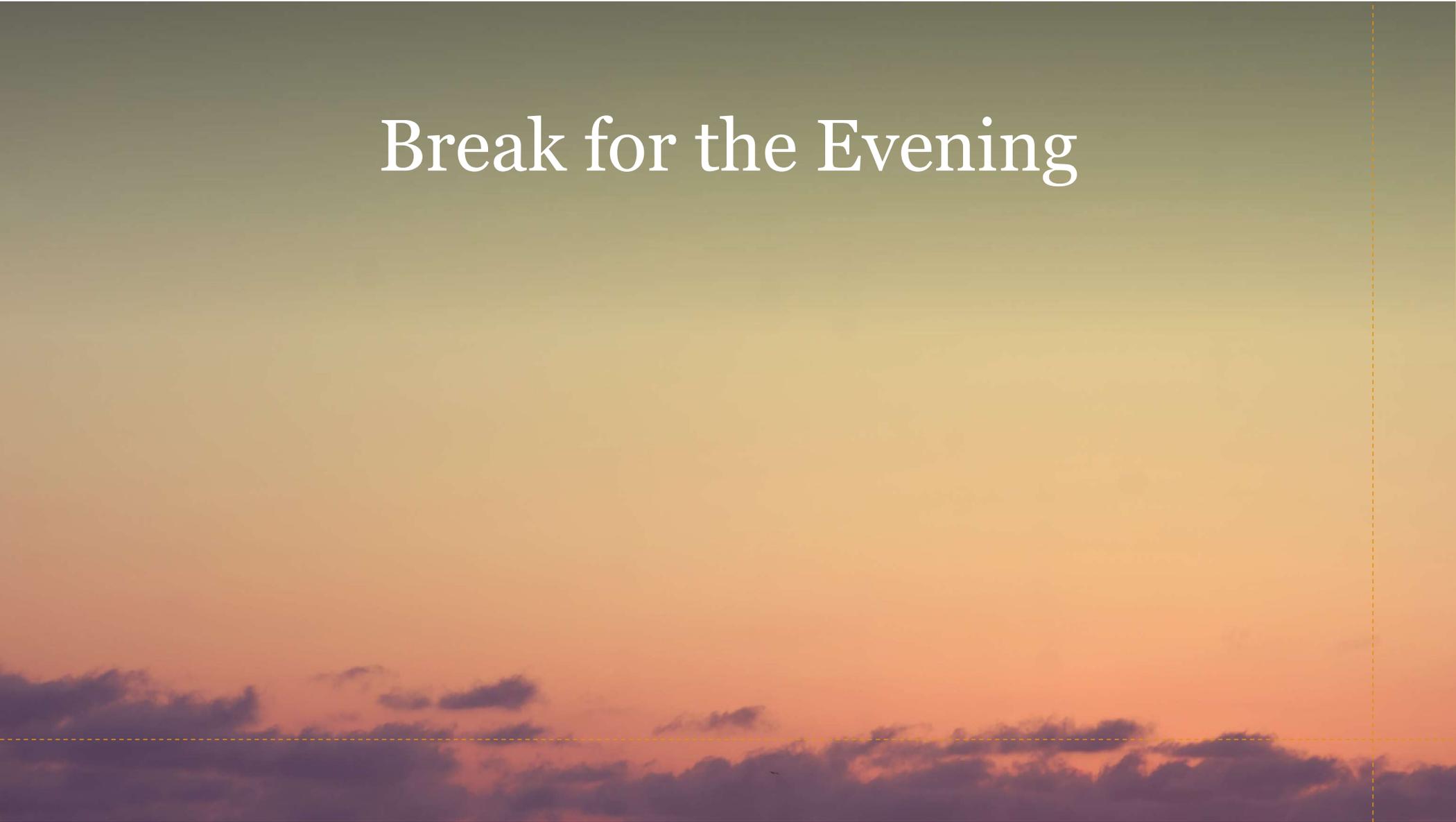
Customers who look first to you for innovations, new products and service enhancements

A hand holding a gold medal with a red ribbon against a bright sky background. The medal is circular with a laurel wreath border and a central emblem. The background is a soft, bright sky with a sun flare in the upper left corner.

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

**What is Winning?**

# Break for the Evening

The background of the slide is a photograph of a sunset sky. The colors transition from a pale yellow at the top to a deep orange and finally to a dark purple at the bottom. There are some dark, silhouetted clouds near the horizon. A dashed orange line runs horizontally across the lower part of the image, and another dashed orange line runs vertically down the right side, intersecting the horizontal one.



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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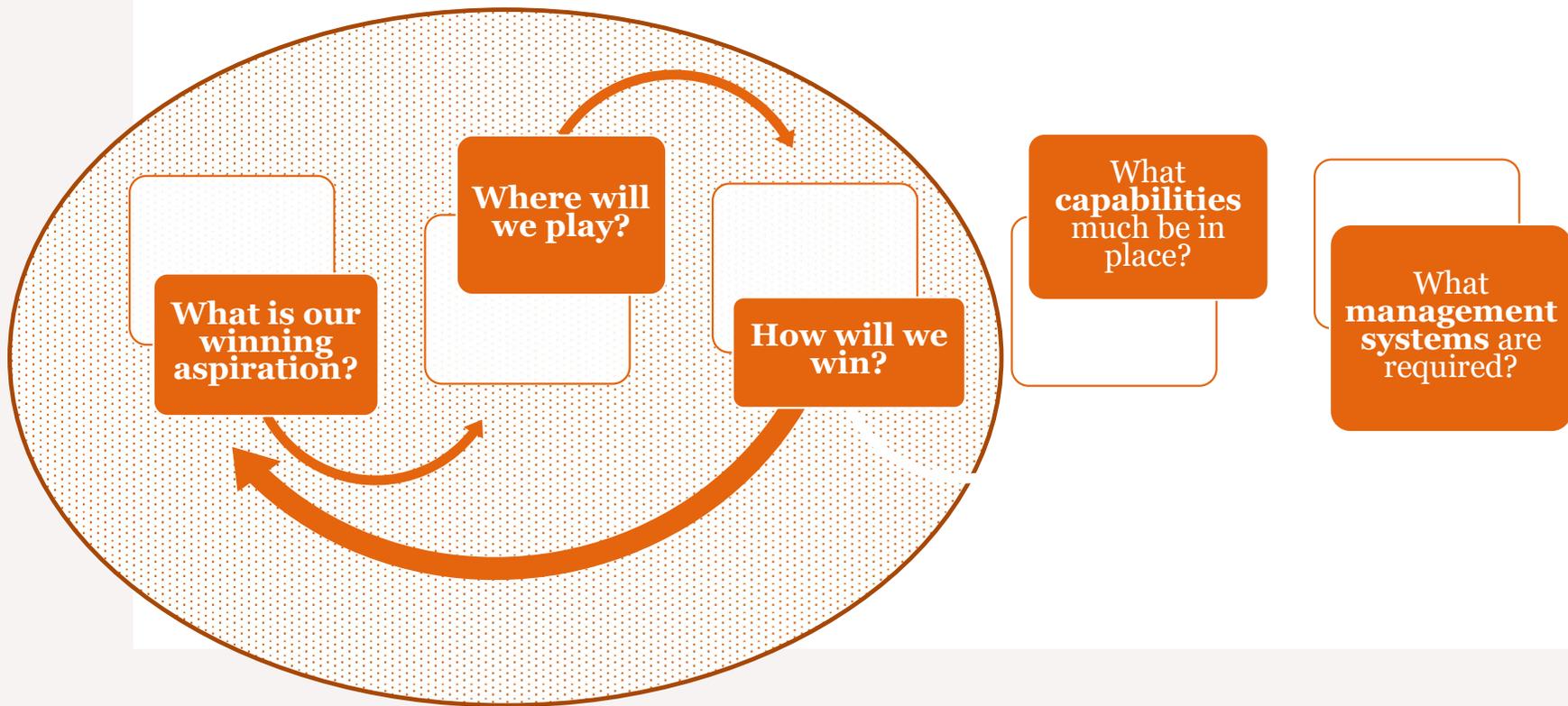
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# Introductions

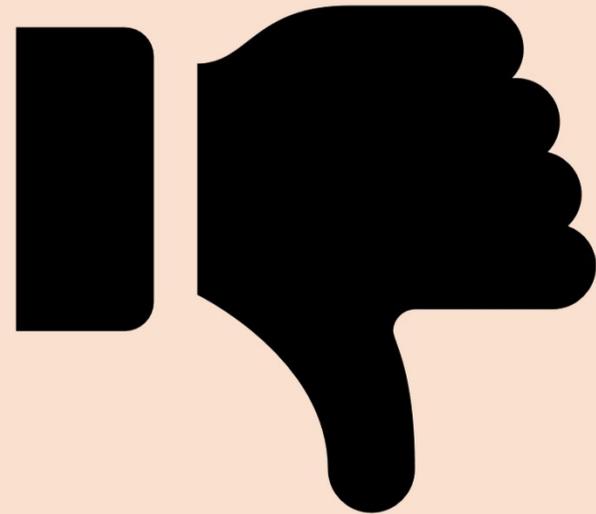
- **Your Name**
- **Why are you here?**
- **What is your winning aspiration for the economy of Smith Center?**

# 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

### **Don Quixote**

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

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### **Program-of-the-month**

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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?

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?

# 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

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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!

