

Miami County, Kansas Economic Development Strategic Plan -- Draft

Proposed Strategies

5/8/2020, Page 1 of 11

Vision Statement: Miami County is a diverse, resilient and growing region of the greater Kansas City metro area with unique and united communities that offer equal economic opportunity to its communities and residents.

Alignment/Regionalism

	Goal #1: Align stakeholders, communities and the county with a shared vision for Miami County's economic sustainability, growth and development, ensuring that policies promote and facilitate activities that achieve the shared regional vision.	Goal #2: Support regional workforce development efforts and improve the connections between local educational institutions and other regional workforce-related agencies focused on the needs of local industry to strengthen the talent pipeline.	Goal #3: Advocate for and support the development of foundational community elements (e.g., housing, broadband, childcare, transportation, sites and buildings) that help remove or alleviate barriers limiting the retention and attraction of both industry and talent.	Goal #4: Cultivate the identified target industry clusters that serve as economic drivers for Miami County.	Goal #5: Promote a unified message that positions Miami County as a place of choice for the retention and attraction of both industry and talent.
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Roles and Responsibilities

Share and confirm the developed vision and goals with community members and stakeholders and update them regularly on the progress of the strategic plan.	XXX	X	XX	XX	XXX
Determine roles of each partner organization in implementation of the economic development strategic plan.	XXX	XX	XX	XX	XX
Ensure that policies promote and facilitate activities that achieves the shared regional vision for economic sustainability, growth and development.	XXX	XX	XXX	XXX	XXX
Establish a clear communication protocol for prospects and businesses.	XXX		XX	XXX	XXX

Collaboration and Partnership

Strengthen relationships with your existing industry base and build relationships with its major suppliers.	XX	X	XX	XXX	XXX
Maintain and deepen existing partnerships to enhance and cultivate further collaboration.	XXX	XX	XX	XXX	XX

Readiness

	Goal #1: Align stakeholders, communities and the county with a shared vision for Miami County's economic sustainability, growth and development, ensuring that policies promote and facilitate activities that achieve the shared regional vision.	Goal #2: Support regional workforce development efforts and improve the connections between local educational institutions and other regional workforce-related agencies focused on the needs of local industry to strengthen the talent pipeline.	Goal #3: Advocate for and support the development of foundational community elements (e.g., housing, broadband, childcare, transportation, sites and buildings) that help remove or alleviate barriers limiting the retention and attraction of both industry and talent.	Goal #4: Cultivate the identified target industry clusters that serve as economic drivers for Miami County.	Goal #5: Promote a unified message that positions Miami County as a place of choice for the retention and attraction of both industry and talent.
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Product Readiness

Create and maintain an inventory of all sites and buildings available, working with relevant stakeholders to ensure information is up-to-date.			XXX	XXX	X
Prioritize sites and buildings based on priority projects and best business case.	X		XX	XXX	X
Understand and develop the product pipeline.			XXX	XXX	X
Identify and develop key assets needed for targeted industries.		X	XXX	XXX	X

Talent Readiness

Facilitate coordination between the supply and demand sides of talent and determine how to address gaps.	XX	XXX	XX	XX	X
Educate students, parents and guidance counselors on the opportunities available at companies in Miami County.	XX	XXX	XX	XX	X

Community Readiness

Support and facilitate placemaking efforts within the communities of Miami County.	XX	X	XX	X	XX
Determine the feasibility of developing new quality of life amenities within Miami County.	X	X	XX	X	X
Work with the communities and other partners to identify and define current housing stock, as well as determine future housing needs.	X	X	XXX	X	X

Innovation Readiness

Identify and define current resources available for start-ups, starting with those already identified in the E-Community application process, and address any gaps.	XX	XXX	X	X	X
Cultivate the innovation economy within Miami County.	XX	XXX	X	X	X

Miami County, Kansas Economic Development Strategic Plan -- Draft

Proposed Strategies

5/8/2020, Page 2 of 11

Marketing/Differentiation					
	Goal #1: Align stakeholders, communities and the county with a shared vision for Miami County's economic sustainability, growth and development, ensuring that policies promote and facilitate activities that achieve the shared regional vision.	Goal #2: Support regional workforce development efforts and improve the connections between local educational institutions and other regional workforce-related agencies focused on the needs of local industry to strengthen the talent pipeline.	Goal #3: Advocate for and support the development of foundational community elements (e.g., housing, broadband, childcare, transportation, sites and buildings) that help remove or alleviate barriers limiting the retention and attraction of both industry and talent.	Goal #4: Cultivate the identified target industry clusters that serve as economic drivers for Miami County.	Goal #5: Promote a unified message that positions Miami County as a place of choice for the retention and attraction of both industry and talent.
Advocacy					
Promote a unified message that communicates the positive economic and community development news in the region.	XX	X	X	X	XXX
Advocate at a state and national level for the interests of Miami County.	XX	X	XXX	XX	XXX
Marketing and Messaging					
Review all existing marketing tools, including website and print and digital marketing collaterals, and, as needed, revise them to ensure messaging and positioning resonates with Miami County's target audiences.	XX	X		XXX	XXX
Research, plan and execute relationship marketing strategies with decision makers.	XX	X		XX	XXX
Identify companies for recruitment within the recommended target industries.	XXX	X		XXX	XXX

Xs correlate proposed strategies direct relationship to overall goal.

**Miami County, Kansas Economic Development Strategic Plan -- Draft
Implementation Map
5/8/2020, Page 3 of 11**

Alignment/Regionalism					
Roles and Responsibilities	Responsible Party	Priority	Timeline	Budget	Key Performance Indicators
Share and confirm the developed vision and goals with community members and stakeholders and update them regularly on the progress of the strategic plan.					
Share and confirm the vision and goals with city leadership and ensure there is unity and continued buy-in from city leadership throughout the implementation of the strategic plan.	Miami County Area Communities	High	Q2 2020	Staff Time	Unity of city leadership County-wide rollout completed Participation by public from all communities Overall buy-in of the public Dashboard created and maintained
Continue to engage stakeholders, including residents and business owners, to launch the economic development strategic plan and share the countywide vision and shared goals. Leverage local media and other channels (press releases, news articles, Miami County and partner websites, etc.) to share the summary. Consider creating a website to track progress publicly.	Miami County Area Communities	High	Q2 2020	Staff Time/Low	
Hold a public rollout of the economic development strategic plan to generate public interest and awareness of the plan, placing emphasis on the shared vision and common goals for all partners. This should be conducted after the roles of each partner organization are determined, so that information about how it will be implemented can be shared as well.	Miami County Area Communities	Medium	Q4 2020	Staff Time/Low	
Hold a bi-annual or annual public input meeting to update all community members on the status of the county-wide economic development strategic plan, share economic development successes, and ensure continued buy-in from community members. Be open for ways in which additional groups or individuals can support the initiative.	Miami County Area Communities	High	2021/Ongoing	Staff Time/Low	
Continue updating the Economic Climate Report on a quarterly basis, integrating key economic and social data points that can be leveraged to track progress on the plan over time, as well as to monitor and ensure the activities are having the expected impact on communities.	Miami County	High	Q3 2020/Ongoing	Medium	
Determine roles of each partner organization in implementation of the economic development strategic plan.					
Starting with the organizations that have been involved throughout this process, hold a work session to define the role that each organization or group will have in the support and implementation of the plan. Use the implementation map as a starting point, as it suggests both those groups who are already participating in some way as well as who should lead and/or support each tactic.	Miami County Relevant Partners	High	Q2 2020	Staff Time	Sign offs on roles MOUs in place Essence of the MOU maintained
Establish Memorandums of Understanding (MOU) to ensure each of the partner organizations are working in conjunction to implement and support the economic development strategic plan. Outcomes might include formalized meetings, staff liaisons within board meetings or other operational meetings, accountability charts, designating clearly defined roles and support expectations. Consider making the signing ceremony a highly visibly and public event to create media impressions, showing alignment, collaboration, and a regional approach to economic development.	Miami County Relevant Partners	Low	Q3 2020	Staff Time	
Determine if there are gaps in terms of staffing or resources to successfully implement the plan. If there are gaps, develop a plan to address them. This might include forming committees, fundraising, hiring additional staff, etc.	Miami County	High	Q3 2020	Staff Time	
Hold regular meetings (recommending monthly or bi-monthly) to discuss the status of the plan and specific initiatives. This will help ensure accountability, mitigate the risk of redundant or competing efforts, and promote forward progress.	Miami County Relevant Partners	High	Q3 2020/Ongoing	Staff Time	

**Miami County, Kansas Economic Development Strategic Plan -- Draft
Implementation Map
5/8/2020, Page 4 of 11**

Roles and Responsibilities	Responsible Party	Priority	Timeline	Budget	Key Performance Indicators
<p>Facilitate a work session that identifies the types of projects that Miami County and its communities will prioritize. The session should identify high, medium, and low priority projects. Consider types of jobs being created, wages, type and negative externalities of industries, etc, and how you might incent each project, taking into account the goals and assets of each community in the county. As part of this work session, include an education component as to why consistency and uniformity of policies across communities in a region better position the region to attract industry.</p>	Miami County Area Communities	High	Q4 2020/Ongoing	Staff Time	Clearly articulated planning and zoning framework in place Expediency in zoning/planning approval process Creation of incentives policy (if applicable) Consistency of planning/zoning, incentives and other policies across communities within Miami County
<p>Ensure planning/zoning approval framework outlines the timing and approval conditions and process for related priorities. Determine process efficiencies for high priority projects that could shorten approval timelines. Consider how updates to these policies will tie directly back to the imminent update to the Comprehensive Plan, and how they can align and reinforce each other. Work with planning/zoning authorities to implement the new framework. Leverage partnerships with existing stakeholders to help influence the outcome, and strive to have as much consistency in policies as possible across the communities within Miami County.</p>	Miami County Area Communities	Low-Medium	2021/Ongoing	Staff Time	
<p>Consider developing an incentive policy that integrates the prioritized projects and lays out specific framework for allocation and project approval based on the type of project and relative priority. Be sure the policy addresses confidentiality, project management expectations, process management, etc. Once more, strive to have as much consistency in the incentive policies offered as possible across the communities within Miami County.</p>	Miami County Area Communities	Medium	2021/Ongoing	Staff Time	
Establish a clear communication protocol for prospects and businesses.					
<p>Assemble local information for regional benefit, such as permitting/approval processes, talent programs, BRE data, sites and buildings information, etc.</p>	Miami County	High	Q4 2020/Ongoing	Staff Time	Single location for all business resource information Charter in place Essence of the charter maintained
<p>Create a communication charter that establishes expectations around external communication, messaging, and marketing efforts. It should express how internal stakeholders should engage with external audiences and aim to create a unified approach to messaging. Relevant components of this should be shared with those partners that are most impactful to the success of the implementation of the economic development strategic plan. It should also be shared with all relevant stakeholders, such as city elected officials, city employees, etc.</p>	Miami County Relevant Partners	Low-Medium	2021	Staff Time	
Partnership Building	Responsible Party	Priority	Timeline	Budget	Key Performance Indicators
Strengthen relationships with your existing industry base and build relationships with its major suppliers.					
<p>Use BRE interviews or formal surveys to assess the economic resiliency and sustainability of area businesses, as well as to identify area businesses' other operating locations, suppliers and end-users. Consider the creation of a BRE "after-care" initiative, that can provide support to businesses afterwards should they desire it (while ensuring company confidentiality to those who do not). This could potentially be a team that can provide resources and assistance to employers based on key needs.</p>	Miami County Area Businesses	High	Ongoing	Staff Time	Relationships maintained and strengthened Number of leads stemming from existing business relationships BRE "after-care" initiative created
<p>Evaluate Miami County's competitiveness relative to area businesses' other operating locations on key location criteria, operating costs and conditions.</p>	Miami County	Medium	Q4 2020/Ongoing	Staff Time	
<p>Identify existing relationships that area stakeholders, businesses, and other groups already have with these companies. Leverage these connections to establish connections and set-up meetings to begin curating relationships.</p>	Miami County	Medium	Q2 2021/Ongoing	Staff Time	
<p>Prioritize a list of clients and other major suppliers that are most to least accessible based on the area's existing relationships. Most accessible are those that have direct connections or relationships with area stakeholders. Those that are most accessible will be the primary targets of strategic development.</p>	Miami County	Medium	Q2 2021/Ongoing	Staff Time	

**Miami County, Kansas Economic Development Strategic Plan -- Draft
Implementation Map
5/8/2020, Page 5 of 11**

Partnership Building	Responsible Party	Priority	Timeline	Budget	Key Performance Indicators
Maintain and deepen existing partnerships to enhance and cultivate further collaboration.					
<p>Maintain and deepen partnerships with regional economic development groups and partners, especially the Kansas City Area Development Council (KCADC). Keep KCADC in the loop with key Miami County initiatives, so that both parties can work in a mutually beneficial fashion as resources and partners in helping the region grow and prosper.</p>	<p>Miami County KCADC Regional/State Partners</p>	<p>High</p>	<p>Ongoing</p>	<p>Staff Time</p>	<p>Partnerships maintained and cultivated Measurements identified Number of partnerships Overall satisfaction of partners</p>
<p>Use one-on-one meetings or formal surveys to determine gaps in partnerships or other relevant needs that can be worked on or developed to deepen the partnership. Use the CRM to track needs and gaps.</p>	<p>Miami County Relevant Partners</p>	<p>High</p>	<p>Q4 2020/Ongoing</p>	<p>Staff Time/Low</p>	
<p>Collect and track measurements on partnerships to show value in maintaining the partnerships. To the extent possible, the measurements should focus on the value gained from the partner's perspective. The results can then be used to create stronger messaging and positioning of the area.</p>	<p>Miami County</p>	<p>High</p>	<p>Q4 2020/Ongoing</p>	<p>Staff Time</p>	

**Miami County, Kansas Economic Development Strategic Plan -- Draft
Implementation Map
5/8/2020, Page 6 of 11**

Readiness					
Product Readiness	Responsible Party	Priority	Timeline	Budget	Key Performance Indicators
Create and maintain an inventory of all sites and buildings available, working with relevant stakeholders to ensure information is up-to-date.					
Continually update sites and buildings data on sites and building database. Include labor pipeline and talent development assets to the marketing flyers for all available sites and buildings.	Miami County	High	Ongoing	Staff Time	Accuracy of site information Number of sites in databases Frequency in data being updated
Feed sites and buildings data into relevant real estate databases.	Miami County	High	Ongoing	Staff Time	
Prioritize sites and buildings based on priority projects and best business case.					
Identify all potential sites and buildings that are already ready or nearly ready for development. Include all potential sites and buildings, regardless of state of readiness. Consider exploring funding sources to gain control of potential sites and buildings, to reduce risk and uncertainty for prospective businesses.	Miami County	High	Q3 2020/ Ongoing	Staff Time	Number of potential sites Total product pipeline Qualitative measure of site match with sub-sector focus
Prioritize the identified sites and buildings based on state of readiness, attractiveness, location, etc.	Miami County	High	Q4 2020/Ongoing	Staff Time	
Match key sites and buildings with priority projects identified earlier. Consider using an outside engineering firm to identify key site needs for development for specific targeted sub-sectors and key target industries.	Miami County	High	Q1 2021	Staff Time	
Understand and develop the product pipeline.					
Ensure there is a plan in place to gain control and prepare sites and buildings that are not currently ready for sale. If infrastructure needs exist, proactively engage necessary stakeholders.	Miami County	Medium	2021/Ongoing	Staff Time/Medium-High	Progress on site readiness Number of inquiries related to available sites Site control plan completed Virtual spec building created
Consider completing an industry trend study aimed at key target industries to determine future needs. Use the study to frame a site feasibility study and integrate findings into digital spec. building.	Miami County (Ady Advantage can assist)	Low	2021 or later	Medium	
Consider the creation of a virtual spec building that can be leveraged in business attraction outreach efforts. This will reduce the initial risk incurred by communities in comparison to a fully developed spec building, while still providing a competitive edge in the recruitment of business.	Miami County	Medium	2021 or later	Medium	
Identify and develop key assets needed for targeted industries.					
Use submitted RFIs to determine what projects have not been won. Through secondary research, identify potential areas where the project did land and conduct a comparative analysis of the location relative to Miami County. Use public source databases, like the US Census Bureau, to determine the key attributes of the area.	Miami County (Ady Advantage can assist)	Low	2021/Ongoing	Staff Time /Low	Number of projects identified Number of and quality of data gathered from research Assets mapped Matrix developed Plan in place to leverage assets and address gaps Number of gaps addressed Relative competitiveness of assets
Identify "aspirational" projects that fit with Miami County's target industries and prioritized projects. Determine key assets and attributes in the location that supports the project, including labor supply, concentration of higher education, available land, readiness of land, incentives, planning/zoning policies, etc.	Miami County (Ady Advantage can assist)	Low	2021/Ongoing	Staff Time /Low	
Map the key assets found in both analyses and determine the county's competitiveness in each of the assets. Use the map to determine which assets are most important in relocation decisions relative to each target industry.	Miami County (Ady Advantage can assist)	Low	2021/Ongoing	Staff Time /Low	
Create a gap matrix that tracks the development and progress of closing the gaps identified in the map. Leverage the implementation map framework to create a plan that will help guide the development.	Miami County	Low	2021/Ongoing	Staff Time	

**Miami County, Kansas Economic Development Strategic Plan -- Draft
Implementation Map
5/8/2020, Page 7 of 11**

Talent Readiness	Responsible Party	Priority	Timeline	Budget	Key Performance Indicators
Facilitate coordination between the supply and demand sides of talent and determine how to address gaps.					
Catalogue current talent initiatives in the region , including those led by economic development, workforce development, educational institutions, employers, etc. This should capture the focus of the initiative (talent retention, development or attraction), the target audiences, and whether the strategy is geared towards short, medium or long-term results.	Miami County Education Institutions Workforce Partners Area Businesses (Ady Advantage can assist)	High	Q3 2020	Staff Time	Full Existing talent initiatives defined All partners identified Number of employer surveys completed Talent summit completed Participation in talent summit Variety in talent initiatives (timeline, audience, retention/recruitment, etc.) Plan with specific action items
Survey existing employers to determine their key talent needs , including both current and future needs. This survey should also query their awareness of current talent initiatives in the region and any barriers they have to recruiting, retaining and developing talent.	Miami County Education Institutions Workforce Partners Area Businesses (Ady Advantage can assist)	High	Q3 2020	Staff Time/Low	
Hold a talent summit annually to connect the supply and demand sides of talent. This work session should include all workforce partners, as well as employers, and should work to identify gaps between the supply and demand sides.	Miami County Education Institutions Workforce Partners Area Businesses (Ady Advantage can assist)	High	Q4 2020	Staff Time/Low-Medium	
Jointly develop a plan to address any gaps in talent initiatives and supply on an ongoing basis and ensure that there are higher education resources available to fulfil employer needs.	Miami County Education Institutions Workforce Partners Area Businesses (Ady Advantage can assist)	High	2021/Ongoing	Staff Time/Medium	
Educate students, parents and guidance counselors on the opportunities available at companies in Miami County.					
Help employers evaluate and participate in apprenticeship and internship programs. Encourage participation in apprenticeship and internship programs and help remove barriers that might exist for them offering these types of training opportunities.	Miami County Education Institutions Workforce Partners Area Businesses	Medium	Ongoing	Staff Time	Number of employers with apprenticeship programs Number of students from area schools who participate in apprenticeship programs Retention of graduates in the region
Partner with employers to build awareness of their facilities from not only students (potential employees) but parents and guidance counselors (the gatekeepers). Consider holding training, fun events or contests that allow all of these audiences to learn first-hand of the opportunities and to update any outdated perceptions they may have of what manufacturing is like as a career choice.	Miami County Education Institutions Workforce Partners Area Businesses	Medium	2021/Ongoing	Staff Time	
Create a shared resource where employers can share the job opportunities that they have available or anticipate in the coming 12-24 months, including a description of likely skills. This information should be coordinated systematically and on an ongoing basis with higher education resources to help ensure that the schools are providing students with as close a match to required skills as possible.	Miami County Education Institutions Workforce Partners Area Businesses	High	Q4 2020/Ongoing	Staff Time/Low-Medium	
Community Readiness					
Support and facilitate placemaking efforts within the communities of Miami County.					
Conduct community meetings that aim to understand the needs and wants of the public. The meetings should be collaborative and engaging and should focus attendees attention around parks, community social events, affordability, accessibility to community resources, and other issues identified by employers as barriers to talent retention and attraction.	Area Communities Miami County Community Groups	Low	Q1 2021/Ongoing	Staff Time/Low	Placemaking steering committee established Diversity of committee members Diversity of attendees
Establish a placemaking steering committee aimed at providing guidance, project support, and leadership on meeting the goals and priorities around placemaking. These should be community leaders, non-profits groups, community organizations, education groups, etc. The committee should be no more than ten individuals. It should contain no more than two elected officials. The committee should meet at least semi-monthly.	Area Communities Miami County Community Groups	Medium	Q2 2021/Ongoing	Staff Time/Low	

**Miami County, Kansas Economic Development Strategic Plan -- Draft
Implementation Map
5/8/2020, Page 8 of 11**

Community Readiness	Responsible Party	Priority	Timeline	Budget	
Seek out natural placemaking opportunities with existing businesses by having them consider outdoor seating, bicycle parking, benches, and outdoor games.	Area Communities Area Businesses Miami County Community Groups	Low	Ongoing	Staff Time	Diversity of attendees
Consider doing placemaking audits in other communities outside of Miami County. Focus on those elements related to quality of place and identify specific amenities in those communities. Reach out to community officials to understand best practices and processes to develop those elements within Miami County.	Miami County Area Communities Community Groups	Low	2021 or later	Staff Time/Low-Medium	
Determine the feasibility of developing new quality of life amenities within Miami County.					
Using data from this plan and past resident surveys, determine which quality of life assets Miami County wants to focus on enhancing over the next few years, such as restaurants, entertainment, parks, etc.	Miami County Area Communities Community Groups	Medium	Q1 2021/Ongoing	Staff Time	New developments in downtown and redevelopment areas Ease of planning/zoning processes for developers
Using input from key stakeholders, determine what barriers/challenges might exist to further development of those prioritized enhancements.	Miami County Area Communities Community Groups	Medium	Q1 2021/Ongoing	Staff Time	
Develop a plan to address these challenges. This might include zoning changes, incentive options, partnership creation, etc.	Miami County Area Communities Community Groups	Medium	Q1 2021/Ongoing	Staff Time/Medium	
Work with the communities and other partners to identify and define current housing stock, as well as determine future housing needs.					
Collaborate with the communities and/or county to map the existing housing stock for communities. Determine single family housing, multi-family housing, and housing tier within each group. (e.g. workforce housing, executive housing, etc.). Pull housing permits to identify historical growth trends.	Miami County Area Communities	Medium	Q1 2020	Staff Time/Low	Overall taskforce satisfaction and engagement (e.g. attendance at events, meetings, subcommittees, etc.) Housing data gathered and analyzed Resident satisfaction of housing
Work with partners to establish a housing taskforce that can advocate and plan for the housing needs within Miami County. The task force should be mix of representatives from developers, real estate firms, title companies, city/county divisions, community groups, employers, etc.	Miami County Area Communities	Medium	Q1 2021 or later	Staff Time/Low	
Source and select an outside vendor to complete a housing needs assessment, if necessary.	Miami County Area Communities	Low	2021 or later	Staff Time/Medium-High	

**Miami County, Kansas Economic Development Strategic Plan -- Draft
Implementation Map
5/8/2020, Page 9 of 11**

Innovation Readiness	Responsible Party	Priority	Timeline	Budget	Key Performance Indicators
Identify and define current resources available for start-ups, starting with those already identified in the E-Community application process, and address any gaps.					
Catalogue and map existing innovation and entrepreneurship resources , including those already identified in the E-Community application process, as well as those provided by the Small Business Administration (SBA), NetWork Kansas, KansasWorks, non-profits, community organizations, regional partners (Kansas Procurement Technical Assistance Center, Heartland Business Capital, Enterprise Center of Johnson County, etc.), educational groups, angel investors, existing businesses, area financial institutions, etc. Make sure this information is easily accessible and up-to-date.	Miami County (Ady Advantage can assist)	Medium	Q4 2020	Staff Time/Low-Medium	Completed catalogue of entrepreneurial resources Innovation questions integrated into BRE visits Diversity of taskforce members Number of gaps identified Overall taskforce satisfaction and engagement (e.g. attendance at events, meetings, subcommittees, etc.)
Establish an innovation task force of relevant stakeholders. The make-up should focus on existing entrepreneurs, businesses, financial institutions, professionals, community philanthropists, etc. The group can help drive initiatives and help to create culture. New and existing entrepreneurs can also use the group as an advisory board.	Miami County Relevant Partners	Medium	Q1 2021 or later	Staff Time/Low	
Integrate an innovation focus into your existing BRE interviews. Questions related to automation and innovation should be added to capture projects, successes, and trends.	Miami County	High	Ongoing	Staff Time	
Conduct a benchmark analysis of other communities with successful entrepreneurship and innovation ecosystems labs across the country. Use primary research to determine programming, sustainability structures, staffing, etc.	Miami County (Ady Advantage can assist)	Low	2021 or later	Staff Time/Low-Medium	
Cultivate the innovation economy within Miami County.					
Encourage greater collaboration among entrepreneurship and innovation partners. Host regular meetings with the innovation task created in the previous step, and work to identify ways to build upon the existing entrepreneurship and innovation assets.	Miami County Relevant Partners	Medium	2021/Ongoing	Staff Time/Low	Number of mentor connections made Number of mentor connections retained Number of promotion/marketing impressions (webpage visits, stories shared, etc.) Innovation Fund created and maintained
Promote Miami County as a region of innovation , by highlighting positive stories, businesses, and new technologies that are being created or implemented in the region.	Miami County Area Communities	Medium	Ongoing	Staff Time/Low	
Consider creating an Innovation Fund , to support technology and start-up ventures of local businesses and strengthen the start-up ecosystem.	Miami County	Medium	2021 or later	Medium-High	
Establish a mentor network for entrepreneurs. Use the innovation task force to identify community members willing to provide time and talent to new businesses and start-ups.	Miami County	Low-Medium	2021/Ongoing	Staff Time/Low	

**Miami County, Kansas Economic Development Strategic Plan -- Draft
Implementation Map
5/8/2020, Page 10 of 11**

Marketing/Differentiation					
Advocacy	Responsible Party	Priority	Timeline	Budget	Key Performance Indicators
Promote a unified message that communicates the positive economic and community development news in the region.					
Act as a regional “Ambassador” through the use of social media channels, such as LinkedIn, Twitter, Instagram, etc., to communicate positive economic and community development news throughout the region. Miami County can develop its own ambassadors within the county, such as the cities and other partners who can help push out the positive news about what is happening in the county.	Miami County Area Communities Relevant Partners	Low	Ongoing	Staff Time/Low	Social media impressions Consistency across social media messaging
Leverage the social media channels of partners to push a consistent, positive narrative of the region. Share information and resources with partners that work towards dispelling negative perceptions and misconceptions of the region.	Miami County Area Communities Relevant Partners	Low	Ongoing	Staff Time	
Advocate at a state and national level for the interests of Miami County.					
Maintain and cultivate relationships with regional economic development groups and partners , especially the Kansas City Area Development Council (KCADC). Leverage these relationships and partnerships to better position Miami County as a resource and partner in helping the greater Kansas City metro area grow and prosper, ensuring that KCADC in the loop with key Miami County initiatives so that they can be an advocate for the county as well.	Miami County KCADC Regional/State Partners	High	Ongoing	Staff Time/Low	Partnerships maintained and cultivated Development of priority decision-maker list Regional and state investment in local key infrastructure needs Support for Osawatomie State Hospital maintained
Maintain and cultivate relationships with key decision makers within NHTSA, FCC, Utilities, legislature, Planning Commission, DOT, and other relevant governing bodies. Develop a list of priority decision-makers and regularly hold familiarization tours to maintain relationships, build awareness around the county, and connect infrastructure needs and other needs directly with the decision-makers.	Miami County Regional/State Partners	Medium	Ongoing	Staff Time/Low	
Advocate for greater funding of key infrastructure that supports foundational community elements (e.g., housing, broadband, childcare, transportation, sites and buildings) in Miami County.	Miami County Regional/State Partners	Low	Ongoing	Staff Time/Low	
Consider participating in regional and national economic development conferences and other professional development opportunities , such as the Mid-America Economic Development Council (MAEDC - https://www.midamericaedc.org/) and the National Rural Economic Developers Association (NREDA - https://www.nreda.org/), to increase expertise and to provide greater exposure of the Miami County region.	Miami County	Low	2021/Ongoing	Staff Time/Medium	
Support the Osawatomie State Hospital , and advocate for its expanded funding and operations in Miami County. Work with regional partners to amplify these advocacy efforts.	Miami County Relevant Partners	Medium	Ongoing	Staff Time/Low	
Marketing and Messaging	Responsible Party	Priority	Timeline	Budget	Key Performance Indicators
Review all existing marketing tools, including website and print and digital marketing collaterals, and, as needed, revise them to ensure messaging and positioning resonates with Miami County's target audiences.					
Consider the creation of an Economic Development Brand , a county-wide economic development brand that communicates the unique identify and value proposition of doing business in Miami County.	Miami County (Ady Advantage can assist)	High	Q4 2020	Medium	Regional profile maintained and updated regularly Target industry profile(s) completed Website revised and relaunched Website maintain and updated Audit completed Audit findings integrated and addressed
Create a Regional Profile , using the existing positioning from this report presenting the Miami County region. If a Miami County ED brand is developed, ensure this is communicated through the Regional Profile.	Miami County (Ady Advantage can assist)	High	Q1 2021	Low-Medium	
Revise the Miami County website to reflect the target industries. If a Miami County ED brand is developed, consider the creation of a new website altogether, devoted to economic development in Miami County. Integrate material developed for regional profile and target industry cut sheets. Revise website to ensure easy access to regional value proposition and target industry sectors.	Miami County (Ady Advantage can assist)	Medium	Q1 2021	Low-Medium	
Create Target Industry Profiles , using the existing positioning from this report for each recommended target industry that can be used with prospective companies, as well as economic development partners.	Miami County (Ady Advantage can assist)	Medium	Q1 2021	Low-Medium	

**Miami County, Kansas Economic Development Strategic Plan -- Draft
Implementation Map
5/8/2020, Page 11 of 11**

Marketing and Messaging	Responsible Party	Priority	Timeline	Budget	
Review existing social media to identify existing gaps in best practice application and make recommendations for improving social media engagement with these target audiences.	Miami County (Ady Advantage can assist)	Medium	Q1 2021	Low	
Research, plan and execute relationship marketing strategies with decision makers.					
Select and configure a customer relationship management (CRM) program for use with economic development leads and prospects. The customer relationship management program can be used to track key metrics, such as inquires, deal flow, industry make-up of leads and prospects, projects won and lost, etc.	Miami County	Medium	Q1 2021/Ongoing	Medium	CRM in use and maintained Number of leads open Number of decision-makers Industry diversity of decision-makers Quality of contacts (name, phone number, title, address, etc.) Regularity of contact with decision-maker
Gather and develop a list of decision-makers in key industries. This should include site selectors, trade association leaders, industry groups, etc. These will be cultivated from ongoing outreach with companies locally, tradeshows, and other marketing events.	Miami County	Medium	Q2 2021/Ongoing	Staff Time /Low	
Identify companies for recruitment within the recommended target industries.					
Use BRE interviews to identify existing industry base's value chain. Consider sales calls to these businesses or types of businesses.	Miami County	Medium	Ongoing	Staff Time	Number of leads provided Number of leads turned to prospects Number of prospects turned to projects Industry make-up of leads, prospects, and projects
Consider developing relationships with site selectors focused within the recommended target industries. Use targeted mail campaigns leveraging print and digital media that showcases the area's business case. Leverage familiarization tours and other outreach events to highlight the Miami County region.	Miami County (Ady Advantage can assist)	Low	2021/Ongoing	Staff Time/Low-Medium	
Engage in lead generation activities, targeting subsector companies by the NAICS codes outlined in this report. Try to identify and arrange contact with corporate executives of companies with near-term siting projects who would consider locating in the Miami County region.	Miami County (Ady Advantage can assist)	Low	2021 or later	High	
Engage in event sponsorships and print/digital advertising with trade associations/publications and tradeshows targeting executives within recommended target industries.	Miami County (Ady Advantage can assist)	Low	2021/Ongoing	Medium-High	