

THE GREATER  
**MANHATTAN**  
PROJECT



**COMMUNITY & ECONOMIC DEVELOPMENT STRATEGY  
GREATER MANHATTAN (KS) PROJECT**

Submitted by Market Street Services, Inc.  
[www.marketstreetservices.com](http://www.marketstreetservices.com)

January 2018

**MARKET ST**

# TABLE OF CONTENTS

Overview.....	1
Steering Committee.....	4
Community and Economic Development Strategy .....	6
Strategic Priorities.....	9
1.0 Targeted Economic Diversification.....	10
Catalyst Initiatives .....	11
2.0 Talent Sustainability.....	17
Catalyst Initiatives .....	18
3.0 Entrepreneurial Dynamism .....	34
Catalyst Initiatives .....	35
Cross-Cutting Initiatives.....	46
Growth Management .....	46
Advocacy .....	48
Collaborative Governance .....	50
Conclusion .....	52
Appendix A: Best Practices.....	53

*Cover photos courtesy of the Manhattan Area Chamber of Commerce*

## OVERVIEW

Greater Manhattan, Kansas, known to many as The Little Apple® is a dynamic, growing community with a progressive attitude and commitment to building a better future for its residents and businesses. Home to world-class assets such as Kansas State University, Fort Riley, and the future National Bio and Agro-Defense Facility (NBAF) a state-of-the-art, biocontainment laboratory for the study of diseases that threaten both America's animal agricultural industry and public health is set to open in 2022, Greater Manhattan is poised to become an even more competitive destination for jobs and talent.

Even with its impressive assets, Manhattan – like all regions– must continue to evolve and improve to better compete in the changed economic landscape of the New Economy. In service to this goal, Manhattan Area leaders initiated the Greater Manhattan Project (GMP) to create a consensus-based regional vision for the next five years and beyond.

Supported by the “Power Our Potential” initiative of the Manhattan Area Chamber of Commerce’s Advantage Manhattan economic development plan, the Greater Manhattan Project brings the community together behind a consensus vision for a thriving, sustainable, and equitable future for the Central Flint Hills region. Extensive quantitative research was paired with comprehensive outreach to Manhattan Area leaders and constituencies to inform the development of the action plan designed to be effectively implemented by the Chamber and its partners across the public and private sectors.

## STEERING COMMITTEE

A diverse Steering Committee of public and private leaders from across the Manhattan Area oversaw the Greater Manhattan Project process, discussing and approving all deliverables, and ensuring that the strategy addressed the region’s most critical issues and captured its highest value opportunities for the next five years.

## STAKEHOLDER INPUT

Qualitative feedback was a vital component used to inform subsequent phases in identifying strategic priorities for the Manhattan region. It involved reaching out to as many regional stakeholders as possible through an online survey, individual interviews, and focus groups to help identify the region’s strengths, weaknesses, opportunities, and challenges.

## COMMUNITY ASSESSMENT

The Community Assessment took a detailed look at a diverse array of indicators that impact Greater Manhattan’s economic competitiveness and compared these trends to three strong benchmark communities – **Columbia, Missouri, Fort Collins, Colorado, and Ames, Iowa** – the state of Kansas and the nation. Research and findings was structured according to key narrative “stories” that emerged from the analysis. To

supplement the statistical data from local, state and national agencies, the Assessment fully leveraged the public input results.

Key storylines that emerged from the researched included:

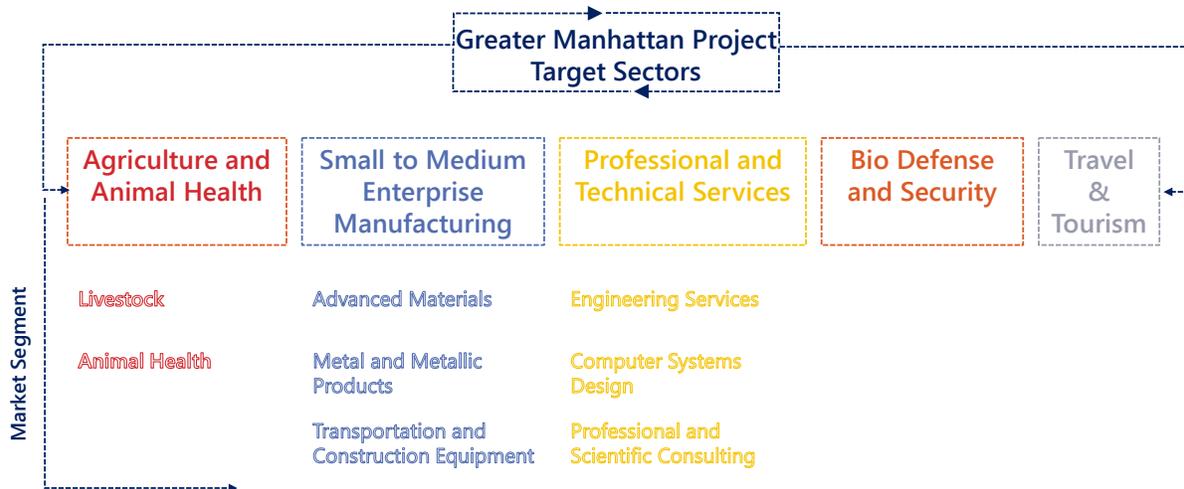
1. Population Growth Trends Tied to Major Anchors
2. An Economy Dependent on Public-Sector Employment
3. Economic Diversification through Research Commercialization and Entrepreneurship Gradually Advances
4. Attractive Quality of Life, but is it Sustainable?

Full data, results, and analysis can be found at the project website, [www.GreaterManhattanProject.com](http://www.GreaterManhattanProject.com).

## TARGET SECTOR ANALYSIS & MARKETING REVIEW

The Analysis sought to identify target business sectors with the greatest potential to drive job creation, elevate standards of living in Greater Manhattan, and catalyze growth and development. Research focused not only on businesses, but the occupational concentrations that support them as well as innovation, infrastructure, and entrepreneurial capacities. The Marketing Review assessed the Advance Manhattan marketing program to determine its strengths, challenges, and future needs in the context of the broader Community and Economic Development Strategy. Currently, economic development entities in Greater Manhattan do not engage in targeted external marketing and prospect development.

Research identified the following target sectors and niche market segments for the region to pursue; the recommendations were confirmed by the project Steering Committee.



## COMMUNITY & ECONOMIC DEVELOPMENT STRATEGY

This Strategy represents the culmination of all the quantitative and qualitative research to date through the development of detailed action items geared towards addressing challenges and capitalizing on opportunities for a visionary future. The plan is supported by innovative best practices successfully implemented by communities from around the country. Where possible, the Strategy has incorporated the numerous efforts already underway in Greater Manhattan.

## IMPLEMENTATION PLAN

The Implementation Plan ensures that the Strategy is activated and sustained for the next five years and beyond. The Plan will formalize timelines for phasing in the Strategy's multiple actions, identify lead and support implementation entities, determine existing and necessary financial and personnel capacity to drive implementation, propose optimal staffing and governance operations, and confirm performance metrics to track implementation progress and success.

## STEERING COMMITTEE

The Greater Manhattan Project Steering Committee has been critical to the success of this initiative, shaping the strategy through various feedback channels and meeting sessions. Representing a broad group of community leaders from the public and private sectors, the Committee was responsible for reviewing project deliverables, providing feedback, and participating in discussions about the future direction of the Manhattan Area.

The following individuals served on the GMP Steering Committee:

### *Tri-Chairs*

**Vern Henricks**, Greater Manhattan Community Foundation

**Linda Morse**, City of Manhattan

**Dennis Mullin**, SPS Companies, Inc.

### *Committee*

**John Armbrust**, Retired Military Officer

**Mark Bachamp**, Olsson Associates

**Lonnie Baker**, Meadowlark Hills

**Ben Van Becelaere**, US Army Garrison, Fort Riley

**Pastor Troy Bowers**, First United Methodist Church

**Ryan Bramhall**, Tubby's Bar & Grill

**Kristin Brighton**, New Boston Creative Group

**Nancy Burton**, BBN Architects

**Charlie Busch**, McCullough Development

**Robbin Cole**, Pawnee Mental Health Services Inc.

**Bob Cople**, Via Christi Hospital

**Matt Crocker**, SPS Companies, Inc.

**Dr. Peter Dorhout**, Kansas State University

**Kent Doyen**, The Riley State Bank

**Chris Eichman**, Midwest Concrete Materials, Inc

**Ron Fehr**, City of Manhattan

**Jennifer Fritchen**, Bluemont Hotel

**Kent Glasscock**, Kansas State University Institute for Commercialization

**Jim Gordon**, Sink, Gordon and Associates LLP  
Public Accountants

**Rod Harms**, Civitas Group

**Dr. Jackie Hartman**, Kansas State University

**Terry Holdren**, The Kansas Farm Bureau

**Neil Horton**, Bayer Construction Company

**Pat Hudgins**, Manhattan-Ogden USD 383

**Dr. Chad Jackson**, Kansas State University

**Patrick Keating**, Keating & Associates Inc.

**Mark Knackendoffel**, The Trust Company

**Stacy Kohlmeier**, Florence Corporation

**Dr. Kelly Lechtenberg**, Veterinary and  
Biomedical Research Center

**Blade Mages**, 502 Media Group

**Jan Marks**, Varney & Associates, CPAs, LLC

**Dr. Jamie McAtee**, Manhattan Surgical Hospital/  
Orthopedic

**Ward Morgan**, CivicPlus

**Kate Narrow**, Danenberg Jewelers

**Dr. Deb Nauerth**, Manhattan-Ogden USD 383

**Randy O'Boyle**, Ultra Electronics - ICE Inc.

**Stephanie Peterson**, Flint Hills Metropolitan  
Planning Organization

**Richard Pitts**, Wonder Workshop Children's  
Museum

**Robert Reece**, Pottawatomie County

**Larie Schoap**, ESB Financial

**Wayne Sloan**, BHS Construction

**Gary Stith**, Flint Hills Regional Council

**Dr. Marvin Wade**, Manhattan-Ogden USD 383

**Allyn Weddle**, Weddle & Sons Inc.

**Monty Wedel**, Riley County

**Greg Willems**, Kansas State University  
Foundation

**Jarrod Willich**, Hi-Tech Interiors, Inc.

Market Street would like to recognize and thank the following Manhattan Area Chamber of Commerce staff: **Lyle Butler**, President and CEO; **John Pagen**, Vice President; **Nicole Webb**, former Administrative Assistant; **Brenda Hoefler**, Director of Operations; and **Amber Mann**, Administrative Assistant. Their support, guidance, and insight during the strategic planning process were essential to the effective development of the Greater Manhattan Project Community and Economic Development Strategy.

# COMMUNITY AND ECONOMIC DEVELOPMENT STRATEGY

Greater Manhattan already has a wealth of assets that have led to stable population and economic growth and a rising prominence as Kansas' most dynamic region. The community's breadth of institutional advantages, sustained investment in quality of life amenities, proactive planning and development of growth-supportive infrastructure, consistent work to forge and sustain public and private partnerships, and other efforts have given the Manhattan Area a strong head start in pursuing a long-term vision. Despite these assets, Greater Manhattan still faces key challenges to grow and attract top jobs and talent in the most competitive economy our nation has ever seen.

The federal government's decision to locate the National Bio and Agro-Defense Facility in Manhattan is a testament not only to the region's existing competitive position but also represents a once-in-a-generation opportunity to leverage this investment to transform the community into a nationally recognized knowledge and talent hub like Boulder, Colorado, Austin, Texas, Madison, Wisconsin, and other university-anchored economies. What Boulder, Austin, and Madison do not have, however, is the added presence of a major military installation such as Fort Riley. This unique combination of public-sector anchors (Market Street was not able to find a legitimate comparison community elsewhere in the country) positions Greater Manhattan to differentiate itself even further in the marketplace.

**However, the stability provided by these major assets has created the risk that Greater Manhattan may not fully grasp the urgency of its current situation.** In a global economy increasingly driven by talent and the type of communities desired by skilled professionals with dozens of options for dynamic places to live and work, communities must recalibrate their future ambitions if they are to be in the conversation as talent hubs for the coming decades. **Multiple local leaders said that the Manhattan Area must "elevate its game" in every way** – aesthetics of the public realm and built environment, housing, quality of life amenities, dynamism of its downtowns and activity districts, caliber of its education and training outputs, external promotion of investment opportunities, entrepreneurial support and success, and others – **if it wants to become a true destination community.**

Public input for the Greater Manhattan process, including dozens of interviews, focus groups, and an online survey that garnered over 2,300 responses, laid out a vision of a region worthy of the world-class talent that NBAF will seek to attract. This will entail heretofore unseen levels of investment across multiple competitive categories to create new programs, facilities, partnerships, urban environments, and place-based amenities consistent with top competitor communities.

*The ultimate goal of the Greater Manhattan Project will be the creation of good jobs that build local wealth, create opportunities for all residents, reduce poverty and income inequality, improve quality of life, and provide economic stability for generations to come.*

This goal will be advanced through a holistic, ambitious plan focused on the actions necessary for Greater Manhattan to realize its vision. The strategy is structured by a framework inclusive of comprehensive **Goals** and corresponding **Catalyst Initiatives** to help achieve them. **Tactical Opportunities** and associated **Actions** provide strategic options for Manhattan Area to pursue as it works to implement its vision plan. **Cross-Cutting Initiatives** are proposed that support attainment of one or more Goal areas.

The Greater Manhattan Project Community and Economic Development Strategy framework is presented in the following graphic:



These Goal areas and their corresponding Catalyst Initiatives, Tactical Opportunities, and potential actions emerged directly from the quantitative and qualitative research from the Greater Manhattan Project’s first two reports, the Community Assessment and Target Sector Analysis and Marketing Review.

**Key findings from the research phase that informed each Goal area are detailed in each section’s introduction.**

Research helped to hone the universe of potential strategies down to those proposed in the Community and Economic Development Strategy. As the Greater Manhattan Project Steering Committee reviewed and discussed the draft plan, multiple changes were made. The Committee also worked to inform the **highest impact initiatives** and actions that will be prioritized for implementation.

It is important to stress that **the Greater Manhattan Project will be the community's plan**. It is positioned to drive economic growth in the three-county region comprised by Riley, Pottawatomie, and Geary counties. The Manhattan Area Chamber will not implement every approved strategy but will rather serve as a key partner among many working in a collaborative partnership to strategically advance the region's vision.

*For certain tactics and actions in the strategy, Market Street has identified a best practice effort that can provide context for Greater Manhattan's pursuit of this recommendation. Elements of the plan with an associated best practice in Appendix A have been identified by a **BP** included parenthetically after the initiative or tactic's title.*

## Strategic Priorities

The following components of the Greater Manhattan Project Community and Economic Development Strategy were selected by the Steering Committee as the most impactful, highest priority activities for the region to pursue through implementation. They are the “biggest rocks” that will cause the widest ripples across the Greater Manhattan community.

Based on a Committee vote, the following are Greater Manhattan’s highest priority strategies listed in order of importance:

- ✓ **Strategy 1.1: Build external awareness of Greater Manhattan’s assets among prospect employers, investors, and corporate relocation professionals.**
- ✓ **Strategy 2.6: Improve the attraction of talent to the Manhattan Area.**
- ✓ **Strategy 3.1: Optimize Manhattan’s North Campus Corridor as the region’s branded innovation district.**
- ✓ **Strategy 1.2: Support and facilitate the retention and expansion of existing Greater Manhattan businesses.**
- ✓ **Strategy 2.8: Provide quality of place environments and amenities that enhance tourism and appeal to professionals across all economic sectors.**
- ✓ **Strategy 1.3: Provide a sufficient supply of economic-growth-supportive infrastructure.**
- ✓ **Strategy 2.7: Construct and rehabilitate diverse, high-quality, and affordable housing to ensure regional labor force sustainability.**
- ✓ **Strategy 2.3: Increase the number of recent K-State graduates choosing to remain in Greater Manhattan to live and work.**

While these key initiatives will derive the greatest return on investment for local resources, they are still supported by the full breadth of tactics and actions in the Greater Manhattan Project strategy. However, it is also acknowledged that the catalyst effect of the strategic priorities will improve the likelihood that associated activities across the entire strategic plan will be successfully advanced.

# 1.0 Targeted Economic Diversification

The Community Assessment revealed that Greater Manhattan has experienced a stable economy that buffered the region from the Great Recession but depends too heavily on public sector employment and unpredictable troop movement trends and student enrollment fluctuations. The benefit of employment anchors such as Kansas State University and Fort Riley is that Greater Manhattan can pursue economic diversification from a very solid base of assets. Because economic development is most effective when communities capitalize on their differentiated strengths, leveraging these legacy employers as catalysts for diversification will be a key strategy for improving Greater Manhattan’s job mix and opportunities for talent across multiple skill sets.

Complementing these anchors, the future launch of National Bio and Agro-Defense Facility provides the Manhattan Area with a transformational opportunity to capture growth driven by the facility’s research and the value private employers and entrepreneurs derive from locating near the facility. Because NBAF is such a key catalyst for economic diversification in Greater Manhattan, tactics leveraging the facility will be integrated throughout the entire Community and Economic Development Strategy.

**Expanding the region’s industrial mix will ultimately require multiple strategies focused on the three principal ways jobs are created:** existing business retention and expansion; entrepreneurship; and targeted prospect development and attraction.

## FROM RESEARCH TO STRATEGY

Finding	Strategic Application
<b>Employment structure and trends dominated by public sector anchors</b>	Need for multiple strategies driving economic diversification in highest-value target sectors
<b>Declines in employment among firms with between 20-49 and 50-249 employees from 2011 to 2016</b>	More formalized programs to support existing business expansion, especially among mid-sized firms poised for growth
<b>Limited investment in building external awareness of Manhattan Area</b>	Programmatic opportunity to implement smart, targeted, and proactive external marketing and relationship-building to put Greater Manhattan on the radar for quality relocation prospects
<b>A relative lack of development “product” (sites, buildings, speculative lab space, Class-A office) to accommodate business expansions or relocations</b>	Strategies to capitalize on existing capacity and assess opportunities for new product development
<b>NBAF lauded as a transformative opportunity for Greater Manhattan to become globally known for bio/agrodefense</b>	Multiple strategies to market the facility, leverage NBAF to catalyze diverse growth, and provide product for NBAF-driven expansions and relocations

## CATALYST INITIATIVES

The following are the priority strategies that will drive the diversification of Greater Manhattan’s economy. Tactical opportunities underlying the Catalyst Initiatives are presented as options for the region’s public and private leaders and partners to pursue as the Manhattan Area’s vision plan is implemented.

**Strategy 1.1: Build external awareness of Greater Manhattan’s assets among prospect employers, investors, and corporate relocation professionals.**

A common theme of public input was the need to increase the understanding and awareness of the Manhattan Area as a locus for investment and job creation. Some leaders have also questioned whether labeling Manhattan as the “little” apple is too limiting in the context of expansive brands like Silicon Valley, Research Triangle, and Kansas City Animal Health Corridor. With such a crowded and competitive marketplace, better promoting the region’s strengths and opportunities will require a diverse set of high-value tactics. As with the geography for the Greater Manhattan Project, external marketing for the region would optimally include Riley, Pottawatomie, and Geary counties.

### TACTICAL OPPORTUNITIES

Potential Tactic	Action(s)	Benefit
<b>Develop a competitive marketing and communications program</b>	<ul style="list-style-type: none"> <li>✓ Leverage new intra-regional agreements among Manhattan Area economic development entities to partner on external promotion efforts</li> <li>✓ Confirm Greater Manhattan’s external brand, either maintaining “The Little Apple” or developing a new campaign equivalent to competitor regions</li> <li>✓ Leverage the Target Sector Analysis to prioritize business sectors for promotion and pursuit</li> <li>✓ Create a best-in-class regional economic development website and e-communications tools, referencing and linking to local community information</li> <li>✓ Identify high-value markets for prospecting trips and conference attendance</li> <li>✓ Fully leverage state economic development resources and travel opportunities</li> <li>✓ Seek brand consistency, coordination, and unity among regional partners, including placement of the regional brand on all appropriate local websites and, potentially, on communication materials such as letterheads, business cards, and signage</li> </ul>	Providing the tools and outreach necessary to engage decision-makers improves the likelihood that Greater Manhattan will be considered for site searches and relocation opportunities

Potential Tactic	Action(s)	Benefit
<b>Conduct inbound marketing for site selectors and corporate relocation professionals (BP1)</b>	<ul style="list-style-type: none"> <li>✓ Identify a group of top site location professionals to invite for inbound visits</li> <li>✓ Tie visits to a high-profile event like a K-State football game, the Country Stampede, or the Landon Lecture</li> <li>✓ Program the visit with familiarization tours and meetings with top local leaders and employers</li> </ul>	Building relationships with professionals who identify and recommend communities as locations for investment can help generate promising relocation leads and prospects
<b>Leverage Manhattan Area meetings and conferences as marketing opportunities</b>	<ul style="list-style-type: none"> <li>✓ Partner with tourism officials to identify strategies for incorporating media, messaging, and materials promoting Greater Manhattan into attendees' meeting packets and sessions</li> <li>✓ Host planned and programmed excursions for conference attendees to Manhattan Area destinations that build awareness of regional assets and amenities</li> </ul>	Researchers, technology professionals, and other experts traveling to Greater Manhattan for meetings could be valuable potential local talent, investors, or entrepreneurs
<b>Invest in a robust public relations (PR) program (BP2)</b>	<ul style="list-style-type: none"> <li>✓ Develop internal PR capacity or contract with a proven outside PR firm</li> <li>✓ Partner with media to regularly supply them with compelling story ideas</li> <li>✓ Incorporate earned media placements and high rankings on "best of" lists into paid and owned media marketing</li> </ul>	"Earned" media derived from placement in high-profile state and national publications is the most effective means of reaching economic development influencers and corporate prospects
<b>Cultivate networks of K-State researchers and alumni to inform external marketing efforts</b>	<ul style="list-style-type: none"> <li>✓ Develop more focused outreach to faculty and on-campus researchers to identify national and international firms in their networks that could become corporate attraction prospects</li> <li>✓ Assess opportunities to attract non-local K-State alumni companies or firms in their networks to Greater Manhattan</li> <li>✓ Leverage faculty and alumni relationships to feed external marketing programs and inform efforts to develop and attract high-profile meetings and conferences to Greater Manhattan</li> </ul>	Individuals and companies with relationships to Manhattan-based faculty or expat K-State graduates provide a rich vein of potential leads either to locate in Greater Manhattan or inform conference and meeting opportunities for top talent

Potential Tactic	Action(s)	Benefit
<b>Research high-value strategies to pursue foreign direct investment (FDI) (BP3)</b>	<ul style="list-style-type: none"> <li>✓ Pursue discussions with K-State experts, state export officials, or organizations like the Brookings Institution to develop a strategy for increasing FDI into Greater Manhattan</li> <li>✓ Incorporate export support strategies into existing business programming, economic gardening efforts, and market-development activities for small business and startup enterprises</li> </ul>	<p>The presence of K-State and NBAF offers tremendous opportunities to attract investment to Greater Manhattan from international companies, institutions, and individuals</p>
<b>Continue attracting local offices of top companies from adjacent regions</b>	<ul style="list-style-type: none"> <li>✓ Continue to leverage partnerships to solicit a local presence of top external firms</li> <li>✓ Determine effective strategies to increase the commitment of personnel and programs of relocated corporate personnel</li> <li>✓ Coordinate efforts to provide “landing pads” for companies seeking proximity to K-State research talent and NBAF (also see innovation district recommendations in Strategy 3.2)</li> </ul>	<p>The successful attraction of local presences of Garmin, GE Aviation, and others to the KSU Office Park provides a valuable model to replicate for the relocation of additional corporate workers and associated opportunities to grow their operations in Greater Manhattan</p>
<b>Identify and pursue additional opportunities to recruit government facilities and research centers</b>	<ul style="list-style-type: none"> <li>✓ Consistently monitor all state and federal requests for proposals (RFPs) for new facilities or relocations</li> <li>✓ Incorporate government relocation opportunities into marketing and prospecting programs</li> <li>✓ Leverage K-State faculty and alumni networks to also identify government relocation, expansion, and development prospects</li> <li>✓ Partner with Fort Riley to capitalize on reported or proactive opportunities to expand military and civilian personnel, program, technology, and facilities capacity</li> </ul>	<p>The return of the 1<sup>st</sup> Infantry Division to Fort Riley and the attraction of the Kansas Department of Agriculture and NBAF demonstrated the region’s competitiveness for new government-sponsored personnel and facilities and ability to pursue these high-profile opportunities</p>

**Strategy 1.2: Support and facilitate the retention and expansion of existing Greater Manhattan businesses.**

Typically, upwards of 70 percent of local jobs are created at businesses already established in the community. It is therefore necessary and valuable to ensure that these businesses receive the support they need to maintain or expand their existing employment levels. This requires coordinated partnerships between government, economic development organizations, education and training providers, and businesses to ensure that needs are addressed and opportunities leveraged. Stakeholders reported that county economic development officials work well together and do not seek to “poach” communities from one location to another in Greater Manhattan. Proposed existing business strategies do not seek to promote inter-regional recruitment but rather the attention to growth needs of companies already located in that community.

**TACTICAL OPPORTUNITIES**

Potential Tactic	Action(s)	Benefit
<b>Formalize an expanded business retention and expansion (BRE) program (BP4)</b>	<ul style="list-style-type: none"> <li>✓ Develop formal tools, processes, and protocols for conducting targeted visits with the region’s largest employers based on high-priority sectors identified in the Target Sector Analysis</li> <li>✓ Structure BRE discussions around key competitive issues affecting companies’ sustainability and growth prospects</li> <li>✓ Record full visit details in a customer resource management (CRM) database, including efforts to follow up on identified concerns and opportunities</li> <li>✓ Leverage BRE visits to identify corporate relocation prospects</li> <li>✓ Continue working with and providing networking opportunities for businesses of all sizes that invest in economic development membership</li> </ul>	More formally attending to the needs of the community’s largest employers will not only advance their job-creation prospects but also ensure that corporate leaders feel valued, reducing the potential that they will invest or relocate outside the region

Potential Tactic	Action(s)	Benefit
<b>Develop a locally designed and managed economic “gardening”<sup>1</sup> program in Greater Manhattan (BP5)</b>	<ul style="list-style-type: none"> <li>✓ Leverage NetWork Kansas<sup>2</sup> Economic Gardening Network as template for a standalone effort in Greater Manhattan</li> <li>✓ Provide local staff with the necessary training to ensure effective development and implementation of the program</li> <li>✓ Reach out to partners to accommodate the program’s research, market development, and business planning components</li> <li>✓ Utilize economic gardening tools to identify local businesses for next-level advancement by helping them export to new national and international markets by improving their access to customers and suppliers</li> <li>✓ Market the economic gardening program to eligible businesses</li> </ul>	A program of the Edward Lowe Foundation that has demonstrated notable success, economic gardening supports the growth of local second-stage companies by assisting them with strategic issues and providing them with customized research
<b>Continue enhancing passenger air accessibility to the Manhattan Area</b>	<ul style="list-style-type: none"> <li>✓ Conduct a survey of medium- to large-sized businesses in the Manhattan Regional Airport (MHK) passenger shed to identify potential high-volume routes for expansion or new direct service</li> <li>✓ Based on survey results and ongoing enplanement trends, work with carriers to determine required volumes to justify new service</li> <li>✓ Determine the viability of incentivizing certain high-priority routes to guarantee passenger volumes for a contracted period</li> <li>✓ Implement ongoing marketing to sustain and expand MKH enplanement trends</li> </ul>	Numerous public input participants lauded the capacity enhancements at MHK and noted that additional passenger air options would not only support existing businesses, K-State, and Fort Riley, but make the region more competitive for prospect employers

<sup>1</sup> Economic gardening, focuses on strategic growth challenges such as developing new markets, refining business models, and gaining access to competitive intelligence. Specialists help CEOs identify issues hindering their growth and then apply tools to deliver insights and information to leverage. Eligible businesses typically have between 10 and 99 employees and revenue between \$1.0 and \$5.0 million per year.

<sup>2</sup> NetWork Kansas is a 501c3 nonprofit organization dedicated to developing an entrepreneurial ecosystem in Kansas that connects aspiring, emerging, and established businesses to a wide network of business-building resource organizations across the state.

**Strategy 1.3: Provide a sufficient supply of economic-growth-supportive infrastructure.**

Communities have concurrently focused on identifying the highest value locations for business expansion and relocation and developing infrastructure to serve the needs of current and future firms. In the information-age economy, it is necessary not only to construct traditional infrastructure such as water, sewer, utilities, and transportation, but also broadband fiber with the capacity technology-intensive companies require to do business.

**TACTICAL OPPORTUNITIES**

Potential Tactic	Action(s)	Benefit
<b>Leverage ongoing comprehensive and land use planning to direct infrastructure development</b>	<ul style="list-style-type: none"> <li>✓ Pursue funding and construction of all infrastructure categories prescribed to service existing and planned industrial and commercial development zones</li> <li>✓ Work across city and county lines to ensure that planning and project-development is effectively coordinated</li> <li>✓ Leverage advocacy efforts to secure full funding and approval for priority projects</li> </ul>	The urgency that drove Manhattan Area governments to plan for accommodating the impacts of NBAF can concurrently support industrial growth management across the breadth of the region
<b>Prepare shovel-ready development sites in Greater Manhattan (BP6)</b>	<ul style="list-style-type: none"> <li>✓ Conduct a regional development site capacity analysis to determine current and projected needs</li> <li>✓ Work with governments and economic development organizations to utilize and/or purchase land to develop for new and expanded industrial parks</li> <li>✓ Consider priority opportunities to purchase and assemble land adjacent to the Manhattan Regional Airport’s new fixed base operations (FBO) facility and future runway extension for shovel-ready development sites</li> </ul>	With fewer available parcels in Greater Manhattan industrial parks, more capacity is necessary to support demand driven by NBAF and the more aggressive economic diversification strategies proposed in this strategic plan
<b>Make gigabit broadband connectivity available for data-intensive businesses and users (BP7)</b>	<ul style="list-style-type: none"> <li>✓ Work with local government partners and utility providers to assess existing connectivity capacities and deficits</li> <li>✓ Determine fiber enhancements and extensions prescribed in land use and comprehensive planning</li> <li>✓ Explore viable strategies to implement capacity enhancements, including the potential to incent gigabit service from a private or non-profit provider, link to institutional fiber trunk lines, or publically fund comprehensive gigabit broadband connectivity</li> </ul>	K-State, NBAF, and other entities have gigabit speed access, but companies and tech entrepreneurs are increasingly seeking communities with gigabit-speed connectivity to support their operations

## 2.0 Talent Sustainability

A constrained supply of local talent was the highest priority challenge that emerged from the Greater Manhattan Project’s qualitative research phase. With very low unemployment and net negative domestic migration into the region, the need to maximize the impact of the incumbent workforce, effectively retain K-State graduates and transitioning soldiers, and generate additional awareness and interest in the Manhattan Area as a talent destination are key strategic concerns. This is especially vital as NBAF ramps up to launch early in the next decade.

Greater Manhattan’s public schools are strong, yet the pressures of rising youth poverty and an increasingly diverse student body pose challenges for educators to maintain local schools as competitive assets. More broadly, the region must consider its education and training institutions as a programmatic continuum from early childhood to adult learners. This will not only ensure effective transitions from campus to campus but also serve as a vital talent retention tool as students at all levels are prepared for locally available jobs.

In-demand talent, especially the caliber of individual who will be pursued by NBAF, has never been more mobile as nearly every community in the U.S. and elsewhere seeks their services. If the Manhattan Area is to be competitive for these workers as well as technology entrepreneurs and C-suite executives who will run K-State spinoff companies, it must provide certain community amenities sought by these professionals. These should be pursued with the understanding that Greater Manhattan cannot – nor should it – aspire to mimic the lifestyle assets of a major metro like a Kansas City, Austin, or Oklahoma City. Rather, Manhattan must maintain true to its unique identity while providing additional options in neighborhood and housing types, recreational amenities, public spaces, and other elements of quality of life and place.

### FROM RESEARCH TO STRATEGY

Finding	Strategic Application
<b>Low unemployment rates and stakeholder feedback suggesting Greater Manhattan is at full employment</b>	Multiple strategies focused on the capacity and output of the pre-K to 20 training pipeline, talent retention and attraction, career-specific education, and creating amenities desired by top talent
<b>Net-negative Greater Manhattan domestic migration in recent years</b>	Opportunities to retain key constituencies such as K-State graduates and Fort Riley personnel and attract alumni and former military back to the community
<b>Surveys and expert feedback identifying the Manhattan Area as underserved for physicians, which leads to greater challenges to access medical services</b>	Greatly expanding the Manhattan Area’s capacity to train graduate physicians, which increases the potential they will practice in the region

**Comparative data and public input highlighted quality of life issues that impact the region’s ability to retain and attract talent**

Capacity enhancement in mixed-use activity centers, adult and youth recreation spaces, housing choice and cost options, and opportunities to attract visitors who might consider becoming residents

## CATALYST INITIATIVES

The following are the priority strategies that will drive the sustainability of Greater Manhattan’s workforce. Tactical opportunities underlying the Catalyst Initiatives are presented as options for the region’s public and private leaders and partners to pursue as the Manhattan Area’s vision plan is implemented.

### **Strategy 2.1: Continue to enhance the capacity and productivity of Manhattan Area pre-K to 20 educational institutions.**

Greater Manhattan’s public school systems were frequently cited as local strengths in public input. However, performance data and demographic trends show that these districts are susceptible to diminishing value if efforts are not made to sustain their programmatic offerings and output. This is especially true for systems outside of Manhattan-Ogden Unified School District (USD) 383 that educate greater numbers of low-income students. It goes without saying that Kansas State University is a critical cog in the Greater Manhattan talent-development pipeline, but Manhattan Christian College and Manhattan Area Technical College (MATC) also serve critical roles in talent attraction, retention, and development. Ensuring that the pre-K to 20 training pipeline is coordinated, collaborative, and receives sufficient capacity to be effective are strategic priorities in the region.

### **TACTICAL OPPORTUNITIES**

Potential Tactic	Action(s)	Benefit
<b>Provide early childhood programming for all eligible local students</b>	<ul style="list-style-type: none"> <li>✓ Establish a goal of providing quality early childhood services to all eligible Manhattan Area families</li> <li>✓ Create a Greater Manhattan Early Learning Coalition to bring together regional stakeholders and experts to assess trends and design and implement a comprehensive early childhood development initiative</li> <li>✓ Inventory current early childhood programs<sup>3</sup>, demand, and usage rates to determine if additional funding or programmatic capacity is necessary</li> </ul>	Though multiple early childhood programs exist, survey respondents cited affordability and availability of these services as concerns and would like to see all Manhattan Area families have access to quality programs

<sup>3</sup> Including pre-natal and post-pregnancy support, well-child programs, affordable childcare, pre-kindergarten programs, food security efforts, and parental education programs.

Potential Tactic	Action(s)	Benefit
	<ul style="list-style-type: none"> <li>✓ Based on assessments, create an early childhood initiative as a partnership of multiple entities leveraging national best practices to enhance Greater Manhattan’s capacity to deliver quality early childhood programs</li> <li>✓ Consider multiple tools to resource enhanced programming, including public funding referenda</li> </ul>	
<p><b>Optimize the Manhattan Area Chamber’s pilot Classroom-to-Career Partnership program (BP8)</b></p>	<ul style="list-style-type: none"> <li>✓ Assess first-year sponsorships of fourth-grade Manhattan-Ogden USD 383 classes to determine necessary program enhancements</li> <li>✓ Pursue expansion of sponsorship opportunities to additional USD 383 grades as resources allow</li> <li>✓ Consistently survey business-education partnerships in other communities to determine high-value programmatic enhancements to Manhattan’s effort, including internship/apprenticeship components</li> <li>✓ Partner with district officials to formalize and track performance metrics benchmarked against talent-magnet communities</li> <li>✓ Consider long-term opportunities to expand the program to USD 378 and USD 384 in Riley and Pottawatomie counties, USDs 320, 321, 322, and 323 in Pottawatomie County, and USD 475 in Geary County</li> </ul>	<p>Partnerships between businesses and schools to stimulate interests in local careers have demonstrated positive results and can be programmed to include a wide variety of corporate support opportunities ranging from financial sponsorships to provision of classroom equipment, to internship and job-shadowing engagements</p>
<p><b>Create a regional STEM<sup>4</sup> Academy open to high school students from multiple local districts (BP9)</b></p>	<ul style="list-style-type: none"> <li>✓ Determine local and regional support for launching the Academy</li> <li>✓ Form a committee to explore development options, including assessing best practice models in other communities</li> <li>✓ Focus the academy on disciplines spanning the breadth of Greater Manhattan’s largest technology employers</li> <li>✓ Consider offering Academy students the choice of career-pathway tracks, including bio/agrosecurity</li> </ul>	<p>Starting high school students on a learning path that could eventually lead to a career in the knowledge economy could help establish a training pipeline for technology employers in the region</p>

<sup>4</sup> Science, Technology, Engineering, and Mathematics

Potential Tactic	Action(s)	Benefit
	<ul style="list-style-type: none"> <li>✓ Establish a “school within a school” or standalone campus for the Academy with eligibility for high school students in local USDs</li> </ul>	
<b>Empanel a Regional Talent Council in Greater Manhattan</b>	<ul style="list-style-type: none"> <li>✓ Position Council meetings as opportunities to optimize the development, production, and/or delivery of educational support programs and services</li> <li>✓ Determine meeting frequencies and program the sessions to help facilitate discussions of public education issues and challenges</li> <li>✓ Assess the optimal membership for the Council, potentially including USD superintendents, human resource professionals, higher education representatives, and economic and workforce development organization personnel</li> <li>✓ Fully leverage the involvement and expertise of youth membership and support organizations such as Future Farmers of America, Boys and Girls Club of Manhattan, Future Business Leaders of America, Manhattan-Ogden Parents as Teachers, Flint Hills Volunteer Center, Flint Hills Job Corps Center, and others</li> </ul>	<p>Because labor sheds assessed by site consultants and prospect companies and utilized by Manhattan Area employers are regional, a functional tool to bring together leading experts and voices on public education from across the region would provide value for educational delivery systems and identification of public and private support opportunities</p>
<b>Support higher education program and resource development</b>	<ul style="list-style-type: none"> <li>✓ Continue to work with administrators, program officers, curriculum committees, and other representatives from Kansas State University, Manhattan Christian College, and MATC to ensure course and degree development are informed by business community needs and priorities</li> <li>✓ Ensure that K-State can leverage the necessary resources to customize programs to effectively prepare graduates at all degree levels for employment at NBAF</li> <li>✓ Consistently survey higher education leaders – perhaps through regularly scheduled, facilitated meetings – on the most impactful support that could be provided by the Greater Manhattan business, non-profit, and philanthropic communities</li> </ul>	<p>Without sufficient resource capacity or connectivity to business to inform curricula development, higher education partners will not be able to maximize their impact on the regional workforce</p>

**Strategy 2.2: Enhance the capacity of Manhattan Area Technical College programs and facilities to more effectively serve the region's current and future employers.**

MATC is possibly the region's most under-utilized asset. Still seen by some as a remnant of its roots as a vocational school, MATC is constantly resource-deprived and still operates from decades-old facilities. Only a donation of modular classrooms has kept the college from turning away students. The region must greatly bolster the capacity and output of MATC to serve not only current employers but key needs of NBAF when it launches. With the 2016 failure of House Bill 2570, which would have enabled communities to approve a property tax levy for technical colleges, MATC will be solely dependent on local donors to enhance funding above state appropriations, student tuition and fees, and grant awards.

**TACTICAL OPPORTUNITIES**

Potential Tactic	Action(s)	Benefit
<b>Create a public-private MATC collaboration committee</b>	<ul style="list-style-type: none"> <li>✓ Identify key leaders to serve on a committee to work with MATC and its Board of Directors on information-sharing, awareness-building, and program-development opportunities</li> <li>✓ Leverage the committee to communicate MATC's curricula, value, and strategic goals and challenges to key audiences, including local businesses and high school faculty, students, and their parents</li> <li>✓ Position the committee as a key entity to inform MATC's partnerships with business and resource development opportunities</li> </ul>	Area leaders spoke of the potential to "reset the record" between MATC and the business community as a means to communicate the college's current status and determine how businesses can best enhance its future impact
<b>Update the Manhattan Area Technical College Strategic Plan</b>	<ul style="list-style-type: none"> <li>✓ Conduct a comprehensive process to renew MATC's strategic direction and program/facility priorities for the next five years</li> <li>✓ Work with the Department of Homeland Security to estimate the NBAF training needs that can be accommodated by MATC</li> <li>✓ Assess and incorporate best practice technical college programs from campuses across Kansas</li> </ul>	With the most recent MATC strategic plan running through the end of 2017, a refreshed strategy will enable the college to confirm its highest value programmatic and facility needs and optimize its role as an NBAF training partner

Potential Tactic	Action(s)	Benefit
<b>Assess resource development opportunities to support MATC's growth needs</b>	<ul style="list-style-type: none"> <li>✓ Based on the results of MATC strategic planning, determine resource gaps between current and required funding levels</li> <li>✓ Outreach to Kansas officials to assess the potential to secure higher state appropriations to support MATC expansion or reintroduce a bill to enable local technical college funding referenda</li> <li>✓ Launch or leverage a local capital resource campaign to secure additional MATC resources from multiple donor categories</li> <li>✓ Consider how to better leverage the MATC Foundation for resource development activities</li> </ul>	MATC currently benefits from area businesses that donate equipment and supplies and help fund scholarships, but additional non-governmental resources are necessary to help the college fulfill its strategic vision
<b>Work to enhance existing programs and facilities and develop critical new capacity</b>	<ul style="list-style-type: none"> <li>✓ Potential new programs suggested by GMP input participants include:               <ul style="list-style-type: none"> <li>○ Creation of stackable credit programs for application to other colleges and the workplace</li> <li>○ Soft skills training to improve the employability of the local workforce</li> <li>○ Target programming for Fort Riley soldiers and spouses</li> <li>○ A program to transition K-State students who leave school early into career-focused technical programs</li> </ul> </li> </ul>	MATC must serve an increasingly important role in advancing regional economic diversification and bridging the training pipeline between K-12, K-State, and the workforce

**Strategy 2.3: Increase the number of recent K-State graduates choosing to remain in Greater Manhattan to live and work. (BP10)**

The thousands of students graduating from K-State every year provide Greater Manhattan with a constantly renewing supply of potential talent. While it is infeasible to believe that a quality job will be available for every graduate, simply retaining a small percentage of new alumni would help reverse the region's trend of domestic outmigration. However, Greater Manhattan Project public input and other student surveys reported that recent graduates do not feel confident that local employment in their chosen field will be available for them upon leaving K-State. Improved economic diversification and job creation will help allay some of these concerns, but efforts to engage K-State students in the community and connect them with businesses before graduation can also improve chances that they will choose to reside in Greater Manhattan after college.

**TACTICAL OPPORTUNITIES**

Potential Tactic	Action(s)	Benefit
<b>Better embed K-State students in the Greater Manhattan community</b>	<ul style="list-style-type: none"> <li>✓ Design a coordinated, multi-pronged initiative to anchor K-State students in the community</li> <li>✓ Outreach to university, student, and business leaders to promote a “rooted in Manhattan” program to students, faculty, staff, and local companies</li> <li>✓ Foster deliberate and consistent efforts to connect students with volunteer opportunities, organizational membership, and service on public and private committees and councils</li> <li>✓ Consider opportunities to offer student loan forgiveness or housing subsidies to incentivize graduate residency in the Manhattan Area for an established period</li> </ul>	Rooting K-State students to the Manhattan Area while they are still in school could improve the likelihood that they will want to remain in the community as graduates
<b>Improve connections between K-State students and the regional economy</b>	<ul style="list-style-type: none"> <li>✓ Better integrate students into business and entrepreneurial networks, including representation on the boards of business organizations and inclusion in the Manhattan Young Professionals program</li> <li>✓ Formalize enhanced internship programs between K-State students and local companies in partnership with university career placement staff</li> <li>✓ Help identify and secure low-cost housing for K-State students interning the Manhattan Area over the summer</li> <li>✓ Supplement university job-placement assistance by developing targeted employment plans and ongoing case-management services for K-State seniors indicating a preference to stay in Greater Manhattan after graduation</li> </ul>	Without a good job or compelling prospects for future employment in their fields, the chances that a K-State graduate will remain in Greater Manhattan as a permanent resident diminish

***Strategy 2.4: Work to ensure that Fort Riley soldiers and their families will become permanent Greater Manhattan residents upon leaving the military.***

Many personal and anecdotal stories emerged from Greater Manhattan Project input of former military personnel who were stationed at Fort Riley returning to the community to work or retire. As with K-State alumni, soldiers and their families who spent time at Fort Riley can provide a rich vein of potential talent to

attract back to the region or retain upon transitioning out of the military. Like K-State students, ensuring that Fort Riley military personnel and their families feel engaged with Greater Manhattan during their time on post helps lay the groundwork for a potential return after completing their service.

**TACTICAL OPPORTUNITIES**

Potential Tactic	Action(s)	Benefit
<b>Continue enhancing efforts to involve Fort Riley soldiers in the Manhattan Area community</b>	<ul style="list-style-type: none"> <li>✓ Continue to leverage the Military Relations Committee as the community’s principal vehicle to plan, coordinate, and execute programming and activities that strengthen the relationship between Fort Riley and Greater Manhattan</li> <li>✓ Capitalize on K-State’s expanding efforts to engage with Fort Riley, including the KSU Military Affairs office, partnerships between the post and K-State sports teams, preparation of information packets for soon-to-deploy soldiers about world countries and cultures, and other programs.</li> <li>✓ Pursue development of a program to “adopt” a military family to provide support and connections during soldiers’ deployments</li> </ul>	Leveraging what military and civilian stakeholders alike described as the great relationship between the community and Fort Riley as a tool to secure Greater Manhattan as their future home would be a very beneficial workforce enhancement strategy
<b>Foster linkages between current and past soldiers and their spouses with Greater Manhattan employers</b>	<ul style="list-style-type: none"> <li>✓ Effectively promote and utilize existing employment tools such as Recruit Military’s Fort Riley Job Fair, career skills development programs for soldiers, the Soldier For Life Transition Assistance Program, and the SAVE Training Farm<sup>5</sup> to expand job opportunities for former personnel</li> <li>✓ Enhance efforts to connect military spouses and veterans with business internships by improving engagement of off-post employers with on-post career placement staff</li> <li>✓ Ensure that entrepreneurial programming and facilities outreach to Fort Riley personnel as potential participants</li> <li>✓ Leverage talent attraction programming (see Strategy 2.6) as a tool to promote job opportunities to former Fort Riley soldiers and families</li> </ul>	Combining fond memories of Greater Manhattan with a compelling job opportunity could help attract former Fort Riley soldiers back to the region

<sup>5</sup> On 320 acres northwest of Manhattan, the SAVE Training Farm schedules workshops and work sessions for Fort Riley soldiers to transition to careers in agriculture. The site will ultimately be built to train 100 service members and their families through a full farm training cycle.

**Strategy 2.5: Develop medical education capacity in Greater Manhattan.**

Despite ongoing efforts from local hospitals to recruit physicians, research conducted for the Greater Manhattan Project showed that the region is underserved for doctors, especially primary care physicians. Stakeholders noted the difficulty of finding sufficient medical services while hospital representatives commented on the challenges of attracting doctors. This is a major detriment to the Manhattan Area’s desirability as a destination for families and retirees. State officials have identified Greater Manhattan as one of the most underserved communities in Kansas for medical professionals. There are also no residency programs to populate the local workforce with physicians who often choose to remain in the community where they finish their medical educations. A local volunteer group, the Health Care Task Force, has been discussing options to improve health capacity and outcomes in the Manhattan Area after a community health needs assessment identified key issues that needed to be addressed.

**TACTICAL OPPORTUNITIES**

Potential Tactic	Action(s)	Benefit
<b>Identify funding to support development of local medical residency programs</b>	<ul style="list-style-type: none"> <li>✓ Charge the Health Care Task Force with working to secure residency slots in one or more medical specializations</li> <li>✓ Identify a local hospital(s) that could secure affiliation with a medical school to certify and house physician faculty</li> <li>✓ Cultivate relationships with hospital systems, private practices, and medical facilities to serve as rotation sites for resident physicians</li> <li>✓ Pursue all viable means to secure funding for residency slots, including applying for federal dollars and/or sourcing public, private, or philanthropic investments from state or local governments, companies, foundations, or individual donors</li> </ul>	All physicians choosing to specialize beyond primary care must secure residencies, often selecting programs in communities where they envision practicing upon graduation
<b>Consider long-term efforts to attract or develop a medical school in Greater Manhattan</b>	<ul style="list-style-type: none"> <li>✓ Consistently assess whether the region would benefit from a formal effort to locate or create a medical school in the area</li> <li>✓ If ultimately proven to be a need, charge the Health Care Task Force, its successor, or a new panel with coordinating the medical school initiative</li> <li>✓ Leverage this volunteer leadership group to proceed with the most viable strategy to offer medical degrees in Greater Manhattan, including partnering with an established college to develop a satellite campus in the community</li> </ul>	Communities that are underserved for physicians are increasingly pursuing public-private partnerships to locate doctors fulfilling their residency requirements to practice in a medical specialty

**Strategy 2.6: Improve the attraction of talent to the Manhattan Area.**

Atypical for a smaller community with a large military base and flagship public university, Greater Manhattan has experienced net negative domestic migration for years. Reversing this trend by attracting new workers to take advantage of the Manhattan Area’s good schools and competitive quality of life should be a priority local initiative. These efforts will be coordinated with strategies to grow and diversify the regional economy. Programs should focus on talent that has already lived in Greater Manhattan, either as students or soldiers.

**TACTICAL OPPORTUNITIES**

Potential Tactic	Action(s)	Benefit
<b>Work with K-State to determine how local partners can support student-recruitment efforts</b>	<ul style="list-style-type: none"> <li>✓ Reach out to staff of the K-State Office of Admissions to assess opportunities for economic development, tourism, and private sectors partners to support student-recruitment programming</li> <li>✓ Identify resources to expand the K-State Celebrates program to additional markets and campuses beyond its current footprint</li> <li>✓ Work with K-State’s Office of International Admissions and Recruiting to determine how enhanced economic development marketing in overseas markets can support promotion of K-State as a destination for international talent</li> <li>✓ Leverage the K-State alumni network to serve as local ambassadors for targeted admissions candidates in their communities, either domestically or internationally</li> </ul>	With K-State enrollment experiencing a net decline in recent years, efforts to attract students from home and abroad can increase the potential pool of future permanent residents
<b>Expand “Retire to the Flint Hills” into a targeted talent recruitment program (BP11, BP12, BP13)</b>	<ul style="list-style-type: none"> <li>✓ Provide full-time dedicated staff capacity to administer and implement a redesigned workforce recruitment program</li> <li>✓ Work with K-State to obtain managed access to their alumni network and the U.S. Army to utilize rosters of Fort Riley veterans to engage via communications or external events on a potential return to Greater Manhattan</li> <li>✓ Customize and enhance current online and promotional materials and targeted advertising to reflect the expanded attraction focus</li> <li>✓ Incorporate a robust job placement component into the program, connecting each relocation prospect</li> </ul>	Because of the increasing ubiquity of talent attraction programs, Greater Manhattan would secure the highest return on investment by customizing a program to target attraction prospects with previous knowledge of the region and its strengths

Potential Tactic	Action(s)	Benefit
	<p>with a local employer seeking qualified job candidates and/or interns</p> <ul style="list-style-type: none"> <li>✓ Implement a “trailing spouse” program focused on identifying employment options and facilitating the hiring of the attraction prospects’ husbands and wives</li> <li>✓ Investigate opportunities to add an international talent component to the initiative by targeting foreign K-State students for retention in the region</li> <li>✓ Segment the campaign to include a diversity focus through partnerships with K-State minority student groups and recruitment events in Kansas City, Topeka, and other adjacent population centers</li> <li>✓ Outreach to the Kansas City Area Development Council (KCADC) to determine how Greater Manhattan can leverage its membership in the KC Animal Health Corridor to tap into extensive talent attraction programming implemented by KCADC</li> </ul>	
<p><b>Continue providing concierge talent relocation services to local employers</b></p>	<ul style="list-style-type: none"> <li>✓ Continue offering individualized prospect management services to K-State and top local employers to introduce job candidates to community amenities and current residents with shared interests</li> <li>✓ Promote talent relocation management services to all employers who invest in economic development programming</li> <li>✓ Expand talent prospect management to include partnerships with NBAF to help secure the relocation of world-class researchers and executives</li> </ul>	<p>Investing personalized time and attention to the highest value talent attraction prospects will improve the likelihood they will choose to locate in Greater Manhattan</p>
<p><b>Recruit talent prospects at career fairs and scheduled events at Kansas universities and those in adjacent states</b></p>	<ul style="list-style-type: none"> <li>✓ Research and identify the highest value campuses to incorporate into regular visitation schedules</li> <li>✓ Create multi-media promotional materials to utilize at talent-attraction events</li> <li>✓ Partner with employers to compile updated job opening lists for career fairs and other venues</li> <li>✓ Repeatedly follow up with all viable prospects cultivated at attraction events</li> </ul>	<p>Pending or recent graduates from Midwestern universities will be more likely to consider Greater Manhattan than coastal or Sun Belt talent</p>

Potential Tactic	Action(s)	Benefit
<b>Partner with tourism marketers to customize a segmented campaign-focused on talent</b>	<ul style="list-style-type: none"> <li>✓ Determine the most cost effective and impactful strategy to design a talent-directed campaign complementary to visitor-attraction programming</li> <li>✓ Consider creating a sub-page or standalone “talent portal” tied to the talent initiative linking to Greater Manhattan job boards, K-State sites, volunteer sign-up pages, local community profiles, and other informational resources</li> <li>✓ Coordinate efforts as necessary with the proposed “Return to the Flint Hills” campaign</li> </ul>	Destination marketing organizations (DMOs) that promote tourism-serving amenities are increasingly being leveraged to tailor place-focused messaging to relocating talent

**Strategy 2.7: Construct and rehabilitate diverse, high-quality, and affordable housing to ensure regional labor force sustainability.**

Challenges related to Greater Manhattan’s housing stock were the most frequently cited public-input issues faced by the region to achieve its future vision. High perceived costs, limited availability of entry and mid-level priced housing, condition of rental properties, and housing types appealing to a diversity of tastes and preferences are all restricting the region’s ability to maintain a sustainable workforce.

**TACTICAL OPPORTUNITIES**

Potential Tactic	Action(s)	Benefit
<b>Conduct a regional housing study based on existing infrastructure capacity</b>	<ul style="list-style-type: none"> <li>✓ Research Greater Manhattan’s housing market to determine current needs, opportunities, and challenges to residential development</li> <li>✓ Link housing scenario assessments and recommendations to development opportunities informed by the region’s existing transportation network</li> <li>✓ Create expectations that future Flint Hills transportation planning will incorporate a scenario-based approach to prescribe land uses and priority projects and investments</li> </ul>	By assessing housing development opportunities based on existing infrastructure capacity, Greater Manhattan can ensure cost-effective and sustainable residential development patterns
<b>Optimize regulatory tools and incentives to support diverse housing development</b>	<ul style="list-style-type: none"> <li>✓ Inform housing policy based on recommendations from the regional housing study</li> <li>✓ Ensure that ongoing and future joint land use and comprehensive planning, district-level master planning, zoning and development code updates,</li> </ul>	The most sustainable way to ensure that Manhattan Area communities benefit from construction of

Potential Tactic	Action(s)	Benefit
	<p>and new overlay zoning districts incorporate policies supporting high density, mixed-use, mixed-income, accessory dwelling unit, live-work, and small-lot detached housing types by right</p> <ul style="list-style-type: none"> <li>✓ Provide developer incentives including density bonuses, parking-minimum reductions, fast-track permitting, and other benefits for mixed-use projects, provision of price-subsidized units, and designs promoting “aging-in-place,” walkability, supplemental greenspace, and other best-practice components</li> <li>✓ Prescribe anti-displacement safeguards into code including community land trusts, rental-assistance programs, subsidies to cover increasing property tax outlays, and tax-freezes for high-quality artist, senior, and student housing</li> <li>✓ Secure passage of local rental-inspection ordinances that enable inspectors to enter sub-standard properties</li> </ul>	<p>diverse housing types at multiple price points is to prescribe these options in development regulations and incentives policies</p>
<p><b>Effectively implement master plans for Downtown Manhattan and Aggieville</b></p>	<ul style="list-style-type: none"> <li>✓ Work with K-State leadership, district representatives, local businesses, government officials, neighborhood groups, local and outside developers, and other stakeholders to advance focused implementation of the City of Manhattan’s highest priority activity center master plans</li> <li>✓ Consider leveraging bond issuance and/or usage of tax-increment financing (TIF) to fund construction of public parking decks with ground-floor retail components</li> </ul>	<p>Downtown and Aggieville are the best positioned of any City of Manhattan districts to develop the type of urban environments desired by many young professionals</p>
<p><b>Launch a comprehensive housing-rehabilitation program in targeted KSU-adjacent neighborhoods (BP14)</b></p>	<ul style="list-style-type: none"> <li>✓ Designate boundaries for a campus-adjacent project area inclusive of older, largely dilapidated housing stock</li> <li>✓ Conduct a full inventory of housing properties, including status, condition, and ownership</li> <li>✓ Design a customized housing rehabilitation program reflecting best practices from other historic campus communities</li> </ul>	<p>As a new K-State dorm and modern privately-developed student housing have come on line, older properties near campus have fallen into disrepair, but could become dynamic professional housing</p>

Potential Tactic	Action(s)	Benefit
	<ul style="list-style-type: none"> <li>✓ Ensure that the program leverages existing tools provided through the Manhattan Housing Rehab Program</li> <li>✓ Prioritize program eligibility for targeted constituencies, including K-State faculty, staff, and alumni</li> <li>✓ Consider designating the project area a tax increment financing district to fund infrastructure and public-space improvements</li> </ul>	through a targeted rehabilitation program

**Strategy 2.8: Provide quality of place environments and amenities that enhance tourism and appeal to professionals across all economic sectors.**

Efforts to develop, retain, and attract jobs and talent will not solely ensure that Greater Manhattan’s economy and entrepreneurial ecosystem grows and diversifies. The region must also seek to become the type of place that these companies and workers want to locate for the long-term. This will entail implementing complementary strategies to enhance the diversity of the Manhattan Area’s activity centers, environmental, and recreational offerings.

As the Target Sector Analysis found, the tourism sector is a key economic engine in Greater Manhattan. But the highest value this industry provides is by complementing talent development activities to drive investment in amenities that not only incent skilled workers to remain in the region but can cultivate opportunities to turn visitors into permanent residents.

**TACTICAL OPPORTUNITIES**

Potential Tactic	Action(s)	Benefit
<b>Develop modern regulatory frameworks for regional activity centers</b>	<ul style="list-style-type: none"> <li>✓ Concurrent with housing-development strategies, development controls and land use and zoning prescriptions for downtowns and other activity centers should encourage dynamic, mixed-use, pedestrian friendly, accessible,, and visually stimulating built environments</li> <li>✓ Utilize the City of Manhattan’s unified development ordinance (UDO) as a model for local governments to integrate existing zoning, subdivision, and other applicable regulations to optimize human-scale development patterns in the region</li> </ul>	Without policy frameworks allowing and encouraging development of dynamic activity centers, it will be difficult to achieve these environments

Potential Tactic	Action(s)	Benefit
<b>Support implementation of local placemaking<sup>6</sup> initiatives</b>	<ul style="list-style-type: none"> <li>✓ Develop a practical guide to placemaking in Greater Manhattan as a resource for local governments, non-profit entities, and community partners to design and implement local placemaking strategies</li> <li>✓ Seek expertise from local and/or national sources to consult with communities on effective placemaking opportunities</li> <li>✓ Identify resources to serve as a project fund supporting implementation of placemaking activities</li> </ul>	Placemaking is an increasingly common practice to create community environments and amenities that encourage active use of public space and support small-scale economic activity
<b>Effectively program local activity districts</b>	<ul style="list-style-type: none"> <li>✓ Continue investing in successful existing programming in Downtown Manhattan, Aggieville, and other centers</li> <li>✓ Enhance activity program to focus on event development that appeals to a more diverse group of citizens and encourages inclusion</li> <li>✓ Consistently explore event calendars from comparison communities to inform expansion of Manhattan Area efforts</li> <li>✓ Sufficiently staff organizations and departments that oversee development and management of activity center programming</li> <li>✓ Leverage multi-media technologies and partnerships to promote activities to visitors, residents, and the K-State and Fort Riley communities</li> </ul>	Creating an ongoing variety of activity district programs and events will populate streets and support retail and housing development
<b>Enhance Greater Manhattan's supply of conference and event space</b>	<ul style="list-style-type: none"> <li>✓ Proceed with the current study exploring expansion possibilities for the Manhattan Conference Center at the Hilton Garden Inn</li> <li>✓ Identify additional potential opportunities for new or enhanced meeting facilities in other locations across the region</li> </ul>	Sufficient meeting space will be necessary to fully capitalize on K-State, NBAF, and other anchors to attract conferences, trade shows, and symposia to the region

<sup>6</sup> Placemaking refers to a collaborative process to shape the public realm to maximize shared value. Placemaking facilitates creative patterns of use, paying particular attention to the physical, cultural, and social identities that define a place and support its ongoing evolution. (Source: Project for Public Spaces)

Potential Tactic	Action(s)	Benefit
<b>Construct an indoor recreation facility in the region (BP15)</b>	<ul style="list-style-type: none"> <li>✓ Select public and private leaders to serve on a project committee to oversee consensus-building, design, and development of the facility</li> <li>✓ Conduct public outreach to determine the desired uses for the facility, including a natatorium</li> <li>✓ Reach consensus on the most viable means of funding project design, construction, operations, and maintenance</li> <li>✓ Once completed, fully leverage the facility to attract youth and adult sporting events and competitions to Greater Manhattan</li> </ul>	Public input identified indoor recreation space as a major regional need and specifically cited an off-campus natatorium as a priority component
<b>Provide additional youth recreation spaces and facilities</b>	<ul style="list-style-type: none"> <li>✓ Proceed with timely construction of facilities at Anthony and Eisenhower Middle Schools and CiCo Park approved in the November 2017 sales tax referendum</li> <li>✓ Consider additional future voter-approved appropriations to fund construction of other priority enhancements at Manhattan Area parks and recreation facilities</li> <li>✓ Explore long-term opportunities to design and develop a major outdoor athletic complex somewhere in Greater Manhattan with sufficient numbers of ballfields to supply local demand and attract major youth tournaments to the region</li> </ul>	Youth recreation infrastructure is a major community asset for attraction and retention of families
<b>Expand the capacity and connectivity of Greater Manhattan trail systems</b>	<ul style="list-style-type: none"> <li>✓ Implement trail connectivity projects approved by local voters in November 2017</li> <li>✓ Leverage the Bicycle and Pedestrian Advisory Committee to implement the City of Manhattan’s five year Bicycle Master Plan update through 2020</li> <li>✓ Seek to incorporate “complete streets” policies into regulatory frameworks of Manhattan Area population centers</li> <li>✓ Work with the Flint Hills Metropolitan Planning Organization (MPO) to develop and implement a Regional Trails Plan for its member communities in Geary, Pottawatomie, and Riley Counties</li> </ul>	Though Manhattan has been a bronze-level bicycle-friendly community since 2012, input participants said more must be done to bring the city and region’s capacity up to the level of top competitor areas

Potential Tactic	Action(s)	Benefit
<b>Create a “seed to table” local food program (BP16)</b>	<ul style="list-style-type: none"> <li>✓ Work with local farmers, restaurateurs, grocers, and farmers market representatives to discuss and design the program</li> <li>✓ Provide best-practice examples of seed to table programs to inform Greater Manhattan’s initiative</li> <li>✓ Identify a local entity to coordinate and manage the program</li> </ul>	These increasingly popular programs can support the growth of Flint Hills farms and also enhance localism and quality of life

## 3.0 Entrepreneurial Dynamism

In addition to initiatives for existing business development and business attraction proposed in the first goal of this strategic plan, the cultivation, expansion, and effective leveraging of Greater Manhattan’s entrepreneurial ecosystem will be a critical driver of regional economic diversification. The region’s entrepreneurial sector is underdeveloped but expanding as cultivation of opportunities emerging from Kansas State University sponsored research and off-campus entrepreneurship are given greater prominence in efforts to grow and diversify the regional economy.

Even with the presence of a major research institution like K-State and increased investment in technology transfer and commercialization programs and infrastructure, achieving the type of innovation-driven growth seen in startup “hubs” such as Boulder, Colorado, Austin, Texas, and Raleigh–Durham, North Carolina is not typically fostered by top-down strategies but rather bottom-up efforts driven and propagated by entrepreneurs themselves. This is the challenge in communities like Greater Manhattan that do not yet have a critical mass of serial entrepreneurs and startup founders to grow and sustain a healthy ecosystem that would draw outside talent.

Institutional and organizational partners can best support expansion of the Manhattan Area’s ecosystem by helping to resource research capacity, meeting spaces, programs, and events to foster entrepreneurial networking, idea and information sharing, and mentorship while smoothing the path to capital access and market-building. In other words, partners can help create a fertile *climate* for entrepreneurship. For its part, K-State must continue to build its capacity to support and catalyze innovation and job creation while evolving its institutional culture to elevate research and commercialization to top-tier priorities.

### FROM RESEARCH TO STRATEGY

Finding	Strategic Application
<b>Need to fully leverage K-State research investments and NBAF to spur economic growth and place-making</b>	Creation, branding, and marketing of innovation district as the “Silicon Valley of Biodefense” and complementary place-based and promotional strategies to leverage K-State, NBAF, Biosecurity Research Institute (BRI), and related investments
<b>Data showing that Greater Manhattan experienced less robust small business trends than competitor regions</b>	Increased capacity to house, support, network, incubate, accelerate, and capitalize entrepreneurial development
<b>Stakeholders noting that the Manhattan Area has yet to develop a strong complement of assets supporting a thriving entrepreneurial ecosystem</b>	

## CATALYST INITIATIVES

The following are the priority strategies that will support the expansion of Greater Manhattan’s entrepreneurial ecosystem. Tactical opportunities underlying the Catalyst Initiatives are presented as options for the region’s public and private leaders and partners to pursue as the Manhattan Area’s vision plan is implemented.

### **Strategy 3.1: Optimize Manhattan’s North Campus Corridor as the region’s branded innovation district. (BP17)**

A master plan for the North Campus Corridor - the area encompassed by North Manhattan Avenue on the East, Clafin Road on the south, College Avenue on the west, and north of Kimball Avenue to include the KSU Foundation property – was finalized in December 2015. It will be utilized to help move K-State towards its goal of becoming a Top 50 Public Research University by 2025. Improvements will also support NBAF construction and additional economic development opportunities in the district.

K-State and KSU Foundation leaders should expand their vision to reflect the potential of the North Campus Corridor to serve as Greater Manhattan’s branded innovation district to attract national and international interest and attention to the region’s public, private, and institutional research and commercialization capacity. This would entail an aggressive and capital-intensive marketing and promotional effort to attract private investment to the corridor. Inherent in these strategies is the willingness of the KSU Foundation to enter into public-private partnerships to fund and construct research, incubation, acceleration, and office facilities. In other words, the North Campus Corridor should be advanced as a real estate opportunity in addition to an institutional growth strategy.

### **TACTICAL OPPORTUNITIES**

Potential Tactic	Action(s)	Benefit
<b>Evolve the North Campus Corridor Master Plan to reflect the innovation district model</b>	<ul style="list-style-type: none"> <li>✓ Build consensus on branding the North Campus Corridor as an innovation district</li> <li>✓ Explore other models and innovation district examples from across the country to inform Manhattan Area efforts</li> <li>✓ Consider reaching out to the Brookings Institution and PPS to visit Manhattan and provide insight on the university and community’s model</li> <li>✓ Determine the necessary Master Plan adjustments to accommodate innovation district development, including updating a parcel inventory to determine potential land-acquisition opportunities to support complementary development in the district</li> </ul>	Per the Brookings Institution and Project for Public Spaces’ Bass Initiative on Innovation and Placemaking, innovation districts represent a new cross-disciplinary approach to city building that integrates benefits of vibrant public spaces, innovative urban economies, and inclusive growth

Potential Tactic	Action(s)	Benefit
<b>Design and resource a comprehensive branding and marketing strategy</b>	<ul style="list-style-type: none"> <li>✓ Informed by the development model formalized in the first action, design a consensus-driven brand, messaging concept, and promotional initiative for Manhattan’s innovation district</li> <li>✓ Secure public, private, institutional, and philanthropic donations to fund innovation district marketing and attraction of outside investment</li> <li>✓ Consider funding full-time staff capacity to manage and grow the innovation district</li> </ul>	Awareness-building of the Manhattan innovation district’s existing and planned capacity will help secure resources advancing the corridor’s growth and development
<b>Leverage North Campus Corridor research assets to attract outside investment to the innovation district</b>	<ul style="list-style-type: none"> <li>✓ Promote opportunities to attract close working relationships with private-sector companies to partner at district sites like the Biosecurity Research Institute and NBAF’s Biotechnology Development Module (BDM)</li> <li>✓ Pursue opportunities for K-State and local United States Department of Agriculture (USDA) scientists at the BRI-housed Center for Grain and Animal Health Research to establish NBAF-related private sector partnerships</li> <li>✓ Emphasize through marketing that partners such as BRI are already researching diseases that will be NBAF focus areas upon launch, so companies do not have to wait for the facility’s opening to partner on NBAF-related diseases</li> </ul>	Along with established resources, NBAF will be a catalyst to attract influential firms and investment to Greater Manhattan to help the region diversify away from public employment

**Strategy 3.2: *Leverage the Manhattan innovation district as the locus of efforts to enhance institutional and speculative research, accelerate ideas to market, provide a “soft landing” space for outside firms, and collocate technology transfer and commercialization services.***

The proposed innovation district is the most logical location to cluster the majority of spaces and services focused on the region’s technology innovation and entrepreneurial ecosystem. The resulting density of talent, activity, amenities, and public and private employment will build the critical mass necessary to evolve Greater Manhattan into a recognized national center of innovation, commercialization, and startup activity.

**TACTICAL OPPORTUNITIES**

Potential Tactic	Action(s)	Benefit
<b>Collocate K-State, KSU-affiliated, and partner technology based economic development (TBED) offices in the innovation district</b>	<ul style="list-style-type: none"> <li>✓ Identify existing or planned space to house the region’s institutional economic development, technology transfer, and research commercialization personnel<sup>7</sup> in the district</li> <li>✓ Foster coordinated and collaborative programs and activities among collocated organizations and staff</li> </ul>	Providing a “one-stop shop” for technology commercialization and research-driven enterprise development will facilitate improved TBED market absorption in Greater Manhattan
<b>Leverage the NBAF Task Force to inform innovation center development</b>	<ul style="list-style-type: none"> <li>✓ Facilitate Task Force meetings to discuss, debate, and confirm the highest-value strategic priorities to support and leverage NBAF</li> <li>✓ Once identified, advance “go forward” strategies on biodefense through incorporation into K-State strategic planning and implementation as well as state, local, and regional action economic development activity</li> <li>✓ Ensure that Task Force priorities are utilized for and integrated with efforts to retool the North Campus Corridor Master Plan into a blueprint for innovation district development</li> <li>✓ Elevate top Task Force-derived strategies as priorities in state and federal legislative agendas and advocacy efforts</li> </ul>	The members of the NBAF Task Force are an influential team of leaders and experts who can help ensure that innovation center development is consistent with key NBAF-related opportunities
<b>Position the Biosecurity Research Institute as a federal “microlab”</b>	<ul style="list-style-type: none"> <li>✓ Consider utilizing the NBAF Task Force – potentially through creation of a sub-committee or addition of new members – as the group overseeing an effort to affiliate BRI as an NBAF microlab</li> <li>✓ Explore and potentially visit existing microlabs<sup>8</sup> to inform Greater Manhattan’s effort to affiliate BRI with NBAF as a microlab partner</li> </ul>	Policy experts believe that federal research labs should create affiliations with “microlabs” adjacent to their campuses to cultivate key strategic

<sup>7</sup> Potentially including personnel from the KSU Research Foundation, KSU Institute for Commercialization, the Kansas Department of Commerce, Manhattan KBED, and other entities.

<sup>8</sup> Several national labs already operate external microlabs. Oak Ridge National Laboratory (ORNL) operates the Manufacturing Development Facility in Knoxville, TN. ORNL is also in the early stages of opening an office in Chattanooga, TN to work with local firms on smart grid technology. In Chicago, Argonne National Laboratory and Fermilab are working with the University of Chicago to further the mission of the Polsky Center for Entrepreneurship and Innovation in its efforts to develop new research-based startups in the city. (Source: Brookings Institution)

Potential Tactic	Action(s)	Benefit
	<ul style="list-style-type: none"> <li>✓ Incorporate the microlab initiative into ongoing and new strategic implementation activities related to NBAF, K-State, and the proposed innovation district</li> <li>✓ Allow access to BRI lab expertise to stimulate growth of untapped regional economic clusters</li> <li>✓ Leverage BRI to help NBAF engage with small to medium-sized enterprises (SMEs)</li> <li>✓ Focus federal advocacy efforts on encouraging Congress to legislate the formal creation of microlabs</li> </ul>	<p>alliances with regional innovation clusters</p>
<p><b>Pursue development of institutional and speculative research facilities in the district (BP18)</b></p>	<ul style="list-style-type: none"> <li>✓ Leverage strategies approved in the North Campus Corridor Plan and KSU Foundation Research Park Master Plan to market and develop new innovation-district based research and laboratory spaces</li> <li>✓ Work with the KSU Foundation to position its district property as potential locations for public-private-partnership derived institutional and speculative research facilities</li> <li>✓ Explore proven models like CORTEX in St. Louis to inform strategies to incent private investment in a branded innovation district</li> </ul>	<p>Satisfying Greater Manhattan’s critical need for additional research space will be accommodated through creative strategies to leverage public and private investment for new facility development</p>
<p><b>Launch a district-based biosecurity acceleration program (BP19)</b></p>	<ul style="list-style-type: none"> <li>✓ Launch an effort to create a best-practice acceleration program targeting biosecurity startups from across the globe</li> <li>✓ Inform development of the acceleration program from established national models, including the potential to affiliate the accelerator with K-State or a private corporation</li> <li>✓ Consider housing the acceleration program at the K-State Institute for Commercialization to take advantage of its enterprise development staff and expertise</li> </ul>	<p>Startup acceleration is a proven tool to catalyze TBED and attract high-value entrepreneurs and firms to Greater Manhattan, potentially for long-term residency</p>

Potential Tactic	Action(s)	Benefit
<b>Position one or more district facilities as “landing pads” for established companies looking to locate proximate to K-State, NBAF, and affiliated programs and talent</b>	<ul style="list-style-type: none"> <li>✓ Leverage the proven model of the KSU Office Park as a high-profile landing pad location and to inform development of additional spaces</li> <li>✓ Consider relocating the Kansas Entrepreneurial Center program, a partnership of the Manhattan Area Chamber and the City of Manhattan, from its existing facility to the innovation district to serve as a complimentary landing pad for outside firms</li> <li>✓ Work with partners from across the region to provide access to the landing pad(s) for local firms looking to capitalize on proximity to K-State and NBAF</li> </ul>	Ensuring that proven companies looking to establish a presence in the innovation district have access to temporary, flexible, Class A office and lab space will make the region more attractive as a relocation destination

**Strategy 3.3: Create a K-State-affiliated “center of gravity” offering support mechanisms to assess, coach, and fund entrepreneurial growth. (BP20)**

Because Greater Manhattan does not currently have the concentration of established entrepreneurs, capital providers, or entrepreneur-focused “third places<sup>9</sup>” found in most startup hubs, many of the services and support that would be available in a mature ecosystem will need to be initially provided institutionally. This will be capital and resource-intensive, but these front-end investments are necessary until Greater Manhattan’s ecosystem evolves to the point that its growth is entrepreneur-driven. Because Kansas State University will be the locus and hub of Greater Manhattan’s ecosystem, the center of gravity facility and programs should be developed and operated under the university’s umbrella.

At full build-out, the new center will offer proof-of-concept services, entrepreneurial classes, mentorship opportunities, access to capital, and resources for growth including regional, national, and international market-building. Purposeful attempts should be made to leverage the center as a physical and virtual “bridge” between the region’s institutional entrepreneurial and commercialization efforts and entrepreneurs and startups not affiliated or partnered with K-State.

**TACTICAL OPPORTUNITIES**

<sup>9</sup> In community building, the third place (or third space) is the social surroundings separate from the two usual social environments of home (“first place”) and the office (“second place”). Examples of third places would be environments such as cafes, clubs, public libraries, or parks. (Wikipedia)

Potential Tactic	Action(s)	Benefit
<b>Support K-State’s efforts to design, fund, and build the entrepreneur center</b>	<ul style="list-style-type: none"> <li>✓ Work with K-State officials to provide any support necessary to secure approvals and funding necessary to design, build, program, and staff the center of gravity facility</li> <li>✓ Determine if the optimal location for the center is in the Manhattan Innovation District or an existing walkable district like Downtown Manhattan or Aggieville.</li> <li>✓ Ensure the center is integrated in, supportive of, and collaborative with other entities, facilities, and programs in Greater Manhattan’s entrepreneurial ecosystem</li> <li>✓ Promote the center to optimize usage and awareness of the facility both regionally and outside Greater Manhattan</li> </ul>	<p>Developing an entrepreneurial “center of gravity” will help jump-start the growth of a local ecosystem in tandem with other strategies proposed in the Greater Manhattan Project</p>
<b>Provide a comprehensive suite of staffed programs at the center</b>	<ul style="list-style-type: none"> <li>✓ Create “front-door” services to vet client ideas and establish proof-of-concept advisement on proposed enterprises</li> <li>✓ Formalize a “conveyor belt” of support functions advancing viable startup ideas through successive stages of business development support</li> <li>✓ Create a seed-investment fund to complement local angel investors and other sources of early-stage capital</li> <li>✓ Deliver market-building support (perhaps in partnership with economic gardening program staff proposed in Strategy 1.2) to help clients connect with potential customers and new markets</li> <li>✓ Connect clients to local and external capital providers for successive funding series</li> <li>✓ Provide entrepreneurial education to clients and the general public through individual classes and course series</li> <li>✓ Invest in highly trained professional staff who can help clients deliver on their entrepreneurial goals</li> </ul>	<p>Lacking an established core of proven entrepreneurs to advance startup opportunities, a comparable set of support programs will be offered to help new enterprises reach the marketplace</p>

Potential Tactic	Action(s)	Benefit
	<ul style="list-style-type: none"> <li>✓ Consider partnering with the KSU alumni network and the Alumni and Community Entrepreneurs Advisory Board to identify graduates interested in participating in center programs as counselors, mentors, or investors in the seed fund or an angel network</li> </ul>	
<b>Position the center as a coordinating hub to bridge institutional and community-driven entrepreneurial efforts in Greater Manhattan</b>	<ul style="list-style-type: none"> <li>✓ Develop and host events purposefully designed to co-mingle K-State-affiliated researchers and entrepreneurs with cohorts in the non-institutional and grassroots ecosystems</li> <li>✓ Consider forming an advisory committee comprised of K-State and community entrepreneurial representatives to inform center programming</li> <li>✓ Ensure the center maintains an inventory of Manhattan Area entrepreneurial and small business support entities and programs to connect clients to appropriate supplementary services, including Manhattan KBED's counseling services and the local Kansas City-affiliated angel capital group</li> </ul>	The entrepreneurial center can serve as the nexus of K-State programming and a broader entrepreneurial network across the Flint Hills

***Strategy 3.4: Create and support community-based coworking and event spaces to foster entrepreneurial networking, mentorship, and enterprise development.***

Though entrepreneurial ecosystems are participant-driven, these enterprising individuals benefit from the provision of facilities and spaces to meet, interact, network, share information, and forge partnerships to launch and grow companies. These coworking spaces would differ from the proposed entrepreneurial “center of gravity” (Strategy 3.3) in that they would be more grassroots, community-driven, and flexible to house and support startup founders, traditional small businesses, and individuals looking to office in a cost-competitive location with access to shared services, the latest technology, and a convivial setting. Achieving a functional entrepreneurial ecosystem will require greater capacity at both the institutional and community levels.

**TACTICAL OPPORTUNITIES**

Potential Tactic	Action(s)	Benefit
<p><b>Promote and support coworking, maker-spaces, and event spaces in the region</b></p>	<ul style="list-style-type: none"> <li>✓ Provide promotional support for existing coworking spaces, makerspaces, and event spaces to ensure awareness of their facilities, programs, and services is widespread among potential users and clients</li> <li>✓ Create spaces that feature gigabit broadband connectivity speeds, professional-quality videoconferencing equipment, and other cutting-edge technologies to support member companies</li> <li>✓ Work to establish an environment that immerses coworkers in a culture of collaboration, idea-sharing, problem-solving, constant learning, and mentorship</li> <li>✓ Provided tiered levels of business-development support for members offered by experienced, professional staff</li> <li>✓ Determine the potential for local governments, businesses, and organizations to partner in the development of entrepreneurial facilities and programs that complement for-profit entities</li> </ul>	<p>Efforts like The Fellow and a local inventors club have established a baseline for coworking and event spaces that could be enhanced to grow a competitive entrepreneurial ecosystem in Greater Manhattan</p>
<p><b>Foster enhanced entrepreneurial event and networking opportunities</b></p>	<ul style="list-style-type: none"> <li>✓ Support existing events such as 1 Million Cups at The Fellow, the Center for Entrepreneurship’s entrepreneurial career fair, lecture series and classes on small business development, and other entrepreneurially focused programs</li> <li>✓ Outreach to the K-State alumni network to identify local or external graduates who would be interested in meeting or speaking with student entrepreneurs and inexperienced startup founders</li> <li>✓ Launch an annual or semi-annual makerfaire, regular events such as hackathons, and other events focused on additive manufacturing technologies</li> <li>✓ Partner with Manhattan Young Professionals to incorporate entrepreneurship into the organization’s programmatic offerings and networking events</li> </ul>	<p>Opportunities for established and fledgling entrepreneurs and those considering launching a business to meet, network, and partner help cultivate strong startup ecosystems</p>

**Strategy 3.5: Formalize a local entrepreneurial pipeline through awareness-building and programming for Manhattan Area students.**

While it is possible to attract and incentivize entrepreneurial activity in a community, the most sustainable method for establishing a competitive base of local entrepreneurs is to “grow your own.” This entails igniting the spark of entrepreneurship in young people and providing them opportunities to witness or experience company formation and see first-hand the challenges and triumphs of launching and growing a small business. Ultimately, building an entrepreneurial “bench” in Greater Manhattan will not only help expand ecosystem development but will also provide additional opportunities to root skilled talent in the region.

**TACTICAL OPPORTUNITIES**

Potential Tactic	Action(s)	Benefit
<b>Build awareness of entrepreneurialism as a viable career path for K to 14 students (BP21)</b>	<ul style="list-style-type: none"> <li>✓ Fully support existing career focused programs such as Future Farmers of America and Future Business Leaders of America</li> <li>✓ Consider launching a best-practice entrepreneurship program in every local school district</li> <li>✓ Coordinate events with local K-12 districts to visit the proposed entrepreneurial center, coworking spaces, startup businesses, and entrepreneurial events as field trip opportunities</li> <li>✓ Bring entrepreneurs, K-State entrepreneurship faculty, and other experts into schools to engage students and promote entrepreneurship</li> <li>✓ Provide a scholarship to K-State’s entrepreneurship program for a high-achieving Manhattan Area high school senior through a competitive process</li> <li>✓ Design and launch a certificate program in entrepreneurship at Manhattan Area Technical College linked to established career and technical opportunities</li> </ul>	If students believe that entrepreneurship is an option for their future, they may proceed with following that career track
<b>Optimize Kansas State University’s entrepreneurship programs</b>	<ul style="list-style-type: none"> <li>✓ Fully support degree programs and initiatives at K-State’s Center for the Advancement of Entrepreneurship, including the provision of funding to enhance linkages between the Center’s students and Manhattan Area entrepreneurs</li> </ul>	Entrepreneurship can be a Greater Manhattan talent retention strategy if K-State graduates are embedded in a local small business or have launched their own company in the region

Potential Tactic	Action(s)	Benefit
	<ul style="list-style-type: none"> <li>✓ Assess the potential to develop a student business startup and acceleration center on the K-State campus</li> <li>✓ Partner with the KSU Center for the Advancement of Entrepreneurship to source local funding for a program creating internships for K-State students at Manhattan Area small businesses</li> </ul>	

**Strategy 3.6: Continue to reorient Kansas State University’s institutional culture to encourage opportunities for entrepreneurship, technology transfer, and research commercialization.**

As the nation’s first land-grant college created under the Morrill Act, Kansas State University has a long and storied history of educating students for future careers in the state and elsewhere. Over 150 years of experience cannot be shifted easily or quickly. But that is what modern research institutions are being forced to do to remain fiscally sustainable and satisfy government and public demands to drive local economic development and wealth creation. K-State is well on its way to changing its institutional culture to be more research and commercialization driven, but must continue to be supported on its path to becoming a Top 50 Public Research University by 2025.

**TACTICAL OPPORTUNITIES**

Potential Tactic	Action(s)	Benefit
<b>Continue to expand the capacity and impact of existing K-State and affiliated research, commercialization, and entrepreneurial programs (BP22)</b>	<ul style="list-style-type: none"> <li>✓ Pursue vigilant achievement of goals and milestones established in the Strategic Action Plan for Theme 1 of the K-State 2025 Visionary Plan focused on Research, Scholarly and Creative Activities, and Discovery (RSCAD)</li> <li>✓ Provide all necessary government and organizational support for the KSU Institute for Commercialization to create a streamlined pathway from idea to commercialization by assisting with all phases of business development and identifying marketable intellectual property from under-utilized corporate portfolios</li> <li>✓ Ensure faculty are aware of the full breadth of support services offered by the university’s Office of the Vice President for Research</li> </ul>	Maintaining the momentum from ongoing entrepreneurially-focused programs and centers will continue K-State’s evolution into a Top 50 research campus

Potential Tactic	Action(s)	Benefit
	<ul style="list-style-type: none"> <li>✓ Regularly survey faculty who have utilized research commercialization services to determine opportunities for enhancement</li> <li>✓ Support the promotion and resource acquisition of the Center for the Advancement of Entrepreneurship to sustain and expand its efforts locally and across the state, including K-State majors and minors in Entrepreneurship</li> </ul>	

## Cross-Cutting Initiatives

The following initiative areas have application across multiple goal areas and have been grouped as Cross-Cutting Strategies to highlight their potential to benefit a number of components of the Greater Manhattan Project Community and Economic Development Strategy. Many of them require coordination and collaboration across city and county lines among public and private sector partners to effectively achieve. Acknowledging their shared challenges, opportunities, and destinies will enable Greater Manhattan’s three counties and multiple cities to leverage regional efforts more fully and commit to sharing information, expertise, and resources in the spirit of collective gain.

Priorities to include in Cross-Cutting Strategies emerged from the comprehensive input conducted for the Greater Manhattan Project, including interviews, focus groups, and an online survey that garnered over 2,300 responses.

### FROM RESEARCH TO STRATEGY

Finding	Strategic Application
<b>Lack of cohesive inter-governmental planning creating inconsistent growth patterns, sub-optimal utility and public service levels, and threats to key land uses</b>	Enhancing efforts to partner on existing planning efforts, better coordinate new initiatives, add critical east-west transportation capacity, and jointly advocate for protection of sensitive agricultural and military property
<b>Previously enacted and potential future budget cuts and funding shortfalls threaten the viability of Manhattan Area institutions</b>	Continuing aggressive, collaborative, and coordinated regional advocacy to support full funding for pre-K to 12 districts, two- and four-year higher education institutions, and Fort Riley operations
<b>Regional partnerships, collaboration, and visioning improving, but must still evolve to reflect opportunities to address competitive challenges and opportunities</b>	Leveraging and enhancing existing regional leadership functions to improve public policy, citizen health outcomes, and relationships between communities and institutions

## GROWTH MANAGEMENT

As a growing region, Greater Manhattan must accommodate new population and the requisite mobility and services challenges inherent with these trends. Importantly, legacy land uses such as agriculture and Fort Riley’s impact buffer must be preserved while also acknowledging the challenges of developing in the region’s rocky western quadrant. With growth primarily occurring to the east, coordination and concurrency of infrastructure between Riley and Pottawatomie counties will be important concerns moving forward.

The **Flint Hills Regional Council**, a voluntary service association of local Kansas governments from Chase, Geary, Lyon, Morris, Riley, Pottawatomie, and Wabaunsee counties and/or their respective municipalities and unincorporated areas, provides beneficial services derived from improved regional cooperation and partnerships. The Council was instrumental in developing the Flint Hills-Fort Riley Joint Land Use Study (JLUS) and helped originate and manage the Flint Hills Frontiers regional vision plan.

Potential Tactic	Action(s)	Benefit
<b>Seek more equivalent standards for regional planning, zoning, and infrastructure capacity</b>	<ul style="list-style-type: none"> <li>✓ Leverage the Community Toolbox from the Flint Hills Frontiers plan to provide local governments with solutions to shared issues of planning, zoning, and land use management</li> <li>✓ Utilize approved recommendations from the Flint Hills/Fort Riley Joint Land Use Study to guide inter-governmental growth management decision making</li> <li>✓ Pursue long-term solutions to issues of inconsistent levels of land use and zoning prescriptions, varying utilities service levels, and other challenges that lead to divergent growth patterns and sub-standard water, sewer, and public service levels for many Manhattan Area residents and businesses</li> <li>✓ Continue efforts to expand the Manhattan Urban Area Planning Board to Pottawatomie County</li> </ul>	<p>Improved consistency between city and county planning and development regulations would help equalize growth trends and ensure sufficient service delivery</p>
<b>Ensure protection of land for critical agricultural, military, and industrial uses</b>	<ul style="list-style-type: none"> <li>✓ Implement the Flint Hills/Fort Riley Joint Land Use Study to reduce incompatible growth around the Army base while protecting its impact buffer for rotary wing and tank exercises.</li> <li>✓ Leverage the JLUS, Flint Hills Frontiers, and city and county comprehensive plans to ensure that land zoned for agriculture is reserved for that purpose</li> <li>✓ Challenge inappropriate rezoning and variance requests that seek to convert valuable agricultural land to residential, industrial, or commercial uses</li> <li>✓ Ensure that property adjacent to Kansas State University used for agricultural research is reserved for that purpose in the face of increasing development pressures</li> </ul>	<p>In addition to safeguarding Greater Manhattan and the Flint Hills’ agricultural and military land use legacies against escalating growth pressures, valuable industrial-zoned property must not be consumed for residential uses</p>

Potential Tactic	Action(s)	Benefit
	<ul style="list-style-type: none"> <li>✓ Protect valuable industrial development property from being rezoned for residential use or approved for housing construction by way of zoning variances</li> <li>✓ Ensure that land adjacent to the Manhattan Regional Airport is reserved for future runway, terminal, and fixed-base operations expansion, and high-value industrial development projects</li> </ul>	
<b>Improve critical east-west accessibility between Riley and Pottawatomie counties</b>	<ul style="list-style-type: none"> <li>✓ Implement the recommendations in the US-24 Corridor Plan to improve the east-west traffic flow between Riley and Pottawatomie Counties</li> <li>✓ Continue to resource the expansion of the aTa bus system to improve east-west accessibility for workers, students, and other transit-dependent users and choice riders</li> </ul>	Multiple public input respondents from all constituencies voiced support for expanding US-24 to improve regional mobility and connectivity

## ADVOCACY

Speaking with one voice on issues of regional importance is far more effective than advocating community by community. The Manhattan Area has come together effectively to advocate for critical local issues and opportunities, most notably the attraction of NBAF to the region. Continuing priorities related to Fort Riley and funding for institutions and infrastructure demand that area public and private partners work collaboratively to secure victories at the state and federal levels. In addition, in order to be highly effective, bio/agrodefense requires local, state, and federal entities to interface in a seamless manner. This could be a public policy arena where Greater Manhattan could be at the forefront.

Potential Tactic	Action(s)	Benefit
<b>Continue active efforts to sustain Fort Riley's presence in Greater Manhattan</b>	<ul style="list-style-type: none"> <li>✓ Continue to leverage lobbying and advocacy with the region's federal representatives to influence military decision-makers on the value, impact, and importance of Fort Riley to the Greater Manhattan region and the nation's warfighting capacity</li> <li>✓ Consistently seek to enhance participation levels in public, private, and institutional committees, programs, and events supporting Fort Riley enlisted and commissioned personnel and their families</li> </ul>	Helped by a lasting commitment from local stakeholders, Fort Riley has survived multiple Base Realignment and Closure rounds and must continue to receive this support to ensure its long-term growth

Potential Tactic	Action(s)	Benefit
<b>Lobby aggressively for full funding of Manhattan Area education and training institutions</b>	<ul style="list-style-type: none"> <li>✓ Continue efforts in Topeka to provide necessary funding for pre-K to 12 districts to effectively accommodate regional growth pressures</li> <li>✓ Seek greater fiscal commitments for Manhattan Area Technical College to reflect increased training needs for NBAF and key occupations impacted by talent shortages</li> <li>✓ Pursue reintroduction of HB 2570 to enable communities to put a technical college funding levy up for voter approval</li> <li>✓ Ensure that Kansas State University receives the state and federal funding necessary to implement K-State 2025, fully build out the North Campus Corridor plan (proposed innovation district), and develop new programming required to supply NBAF and other major state and regional employers</li> </ul>	<p>Because the quality of education and training output often relies on the capacity to provide sufficient programming, Greater Manhattan pre-K to 20 institutions must receive the necessary funding to achieve desired results</p>
<b>Ensure the region's business climate remains competitive and broad-based</b>	<ul style="list-style-type: none"> <li>✓ Leverage the Manhattan Area Chamber's recently formed Business Advocacy Committee for helping to identifying regional competitive issues and challenges to address through partnerships with local governments</li> <li>✓ Educate elected officials and the general public about the need for and benefit of economic development incentives for firms meeting stringent performance criteria</li> <li>✓ Continue to inform annual state and federal legislative priorities through consensus-driven input from key regional public and private stakeholders</li> <li>✓ Work with the local governments to optimize their development review and permitting processes through use of new technologies, creation of "one-stop" shop permitting offices, and service-oriented public-facing policies</li> </ul>	<p>Business climates that protect the interests of citizens while enabling local employers to be competitive in the marketplace are critical for maximizing job creation potential</p>

Potential Tactic	Action(s)	Benefit
<b>Support policy recommendations from the Blue Ribbon Study Panel on Biodefense</b>	<ul style="list-style-type: none"> <li>✓ Incorporate panel recommendations with direct benefit to the Manhattan Area into federal advocacy agendas and platforms</li> <li>✓ Continue working to position Greater Manhattan as a location for public events, press conferences, and other activities associated with the panel</li> <li>✓ Outreach to panel members as potential sources of support for Greater Manhattan legislative priorities related to NBAF and the region’s biosecurity cluster</li> </ul>	Though its report, “A National Blueprint for Biodefense: Leadership and Major Reform Needed to Optimize Efforts,” the influential panel recommended 33 steps the government can take to mitigate systemic weaknesses in the U.S. biodefense posture

## COLLABORATIVE GOVERNANCE

Input participants noted that Manhattan Area public and institutional partners largely work well together, though there are still instances where consensus is hard to reach. Continuing to seek new structures and forums for collaboration across multiple issues will ensure that outcomes with shared benefit will be achieved.

Potential Tactic	Action(s)	Benefit
<b>Maximize the efficacy of regional leadership programs and events</b>	<ul style="list-style-type: none"> <li>✓ Enhance the tri-county Regional Leaders Retreat by meeting more frequently, providing agenda materials further in advance, utilizing video-conference technology to enable leaders to participate remotely, and better engaging the public through live streaming of the proceedings or making them available via social media websites</li> <li>✓ Consider ways to more effectively leverage and engage graduates of the Flint Hills Regional Leadership Program through development of impactful projects to improve Greater Manhattan</li> </ul>	Established tools to bring together top Manhattan Area leaders provide the opportunity to improve regional coordination, collaboration, and public-private partnerships
<b>Continue partnering on efforts to improve local health outcomes</b>	<ul style="list-style-type: none"> <li>✓ Utilize the Riley County Council of Social Service Agencies as the principal local entity advancing solutions to issues identified in the federally mandated Community Needs Assessment</li> <li>✓ Assess the potential to expand the Council to additional Manhattan Area counties</li> </ul>	Improving the health and welfare of regional residents will support efforts to maximize participation in the workforce and provide cost savings for certain

Potential Tactic	Action(s)	Benefit
	<ul style="list-style-type: none"> <li>✓ Continue holding regular community health events to provide vulnerable populations with critical health and wellness services, information, and counsel</li> <li>✓ Proceed with efforts to fund and develop a three-county mental health stabilization center.</li> </ul>	government-sponsored social service programs
<b>Maintain the region's strong "town-gown" relations</b>	<ul style="list-style-type: none"> <li>✓ Continue enhancing formal and informal relationships and partnerships between K-State leaders and representatives of Greater Manhattan public and private constituencies</li> <li>✓ Effectively apply the City/University Projects Fund to advance selected priority projects for improving the city</li> </ul>	Echoing Princeton Review's recent ranking of K-State as the number one location where "town-gown relations are great," public input praised these relationships and stressed that effective town-gown partnerships must continue

## CONCLUSION

Greater Manhattan, Kansas possesses a wealth of assets and is poised to reach the next level of its community evolution with the launch of the National Bio and Agro-Defense Facility early in the next decade. Yet NBAF only came about because of the already strong institutional presence of Kansas State University and Fort Riley, the region's multiple workforce, infrastructure, and quality of life advantages, and the spirited collaboration and commitment of regional leaders to partner on the attraction of the facility.

In order to capitalize effectively on the transformative opportunity that NBAF represents and leverage the facility and other Manhattan Area research and institutional strengths to better diversify the regional economy, the community must aspire to become a place that is competitive with some of the top small to medium-sized knowledge hubs in the country. This will entail transforming activity centers and research corridors into dense, thriving, pedestrian-friendly, and urban districts with amenities desired by top footloose professional talent. Greater Manhattan must also significantly increase its capacity to promote its assets and dynamic future potential to audiences across the nation and, potentially, key international markets. Greater awareness of the Manhattan region as a top destination for companies and talent will help reverse recent domestic outmigration trends that have seen more residents leave the community than enter it from elsewhere in the U.S.

This Greater Manhattan Project Community and Economic Development Strategy represents a comprehensive and ambitious program of key initiatives and tactical activities that will move the region towards becoming a true national destination of choice. The urgency to advance the Manhattan Area towards its next stage of evolution as a nationally-recognized talent and investment hub is great as NBAF's launch provides a once-in-a-lifetime opportunity to raise the region's profile as a community with the economic diversity, talent capacity, entrepreneurial dynamism, and quality of life amenities to create and sustain wealth for generations of residents.

## APPENDIX A: BEST PRACTICES

Market Street maintains an extensive library of best practice programs, processes, organizations, and efforts for application to key competitive opportunities and challenges identified through our comprehensive research process. Best practices recommended to inform the Greater Manhattan Project Community and Economic Development Strategy were selected based on their specific relevance to actions and efforts the community can pursue. Ultimately, local leadership should use these best practices as guidelines and potential programmatic models to inform strategic efforts custom-tailored to the Manhattan Area.

### ***BP1: East Arkansas Crossroads Coalition Familiarization Tour***

The East Arkansas Crossroads Coalition, a regional partnership for economic development in the Arkansas Delta, hosted a three-day visit in cooperation with the Arkansas Economic Development Commission, Woodruff Electric, and Entergy Arkansas for industrial site selection consultants from Missouri, Florida, and Louisiana. The purpose of the tour was to directly market the Delta to key consultants unfamiliar with the region's assets for business. In addition to touring various sites and buildings within the Crossroads region, the site selectors met top Arkansas officials, including the governor, and were shown elected leaders, agency directors, utility providers, regional economic development organizations, and community based economic development groups are able to unite and work together to promote economic development in the region.

<http://www.crossroadscoalition.org/fam-tour/>

### ***BP2: Chattanooga (TN) Earned Media/Public Relations Strategy***

Ever since Walter Cronkite called Chattanooga the "dirtiest city in America" in the 1970s, the community has been focused on changing both its local realities and also external perceptions. Beginning in the 2000s, the Chattanooga Chamber of Commerce, partnering with the region's Convention and Visitor's Bureau, contracted with a national public relations firm to try to change the outside perceptions of Chattanooga as a declining industrial city with few modern assets for companies, talent, or visitors. Focusing on strengths such as its revitalized downtown, America's first city-wide gigabit fiber network, emerging entrepreneurial climate, and other assets, the public relations (earned media) strategy has seen notable success. Since implementing the strategy, the Chattanooga region has been featured in hundreds of business media placements with more than 1 billion impressions worldwide in a wide range of national, regional trade and online outlets including The Wall Street Journal, New York Times, The Economist, Fortune, CNN, Fox Business News, CNBC, and The Huffington Post.

### ***BP3: Metro Indianapolis Export Plan (Indianapolis, IN)***

As part of the Global Cities Initiative, a joint project by the Brookings Institution and JP Morgan Chase, the Indy Chamber conducted extensive market research, regional business surveys, and in-person interviews to develop a regional plan to grow exports and develop a global strategy for economic development. The resulting export market analysis, assisted by Butler University and the Indiana University-Purdue University Indianapolis, identified four objectives to support and grow the region's exports:

1. Increase efficiencies in the Metro's supply chain, focusing on logistics;
2. Increase number of exporting companies by 20 percent by 2020;
3. Reduce transportation costs for Metro Indy firms; and
4. Increase international awareness and build a global reputation.

[http://www.indychamber.com/files/1414/2429/3865/Metro\\_Indy\\_GCI\\_Export\\_Plan\\_low\\_resolution.pdf](http://www.indychamber.com/files/1414/2429/3865/Metro_Indy_GCI_Export_Plan_low_resolution.pdf)

**BP4: Business First (Richmond, VA)**

Launched in 2006, Business First is a collaborative, regional, existing business retention and expansion (BRE) program of the Greater Richmond Regional Partnership (GRP) and its local government partners. Professional economic development staff and trained volunteers from the business community interview CEOs and other top company officials to fully understand the company's competitiveness and its long-term prospects for growth. Interviews cover a wide range of topics and findings include hiring prospects for the next year, perceptions of the regional workforce and specific skill shortages, projected sales, and business climate issues. The data allows the GRP to gauge the health of the regional economy, develop an early warning system to foretell potential future layoffs, and provide targeted solutions to existing businesses. Typical services offered through Business First visits include:

- Expansion support;
- Connection to state and local incentive programs;
- Workforce recruiting and training;
- Financing;
- Business planning;
- Coordination of municipal services; and
- Downsizing prevention and management.

<http://www.businessfirstrichmond.com/>

**BP5: St. Paul/Ramsey County (MN) Economic Gardening Program**

The City of Saint Paul and Ramsey County, in partnership with the Edward Lowe Foundation and the National Center for Economic Gardening, implement a metro-wide Economic Gardening Program aimed at connecting seasoned businesses with strategic research, facilitated CEO discussions, and access to a team of specialists that provide expert knowledge in their respective fields. The program provides free tools and resources for companies looking to take their business to the next level. Often referred to as a "grow from within" strategy, economic gardening helps existing companies within a community grow by focusing on strategic growth challenges, such as developing new markets, refining business models, and gaining access to competitive intelligence. Economic gardening specialists help CEOs identify which issues are hindering their growth and then leverage sophisticated tools to deliver insights and information that CEOs can apply to grow their companies. Participating businesses must be domiciled in the county, have between \$1 and \$50 million in

annual revenue and employ between 10 to 99 full-time workers. Accepted companies spend about 60 hours over the course of eight months collaborating with their research team.

<https://www.stpaul.gov/departments/planning-economic-development/economic-development/economic-gardening-program>

**BP6: Bradley Airport Development Zone (Windsor, CT)**

The Bradley Airport Development Zone (BADZ) was created in 2010 to seize upon the Windsor, Connecticut airport's full potential. The BADZ extends tax incentives to airport-related firms utilizing the facility for distribution, manufacturing and other specified businesses that develop or acquire property in the Zone and foster job growth. A business qualifies for BADZ's the tax incentives if it acquires an idle facility or constructs, substantially renovates, or expands one and uses the facility for specified uses. Businesses that qualify for the property tax exemptions also qualify for a 10-year corporation business tax credit equal to the portion of the tax attributable to the facility.

[http://www.bradleydevelopment.com/Regional\\_Profile/Incentives/Bradley\\_Airport\\_Development\\_Zone/](http://www.bradleydevelopment.com/Regional_Profile/Incentives/Bradley_Airport_Development_Zone/)

**BP7: Gigabit Internet, Chattanooga (TN) Fiber Optic Network**

Chattanooga's community-owned electric utility is installing a 100 percent fiber-to-the-premises network in the city. Built to run America's first "smart grid," Chattanooga's fiber optic network enables upload and download speeds 200 times faster than the current national average, and 10 times faster than the FCC's National Broadband Plan. Internet speeds of 1 Gigabit-per-second Internet speed are available to every home and business throughout the entire community.

<http://chattanoogagig.com/>

**BP8: Greater Wichita Partnership Business Education Alliance (Wichita, KS)**

The Business Education Alliance was created in 2012 and brings together businesses, public school districts, nonprofits, and local colleges and universities to align education and business "to cultivate a globally competitive workforce for the region." The program's mission is "aligning education and business communities to ensure a productive workforce needed for sustained economic growth for the region." The organization's 2016 Action Plan is directed at the focus areas of Literacy; Workforce Development; Workforce Readiness; Certificate and Degree Attainment; and Policy.

[http://greaterwichitapartnership.org/about\\_us/business\\_education\\_alliance](http://greaterwichitapartnership.org/about_us/business_education_alliance)

**BP9: Dayton (OH) Regional STEM School (DRSS)**

In its 9<sup>th</sup> year, the Dayton Regional STEM School is an independent public STEM school serving students from grades 6-12. The school uses the Project Based Learning method in which students learn by doing, often in group and interdisciplinary projects. DRSS hosts a Career Exploration program with applied learning experiences and interactions with employers from across the region. Every year, each student participates in the Annual College and Career Fair. Job Shadow Days are also required events for all students during 9<sup>th</sup> and 10<sup>th</sup> grade, linking them with a mentor for a day. An internship is also required for upperclassmen before

graduation, where students spend 72 hours with a mentor to complete a company project. For the last two weeks of the school year, every DRSS student participates in STEMmersion. During this event, students forgo their normal class schedule in favor of one deep dive immersion course of their choosing.

<http://www.daytonstemschool.org>

**BP10: Campus Philly (PA)**

Campus Philly is a nonprofit organization that fuels economic growth by encouraging college students to study, explore, live and work in the Greater Philadelphia region. The organization helps anchor students in the Philadelphia area by connecting them with employers for internships, building their networks, and investing in the community. Through the Open Arts program, thousands of students are given free tickets for 60 arts venues in the region. The Student Leaders Network features over 450 students eager to explore neighborhood development, build leadership skills, and form a cross-campus network of leaders. The Inclusive Leadership Conference is a full-day leadership conference that attracted 339 students from 24 schools. The Campus Philly website hosts internship and career fairs for college students and employers as well as managing an online job and internship portal.

<http://campusphilly.org/>

**BP11: Calgary (Alberta) Economic Development Talent Marketing**

Seeking to assist regional employers with talent development and attraction, Calgary Economic Development works in partnership with businesses, post-secondary education, government, and industry stakeholders in the implementation of four core workforce management functions:

1. Labor attraction support
  - Calgary Economic Development's marketing campaign, Calgary. Be Part of the Energy, is aimed at attracting the best and brightest to Calgary to make a living and make a life.
  - In addition, Calgary Economic Development works with the local workforce and human resources community to provide information, tools, research, and networking opportunities to ensure employers are set up for success in their recruitment and retention efforts.
2. Information on moving to Calgary
  - Life in Calgary (<http://www.lifeincalgary.ca/>) is a talent-focused website that offers support for people considering relocation to the city as well as recent arrivals. The website provides information important to new and prospective residents' transition to the city such as choosing a neighborhood, obtaining a driver's license, and selecting an educational institution for their children.
3. Employer best practices
  - Through a series of best practices forums, programming and information, Calgary Economic Development shares information to assist employers with the development of effective talent attraction, development, and retention strategies.

Calgary Economic Development is a not-for-profit organization funded by the City of Calgary, community partners, and other orders of government and the private sector through the Action Calgary Program – a corporate partnership program that engages visionary business leaders.

<http://www.bepartoftheenergy.ca/>

**BP12: Detroit (MI) Homecoming**

Detroit Homecoming aims to reconnect Detroit expats with their hometown by providing news, events, and opportunities to live, work, or invest in Detroit. Recently, the program hosted its third class of expats back home to participate in and celebrate the city's rebirth. More than 200 Southeast Michigan expats attended the invitation-only event, with speakers that included former Microsoft Corp. CEO Steve Ballmer. Over the past two years, the event has resulted in more than \$260 million in pending investments in metro Detroit by participating expats.

<http://www.detroithomecoming.com>

<https://www.facebook.com/detroithomecoming/>

**BP13: Connect Sixty-Four (Kalamazoo, MI)**

The result of a collaboration of business organizations along a 64-mile corridor between St. Joseph and Battle Creek, Michigan, the Connect Sixty-Four program provides qualified “trailing spouses” of top job candidates with a “VIP Pass” that allows them exclusive exposure to the area’s hiring agents and priority consideration for interviews. All of the Fortune 500 companies with headquarters or divisions in the corridor have signed up for the program, including Stryker, Eaton, Kellogg’s, the W.K. Kellogg Foundation, and Whirlpool. Résumés of trailing spouses and job openings are organized and matched by Connect Sixty-Four staff. When the service is offered to a job recruit, a career consultant will meet with the trailing spouse to assess their career aspirations and begin identifying and facilitating employment opportunities. There is no fee to those participating organizations who hire a trailing spouse through the Connect Sixty-Four program but there is a \$5,000 charge for individual whose trailing spouse lands a local position. Often, Connect Sixty-Four services are offered as a relocation benefit to the prospective employee.

<http://www.connect64.com/>

**BP14: Campus Neighborhoods Revitalization Corporation (Sunnyside Up), Morgantown (WV)**

The Campus Neighborhoods Revitalization Corporation (CNRC), a 501(c)(3) nonprofit, was created in October 2002 to assist or engage in developing, designing, financing and implementing urban land use plans designed to eliminate blight, improve conditions, and prevent future deterioration in the neighborhoods surrounding the West Virginia University campus. In 2008 the City of Morgantown designated CNRC as “developer” of the Tax Increment Financing project for the Sunnyside TIF District. Hence the moniker “Sunnyside Up”. CNRC’s principal aim has been to develop plans that will upgrade, replace, and build new infrastructure (water, sewer, sidewalks, streets) to meet the demands of burgeoning growth and development in the neighborhood. Investments managed by Sunnyside Up have catalyzed hundreds of millions of dollars in new development of residential, commercial, and mixed-use construction.

<http://sunnysideupwv.org/>

**BP15: Sports Complex, Foley (AL)**

Located in the coastal Alabama city of Foley, the Sports Tourism Complex is a mixed-use development combining recreation facilities with shopping, dining, hospitality, and entertainment amenities. The facilities at Foley Sports Tourism Complex include multiple state-of-the-art playing fields and the Foley Events Center, a 90,000 square foot multi-use indoor facility located adjacent to the sports fields. The indoor facility offers space for basketball, volleyball, cheerleading, and dance and gymnastics competitions, and can also accommodate concerts, banquets, conventions, and trade shows.

<http://foleysportstourism.com>

**BP16: Louisville (KY) Farm to Table**

Recipient of the U.S. Conference of Mayors' outstanding achievement City Livability Award, Louisville Farm to Table increases the capacity of the local food system by working to increase production, marketing, distribution and sales of Kentucky edible agriculture products and to meet Louisville's demand for local food. The Farm to Table initiative provides a crucial link between local agricultural producers and customers seeking to eat healthier, local food. To this end, Farm to Table aids local farmers to enhance production capacity and shift their focus to high demand agricultural products. At the same time, Farm to Table establishes links between farmers, processors, and large institutional purchasers to develop a robust supply-chain that translates into more local food on the table of Louisville residents. In many respects, Farm to Table is an information broker – matching supply with demand or demand with supply. Working with Jefferson County Public Schools, Farm to Table established relationships between butternut squash producers and a local processor that peels and seeds squash. These efforts also led the Jefferson County Public Schools district to request 40,000 servings of locally raised chicken wings and drumsticks.

<https://louisvilleky.gov/government/louisville-forward/louisville-farm-table>

**BP17: Cortex Innovation Community (St. Louis, MO)**

Founded to capture the commercial benefits of university and regional corporate research in St. Louis, the Cortex Innovation Community is a 200-acre technology district embedded into St. Louis's Central West End and Forest Park Southeast neighborhoods. The innovation district features customizable lab and office space, proximity to world-class research institutions, availability of a trained local workforce, and three anchor life sciences and biotechnology research institutions. The Center for Emerging Technologies (a public-private partnership business incubator), BioGenerator (a privately funded organization that transforms promising technologies into sustainable businesses), and CIC St. Louis (a co-working space aimed at fostering an entrepreneurial ecosystem) combine their efforts to support entrepreneurs in their research and funding phases. Once fully developed, the district will consist of one million square feet of space customized to fit the needs of start-ups and mature businesses. To further support entrepreneurs, the Cortex Innovation Community has also co-located multiple venture funding and entrepreneur support institutions within the district's confines. BioGenerator's Entrepreneurs in Residence program supports bioscience entrepreneurs as they bring their new technologies while Venture Mentoring Service of the Innovate St. Louis organization

builds successful entrepreneurs through networking and team-based mentoring at no cost to the entrepreneur. Traditional venture capital is provided by iTen and The Balsa Group. Along with fostering a collaborative environment, the Cortex Innovation Community utilizes local amenities and mixed-use space already in place to maximize its appeal to knowledge workers. To date, over \$300 million has been invested in the district. The district was established as a Tax Increment Financing district, leveraging public dollars to spur private investment.

<https://cortexstl.com/>

**BP18: Life Science Business Incubator at Monsanto Place (Columbia, MO)**

The Life Science Business Incubator at Monsanto Place, which opened in 2009, is owned by the University of Missouri and operated by the Missouri Innovation Center, a nonprofit organization governed by a Board of Directors comprised of community and business leaders and senior representatives of University of Missouri system, colleges, and campus administration. The Incubator Program is open to all start-up enterprises with a technology-based product or service but priority is given to University-affiliated ventures. Innovation Center residents benefit from the following services and amenities:

- Wet labs, dry labs, and engineering suites for growth oriented companies
- Opportunity assessment of the technology, the market, and the management team
- Planning, financing, and accomplishing research and product development
- Developing the business plan and securing startup funding and growth capital
- Incubating the ventures that result, including mentoring and physically accommodating startup firms

The business incubation program is integrated with the Crosby MBA Program of the Trulaske College of Business and MBA candidates are an important resource in the incubation program. While the incubator is an organizational unit of the Office of Research of the University of Missouri, it works closely with the Office of Technology Management and Industry Relations and the Office of Research and Economic Development. The Life Science Business Incubator was selected for the National Business Incubation Association (NBIA) Soft Landings International Incubator program because of its slate of business services for nondomestic firms and its demonstrated success at helping these firms enter the U.S. market.

<https://missouriinnovation.com/life-science-labspace/>

**BP19: Techstars Mobility (Detroit, MI)**

Techstars Mobility is a Detroit-based accelerator program operated by the Techstars Foundation. Techstars Mobility is focused on the rapidly changing mobility and transportation industry and seeks to assist and develop an ecosystem of software, hardware, and advanced materials businesses building technologies that will power the efficient movement of people, goods, and services across the transportation sector. In 2015, Techstars Mobility announced its first class of Techstars Mobility companies. To assist the first class of ten companies, Techstars Mobility has partnered with six global corporations with mobility expertise including the Ford Motor Company, Magna International, Verizon Telematics, Dana Holding Corporation, Honda R&D

Americas, and McDonald's. Along with these six companies, Techstars Mobility has also assembled 150 mobility experts and investors to mentor these companies and provide seed funding.

<http://www.techstars.com/programs/mobility-program/>

**BP20: Greenhouse (St. Petersburg, FL)**

As a partnership between the St Petersburg Area Chamber of Commerce and the City of St. Petersburg, Greenhouse is a one-stop shop facility for starting or growing local St. Petersburg businesses. Greenhouse provides an array of services including business counseling, training, networking, specialized assistance, and access to start-up capital. Greenhouse acts as St. Petersburg's entrepreneurial center of gravity, leveraging a broad support network to ultimately benefit local entrepreneurs. Through its partnership with the Service Corps of Retired Executives (SCORE) and ASPEC (Academy of Senior Professionals at Eckerd College), entrepreneurs receive one-on-one mentorship programs and in-house office hours to ensure their business is on the path to success. Greenhouse is also highly focused on ensuring that entrepreneurs are equipped with the knowledge they need to proactively address or anticipate their future needs. Entrepreneurs in the St. Petersburg Area credit the creation of Greenhouse as the catalyst for bringing together what had previously been a disparate local entrepreneurial ecosystem.

<http://stpetegreenhouse.org/>

**BP21: Launch Entrepreneurship (Chattanooga, TN)**

Offered at eight local high schools, LAUNCH's High School Entrepreneurship Program seeks to engage interested and motivated students with a simulated entrepreneurship experience that provides real-world lessons they will need to successfully start their own business. The program, held over a course of an academic semester, is focused on teaching business fundamentals to high school students. Upon completion of the course, students are equipped to launch and grow successful entrepreneurial ventures. The Program focuses on the ideas of market opportunities, viability, feasibility, innovation, and basic concepts required to develop a competent business plan. At the conclusion of LAUNCH, students compete in a regional business plan competition held at the University of Tennessee at Chattanooga. Previous winners have gone on to create a product, engage investors, and launch their business. The High School Entrepreneurship program is facilitated by LAUNCH, a nonprofit organization formed in 2010 by local businessmen who believed that the private sector could help positively influence the future prospects of local youth.

<http://www.launchchattanooga.org/highschool/>

**BP22: Georgia Tech Strategy for Research and Economic Development (Atlanta, GA)**

The Georgia Institute of Technology is one of the preeminent public research institutions in the country. As part of its campus-wide strategic planning activities, Georgia Tech convened an innovation task force to assess the current state of innovation across its enterprise and to propose new initiatives. The goal was to accelerate promising research results and apply the precepts of the new research strategy to the field of innovation itself. Georgia Tech then defined an industry-facing research strategy focused on cutting-edge innovation and economic development. The research strategy focuses on 12 strategic theme areas covering

the full breadth of the Institute's technologies of focus. To support commercial application of its research, Georgia Tech created professionally staffed teams of industry licensing and contracting, commercialization, communications and marketing, and business development staff around each of its 12 strategic theme areas. Georgia Tech's research strategy is "concurrent," which means that teams of faculty, graduate students, application and economic development experts, and professional staff work together to define and pursue challenges, foster early engagement with industry, and accelerate the maturation and transition of technology to the marketplace. Georgia Tech has several spin-off entities that are leveraged to bolster and support its innovation efforts, including Georgia Tech Research Institute, Georgia Tech Research Corporation, and Enterprise Innovation Institute.

<http://www.research.gatech.edu/sites/research.gatech.edu/files/misc/Steve%20Cross%20SR68%2011.16.11.pdf>