

# 2010 Strategic Plan

The 2010 Economic Development Strategic Plan has been crafted with input from a variety of sources. Community volunteers, elected officials, advisory board members and county employees all assisted with its development.

The plan's update comes at a time when business and community leaders are rethinking ways of operating and seeking greater efficiencies.

Members of the advisory board and the county commission kicked off the update process by reviewing the 2007 plan and clarifying issues for 2010. Those discussions included evaluating what has worked in the past and what needs to be created for success in the future. Input from each community's city staff, elected officials and civic leaders were sought to determine what tasks should be tackled and which entity should be made responsible for progress.

## *Department Summary*

To focus the county's definition of economic development, members of the Miami County Commission concurred with a definition of economic development offered by members of the advisory board. That overall goal reads: *Economic development involves activities that stimulate a long-term improvement in the county's tax base and employment level.*

## *2010 Strategic Issues:*

Following meetings with each community's economic development representative, a list of strategic issues was compiled for inclusion in the plan. Members of the advisory board and Miami County Commissioners grouped the strategic issues into priority tiers as a way to help allocate resources and time.

### **Tier One**

- *Relationship Building* -- Build relationships between community leaders representing Miami County's economic interests on a regional, state and national level
- *Economic Data Collection and Resources* -- Gather and maintain economic data providing crucial information for businesses considering an expansion or new location including a retail and commercial analysis to assist with identifying potential opportunities
- *Infrastructure* -- Aid communities facing infrastructure challenges that limit economic development opportunities including utilities and transportation networks
- *New business identification and recruitment* -- Assist communities with their business recruitment efforts
- *Existing business retention and expansion* -- Assist communities with their business retention efforts

### **Tier Two**

- *Workforce Training and Education* -- Monitor workforce trends while identifying opportunities and resources for training

- *Housing* -- Aid communities utilizing economic development tools to revitalize existing neighborhoods and develop new housing stock
- *Tourism* -- Promote Miami County's successes and tourism opportunities

## ***Gathering Input***

With the strategic issues identified, members of the advisory board and staff turned to the local leaders for input on what activities should be undertaken in each area. Members of chambers of commerce, county economic development committees, elected officials; county staff and city staff members were polled for ideas that would shape the region's future.

Meetings were conducted one-on-one and in small groups at sites throughout the county. Members of the advisory board and Miami County Commissioners reviewed a draft copy of the plan before a final version was prepared for distribution.

## ***Tier One Strategic Action Items***

### **Relationship Building**

Build relationships between community leaders representing Miami County's economic interests on a regional, state and national level

<b>Task</b>	<b>Who should be involved</b>	<b>Frequency</b>	<b>Initiate</b>
The county's chambers of commerce will coordinate meetings to provide community members with legislative updates during the session.	Chambers of commerce	Monthly, January through April	Existing
The countywide interlocal government meeting will include an opportunity for elected officials and their lead staff members to discuss local initiatives. A fall elected officials dinner will also be planned.	County and local governing boards	Monthly	Existing
County staff will be actively involved in organizations such as Kansas City Area Development Council, Mid America Regional Council, Southeast Kansas Inc. and Kansas Economic Development Association.	Economic Development Director	Quarterly	Existing
County staff will actively participate in local, regional and national training programs to improve skills and network with peers.	Economic Development Director	Annually	Existing
Lead staff members from the county's chambers of commerce and the Economic Development Director will meet to exchange ideas and consider joint projects.	Economic Development Director and chambers of commerce	Quarterly	Existing

<b>Task</b>	<b>Who should be involved</b>	<b>Frequency</b>	<b>Initiate</b>
Members of the Economic Development Advisory Board will regularly report to their area of representation. Electronic versions of the quarterly report will also be made available to community members upon their request.	Economic Development Advisory Board members	Quarterly	Existing
The county's chambers of commerce and Miami County Economic Development Department will exchange newsletters and articles to keep one another informed of projects.	Economic Development Director and chambers of commerce	Monthly	Existing
Provide training or support for the region's nonprofits in an effort to help them fill community needs.	Economic Development Director, K-State Extension and Nonprofit Organizations	Annually	Existing
Identify community development grant programs and provide that information to the pertinent agencies.	Economic Development Director and community entities	As needed	2010

### **Economic Data Collection and Resources**

Gather and maintain economic data providing crucial information for businesses considering an expansion or new location including a retail and commercial analysis to assist with identifying potential opportunities

<b>Task</b>	<b>Who should be involved</b>	<b>Frequency</b>	<b>Initiate</b>
Economic indicators, costs of living and demographics will be obtained from CERI, Kansas Public Policy and Research, Docking Institute and other research sources. Economic indicators include labor force data, assessed valuations, home sales, building permits, mill levies, sales tax revenue, education rates, transient guest tax receipts and crime rates.	Economic Development Director and Economic Development Advisory Board Members	Monthly	Existing
LocationOne will be used as the primary repository of data on available sites and buildings.	Economic Development Director and Economic Development Advisory Board Members	Monthly	Existing
Utilize the data collected to update marketing materials for the county and communities.	County and local governing boards, Economic Development Director, Economic Development Advisory Board Members and Chambers of Commerce	Annually	Existing

<b>Task</b>	<b>Who should be involved</b>	<b>Frequency</b>	<b>Initiate</b>
Work with other regional partners to implement a program of "site certification."	Economic Development Director, Advisory Board Members, KCADC, KDOC and Chambers of Commerce	July	2011

### **Infrastructure**

Aid communities facing infrastructure challenges that limit economic development opportunities including utilities and transportation networks

<b>Task</b>	<b>Who should be involved</b>	<b>Frequency</b>	<b>Initiate</b>
Staff members will participate in discussions related to other regional development proposals to evaluate their countywide impact.	County and local governing boards, Miami County Engineer, Miami County Planner and Economic Development Director	As needed	Existing
The county will allocate funds for cost-share assistance for local infrastructure improvements. Application for use of these funds will be made by the local jurisdiction and considered by the county commissioners. These funds may also be used for improvements to the Areas of Regional Significance.	County and local governing boards	Annually	Existing
Staff members will participate in discussions related to K-68's study including the transportation network and land use.	Louisburg City Leaders, Paola City Leaders, Miami County Engineer and Economic Development Director	As needed	Existing
Staff members and volunteers will detail and maintain site characteristics for Miami County's Areas of Regional Significance. When development within the county is considered, an emphasis will be placed on developing these sites. New sites will be instituted when appropriate.	Economic Development Director, Miami County Planning, utility providers and Economic Development Advisory Board Members	Annually	Existing
Meet with utility providers to target Areas of Regional Significance where infrastructure improvements will make site development more likely.	Economic Development Director, Miami County Planning and utility providers	As needed	Existing

## New business identification and recruitment

Assist communities with their business recruitment efforts

<b>Task</b>	<b>Who should be involved</b>	<b>Frequency</b>	<b>Initiate</b>
Information regarding potential projects will be shared with each city's identified economic development official. Assistance will be provided as needed to communities pursuing the potential project.	Local economic development representatives, Economic Development Director and Economic Development Advisory Board Members	As needed	Existing
Assistance updating economic development incentive policies will be provided to communities. This will include educational efforts regarding incentive types and their application.	Local economic development representatives, Economic Development Director and Economic Development Advisory Board Members	Annually	Existing
Communities will be assisted in targeting primary and supporting businesses for recruitment.	Local economic development representatives, Economic Development Director and Economic Development Advisory Board Members	Every six months	Existing
Develop relationships with commercial real estate agents, site consultants and similar professionals through one-on-one activities such as tours of the county.	Local economic development representatives, Economic Development Director, SIOR, real estate agents and property owners, and Economic Development Advisory Board Members	Monthly	Existing
Small familiarization tours will be planned to help acquaint urban developers with opportunities within the county.	Local economic development representatives, Economic Development Director, real estate agents and property owners, and Economic Development Advisory Board Members	Annually	Existing

## Existing business retention and expansion

Assist communities with their business retention efforts

<b>Task</b>	<b>Who should be involved</b>	<b>Frequency</b>	<b>Initiate</b>
Information regarding state and local incentives will be maintained and provided to businesses.	Economic Development Director, Small Business Development Center and Kansas Department of Commerce	As needed	Existing
Sources of professional consulting will be cultivated and offered as resources to businesses.	Economic Development Director, Small Business Development Center and Kansas Department of Commerce	As needed	Existing
Training and technical assistance will be provided through group settings.	Economic Development Director, Small Business Development Center, Fort Scott Community College and Johnson County Community College	Quarterly	Existing
Roundtable conversations by industry and business size will be hosted to discuss issues of common interest and the region's economic climate.	Local economic development representatives, business owners, Chamber of Commerce staff members and Economic Development Director	Every six months	Existing
Visits will be made to existing businesses to gather data about their operations and potential for expansion. Support will be offered to assist with their retention and expansion. Programs such as BREES and Synchronist will be utilized to maximize the information.	Local economic development representatives, Chamber of Commerce staff members and Economic Development Director	Monthly	Existing
Continue to seek supplemental financing alternatives for business development and expansion.	USDA, Network Kansas, local economic development representatives, Chamber of Commerce staff members and Economic Development Director	Every six months	Existing

## ***Tier Two Strategic Action Items***

### **Workforce Training and Education**

Monitor workforce trends while identifying opportunities and resources for training

<b>Task</b>	<b>Who should be involved</b>	<b>Frequency</b>	<b>Initiate</b>
Information regarding state and local incentives will be maintained and provided to businesses.	Economic Development Director, Small Business Development Center, USDA and Kansas Department of Commerce	As needed	Existing
Input regarding trends in education, including vocational training will be obtained from the region's secondary and post-secondary educational institutions.	Economic Development Director, school superintendents, Fort Scott Community College and Johnson County Community College	Every six months	Existing
Roundtable conversations will be hosted for firms to discuss common workforce and human resources issues.	Local economic development representatives, Kansas Department of Commerce Workforce Representative, local businesses, Chamber of Commerce staff members and Economic Development Director	Every six months	Existing

### **Housing**

Aid communities utilizing economic development tools to revitalize existing neighborhoods and develop new housing stock

<b>Task</b>	<b>Who should be involved</b>	<b>Frequency</b>	<b>Initiate</b>
Information regarding state programs and regional nonprofit groups will be maintained and provided to businesses.	Economic Development Director and Kansas Department of Commerce	As needed	Existing
Roundtable conversations will be hosted to gauge the region's housing climate.	Local economic development representatives, Chamber of Commerce staff members, builders, realtors, bankers, local planning officials and Economic Development Director	Every six months	Existing
Develop and distribute a marketing piece encouraging developers to select Miami County for a future project.	Local economic development representatives, Home Builders Association of Greater Kansas City, Kansas City Regional Association of Realtors and Economic Development Director	Annually	Existing

## Tourism

Promote Miami County's successes and tourism opportunities

<b>Task</b>	<b>Who should be involved</b>	<b>Frequency</b>	<b>Initiate</b>
Brochures promoting the county's attractions will be distributed to regional outlets.	Chamber of Commerce staff members and Economic Development Director	As needed	Existing
Information regarding community events will be shared between locations to assist with cross promotion.	Local tourism committees, Chamber of Commerce staff members and Economic Development Director	Monthly	Existing
Regional, state and national tourism efforts will be monitored for potential integration into local activities.	Local tourism committees, Chamber of Commerce staff members and Economic Development Director	Monthly	Existing
Press releases noting area achievements and activities will be distributed to regional media outlets.	Local economic development representatives, Chamber of Commerce staff members, County Administrator and Economic Development Director	As needed	Existing
A tracking method will be created and maintained to determine tourism's impact on the county.	Local tourism committees, Chamber of Commerce staff members and Economic Development Director	Quarterly	Existing
A countywide approach to events such as the Kansas Sampler festival will be considered when feasible.	Local tourism committees, Chamber of Commerce staff members and Economic Development Director	Annually	Existing
Methods of utilizing social media to promote the county's assets will be explored and implemented if approved.	County Commissioners, County Administrator and Economic Development Director	Annually	2011