

Alignment/Regionalism						Progress Report
Roles and Responsibilities	Responsible Parties	Priority	Budget	2022	Key Performance Indicators	12/31/2022
Share and confirm the developed vision and goals with community members and stakeholders and update them regularly on the progress of the strategic plan.						
<b>Provide an annual summary that can be integrated into community events.</b> The summary should update 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.	Miami County Area Communities	High	Staff Time/Medium	Q2 2022	Unity of city leadership Participation by public from all communities Overall buy-in of the public Dashboard created and maintained	This task was completed in an earlier quarter.
<b>Continue updating the Economic Climate Report</b> as a regional dashboard 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	Staff Time/Medium	Ongoing		This task was completed in an earlier quarter.
Determine roles of each partner organization in implementation of the economic development strategic plan.						
<b>Evaluate gaps in terms of staffing or resources to successfully implement the plan.</b> If there are gaps, develop a plan to address them. This might include fundraising, hiring additional staff, etc.	Miami County	High	Staff Time	Q1 2022	Clearly articulated planning and zoning framework in place Expediency in zoning/planning approval process Incentive policies maintained Consistency of planning/zoning, incentives and other policies across communities within Miami County	This task was completed in an earlier quarter.
<b>Hold regular meetings to discuss the status of the plan and specific initiatives with a quarterly summary provided to county commissioners.</b> This will help ensure accountability, mitigate the risk of redundant or competing efforts, and promote forward progress.	Miami County Relevant Partners	High	Staff Time	Ongoing		These meetings are conducted monthly.
<b>Facilitate an annual work session with communities</b> to identify the types of projects that best fit their community. Identify high, medium, and low priorities. 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. Consider types of jobs being created, wages, type and negative externalities of industries. 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.	Miami County Area Communities	High	Staff Time	Q1 2022		This task was completed in an earlier quarter.
<b>Review planning and zoning</b> processes to review efficiencies for high priority projects that could shorten approval timelines. Work with planning and 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.	Miami County Area Communities	Low-Medium	Staff Time/Medium	Q4 2022		Each of the communities have undertaken this review. With the pending change in county staffing and the comprehensive plan process paused, work in that area will not be undertaken until 2023.
<b>Review existing incentive policies to verify that they integrate the latest tools,</b> prioritize projects and lay out specific framework for allocation and project approval based on the type of project and relative priority. Once more, strive to have as much consistency in the incentive policies offered as possible across the communities within Miami County.	Miami County Area Communities	Medium	Staff Time	Q3 2022		This task was completed in an earlier quarter.

Strengthen relationships with your existing industry base and build relationships with its major suppliers.						
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. Utilize a team of partners to provide follow up assistance while ensuring company confidentiality.	Miami County Area Businesses	High	Staff Time/Medium	Q2 2022	Relationships maintained and strengthened Number of local project leads BRE efforts maintained	This task was completed in an earlier quarter.
Maintain information regarding Miami County's operational competitiveness relative to other operating locations.	Miami County	Medium	Staff Time/Medium	Q1 2022		This task was completed in an earlier quarter.
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.	Miami County	Medium	Staff Time	Ongoing		Meetings with local businesses take place regularly. Referrals to local resources are provided regularly.
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.	Miami County	Medium	Staff Time	Ongoing		Staff has been able to use the data from SizeUp to connect businesses to others within the county.
Maintain and deepen existing partnerships to enhance and cultivate further collaboration.						
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.	Miami County KCADC Regional/State Partners	High	Staff Time	Ongoing	Partnerships maintained and cultivated Measurements identified Number of partnerships Overall satisfaction of partners	Staff interacts with KCADC staff regularly and participates in their educational programs. They have provided support on multiple projects this past quarter.
Maintain partnerships with community organizations and collaborate on initiatives. Craft community messaging that demonstrates those alliances. To the extent possible, measure the value of those efforts from the partner's perspective.	Miami County	High	Staff Time	Q1 2022		This task was completed in an earlier quarter.

Readiness						
Create and maintain an inventory of all sites and buildings available, working with relevant stakeholders to ensure information is up-to-date.						
<b>Update sites and buildings data</b> 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	Staff Time	Ongoing	Number of buildings and sites in LOIS at greater than 70% completion	These updates continue to be made.
Prioritize sites and buildings based on priority projects and best business case.						
<b>Annually identify all potential sites and buildings</b> 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	Staff Time	Q3 2022	Potential sites identified and utilities tracked	This task was completed in an earlier quarter.
<b>Review the list of prioritize sites and buildings</b> based on state of readiness, attractiveness, location, etc.	Miami County	High	Staff Time	Q3 2022		This task was completed in an earlier quarter.
<b>Match key sites and buildings with priority projects.</b> 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	Staff Time/High	Q4 2022		Funds were not allocated for the use of an outside engineering firm. However, the City of Osawatomie has gained significant information regarding cost related to expanding their infrastructure.
Understand and develop the product pipeline.						
<b>Evaluate the need for a plan to gain control of key development sites.</b> If infrastructure needs exist, proactively engage necessary stakeholders.	Miami County	Medium	Staff Time/High	Ongoing	Progress on site readiness Number of inquiries related to available sites Site control plan completed Virtual spec building created	Communities continue to assess their resources and ability to secure rights to development sites.
<b>Track industry trends to determine future infrastructure needs.</b> Utilize KCADC and KDOC as a resource for trends. Share information on utility needs with the appropriate partners.	Miami County	Low	High	Ongoing		Information is shared as it becomes available.
<b>Consider the creation of a virtual spec building</b> 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	High	Q3 2022		With the new information gathered on the City of Osawatomie's Northland, this task will be revisited during 2023.
Identify and develop key assets needed for targeted industries.						
<b>Use contacts from KCADC, KDOC and local projects to determine where previous projects that did not select Miami County may have wound up.</b> Conduct a comparative analysis of those key competitive locations relative to Miami County. Use public source databases, like the US Census Bureau, to determine the key attributes of the area.	Miami County (Outside assistance may be needed)	Low	Staff Time/Medium	Q3 2022	Number of projects identified Assets mapped Matrix developed Gaps identified	This task was completed in an earlier quarter.
<b>Map the region's key assets</b> 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 (Outside assistance may be needed)	Low	Staff Time/Medium	Q4 2022		Staff continually continually reviews regional assets and how they compare to industry demands.
<b>Create a gap matrix</b> 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	Staff Time	Q4 2022		Project information is shared with property owners in contrast with industry requests.

Facilitate coordination between the supply and demand sides of talent and determine how to address gaps.						
<b>Update the list of talent initiatives in the region</b> , 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 (Outside assistance may be needed)	High	Staff Time	Q3 2022	Talent initiatives updated Number of employer surveys completed Referrals to partners	This task was completed in an earlier quarter.
<b>Annually survey existing employers to determine their key talent needs</b> , 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 (Outside assistance may be needed)	High	Staff Time/Low	Q3 2022		This task was completed in an earlier quarter.
<b>Consult with the school districts, KansasWorks and others regarding a way to best connect the supply and demand sides of talent.</b> These conversations 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 (Outside assistance may be needed)	High	Staff Time/Medium	Q4 2022		Staff connected representatives from each school district with KansasWorks to review their programs. The focus has been placed on assisting efforts to place students locally for internships.
<b>Jointly develop a plan to address any gaps</b> in talent initiatives and supply on an ongoing basis and ensure that there are higher education resources available to fulfill employer needs.	Miami County Education Institutions Workforce Partners Area Businesses	High	Staff Time/Medium	Q4 2022		Staff continues to work the school districts as they develop their Real World Learning initiatives. Information on digital literacy programs has also been shared.
Educate students, parents and guidance counselors on the opportunities available at companies in Miami County.						
<b>Help employers evaluate and participate in apprenticeship and internship programs.</b> 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	Staff Time	Ongoing	Number of employers with apprenticeship programs Number of students from area schools who participate in apprenticeship programs	Staff met with KansasWorks representatives to review future opportunities for employers. The local representative is leaving the state position in early January. Efforts will need to be undertaken to develop a relationship with another representative.
<b>Partner with employers to build awareness of their facilities from not only students (potential employees) but parents and guidance counselors (the gatekeepers).</b> 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 and other careers are like.	Miami County Education Institutions Workforce Partners Area Businesses	Medium	Staff Time	Q1 2022		Scheduling is pending input from the school districts and KansasWorks.
<b>Promote KansasWorks as a shared resource where employers can share the job opportunities that they have available</b> or anticipate in the coming 12-24 months, including a description of likely skills. Workforce trend data from MARC should be shared regularly with school districts and the public to help link supply and demand.	Miami County Education Institutions Workforce Partners Area Businesses	High	Staff Time/Medium	Ongoing		Referrals to KansasWorks are made regularly. Workforce education trend data has been shared with the school districts.

Support and facilitate placemaking efforts within the communities of Miami County.						
<b>Conduct community meetings</b> 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. These efforts should be integrated into existing outreach efforts.	Area Communities Miami County Community Groups	Low	Staff Time/Low	Q3 2022	Placemaking steering committee established Diversity of participants	This task was completed in an earlier quarter.
<b>Provide support to each community during placemaking discussions.</b> These discussions should be community leaders, non-profits groups, community organizations, education groups, etc. To obtain organic input, they should be led by community members rather than elected officials.	Area Communities Miami County Community Groups	Medium	Staff Time/Low	Q3 2022		This task was completed in an earlier quarter.
<b>Seek out natural placemaking opportunities with existing businesses</b> by having them consider outdoor seating, bicycle parking, benches, and outdoor games.	Area Communities Area Businesses Miami County	Low	Staff Time	Ongoing		These efforts take place during business consults.
<b>Consider doing placemaking audits in other communities outside of Miami County.</b> 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	Staff Time/Medium	Q2 2022		While telephone conversations have occurred, scheduling has not allowed physical visits to take place.
Determine the feasibility of developing new quality of life amenities within Miami County.						
<b>Using input from key stakeholders, determine what barriers/challenges might exist</b> to further development of those prioritized enhancements.	Miami County Area Communities Community Groups	Medium	Staff Time	Q3 2022		This task was completed in an earlier quarter.
<b>Develop a plan to address these challenges.</b> This might include zoning changes, incentive options, partnership creation, etc.	Miami County Area Communities Community Groups	Medium	Staff Time/Medium	Q4 2022 or later		Communities continue to assess their resources for improvements.
Work with the communities and other partners to identify and define current housing stock, as well as determine future housing needs.						
<b>Collaborate regionally to review and address local needs identified in the state's housing study.</b> This includes a review of available inventory, housing incentives and available programs.	Miami County Area Communities	Medium	Staff Time/Low	Q1 2022	Housing data gathered and analyzed	This task was completed in an earlier quarter.
<b>Work with partners to establish a housing taskforce that can advocate and plan for the housing needs within Miami County.</b> 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	Staff Time/Low	Q1 2022		County staff has met with ECKAN, MARC and the Kansas Housing Resources Corporation regarding a potential meeting during early 2023 focused to discuss housing resources.
<b>Source and select an outside vendor</b> to complete a housing needs assessment, if necessary.	Miami County Area Communities	Low	Staff Time/High	Q3 2022		This task was completed in an earlier quarter.

Identify and define current resources available for start-ups, starting with those already identified in the E-Community application process, and address any gaps.						
<b>Annually catalogue and map existing innovation and entrepreneurship resources</b> , 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 (Outside assistance may be needed)	Medium	Staff Time/Medium	Q2 2022	Update catalogue of entrepreneurial resources Benchmark comparable communities	This task was completed in an earlier quarter.
<b>Conduct a benchmark analysis</b> 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 (Outside assistance may be needed)	Low	Staff Time/Medium	Q3 2022		This task was completed in an earlier quarter.
Cultivate the innovation economy within Miami County.						
<b>Encourage greater collaboration among entrepreneurship and innovation partners.</b> 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	Staff Time/Low	Ongoing	Number of E-Community loans made Number of E-Community grants completed Number of promotion/marketing impressions	The E-Community leadership group meets monthly to review local resources and promote them throughout the county.
<b>Promote Miami County as a region of innovation</b> , by highlighting positive stories, businesses, and new technologies that are being created or implemented in the region.	Miami County Area Communities	Medium	Staff Time/Low	Ongoing		Suggestions for articles are provided to the local newspaper regularly and are shared on Facebook.
<b>Utilize the E-Community program and other regional revolving loan funds</b> to support start-up ventures and strengthen the start-up ecosystem.	Miami County	Medium	Medium-High	Ongoing		No new loans were executed this quarter. Staff has integrated changes to the loan application making it compliant for the NetWork Kansas loan programs.

**Marketing/Differentiation**

Promote a unified message that communicates the positive economic and community development news in the region.

<p><b>Act as a regional “Ambassador”</b> 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.</p>	<p>Miami County Area Communities Relevant Partners</p>	<p>Low</p>	<p>Staff Time/Low</p>	<p>Ongoing</p>	<p>Social media impressions Consistency across social media messaging</p>	<p>County staff works with social media influencers to increase the number of cross promotions and shares.</p>
<p><b>Leverage the social media channels of partners to push a consistent, positive narrative of the region.</b> Share information and resources with partners that work towards dispelling negative perceptions and misconceptions of the region.</p>	<p>Miami County Area Communities Relevant Partners</p>	<p>Low</p>	<p>Staff Time</p>	<p>Ongoing</p>		<p>A social media report tracks users and impressions of the social media channels utilized by the department. A more concentrated effort among county departments was kicked off during the fourth quarter. An inventory of the resources available has been shared among responsible persons.</p>

Advocate at a state and national level for the interests of Miami County.

<p><b>Maintain and cultivate relationships with regional economic development groups and partners,</b> 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.</p>	<p>Miami County KCADC Regional/State Partners</p>	<p>High</p>	<p>Staff Time/Low</p>	<p>Ongoing</p>	<p>Partnerships maintained and cultivated Regional and state investment in local key infrastructure needs Support for Osawatomie State Hospital maintained</p>	<p>Staff participates in KCADC activities along with Team Kansas. Janet McRae currently serves as president of KEDA and regularly meets with the Deputy Secretary of Commerce and Lt. Governor.</p>
<p><b>Maintain and cultivate relationships with key decision makers</b> within relevant state and federal leadership roles. 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.</p>	<p>Miami County Regional/State Partners</p>	<p>Medium</p>	<p>Staff Time/Low</p>	<p>Ongoing</p>		<p>County staff continues to serve on a bi-state broadband committee developed by MARC to help set guidelines on future requests for federal funds.</p>
<p><b>Advocate for greater funding of key infrastructure</b> that supports foundational community elements (e.g., housing, broadband, childcare, transportation, sites and buildings) in Miami County.</p>	<p>Miami County Regional/State Partners</p>	<p>Low</p>	<p>Staff Time/Low</p>	<p>Ongoing</p>		<p>Staff continues to work closely with broadband providers as they determine future areas of coverage. Work with Osawatomie on childcare issues continues.</p>
<p><b>Consider participating in regional and national economic development conferences and other professional development opportunities,</b> such as the Mid-America Economic Development Council (MAEDC - <a href="https://www.midamericaedc.org/">https://www.midamericaedc.org/</a>) and the National Rural Economic Developers Association (NREDA - <a href="https://www.nreda.org/">https://www.nreda.org/</a>), to increase expertise and to provide greater exposure of the Miami County region.</p>	<p>Miami County</p>	<p>Low</p>	<p>Staff Time/Medium</p>	<p>Ongoing</p>		<p>Staff attended the state's tourism conference during October.</p>
<p><b>Support the Osawatomie State Hospital,</b> and advocate for its expanded funding and operations in Miami County. Work with regional partners to amplify these advocacy efforts.</p>	<p>Miami County Relevant Partners</p>	<p>Medium</p>	<p>Staff Time/Low</p>	<p>Ongoing</p>		<p>Department staff continues to meet with state hospital leadership on a variety of operational issues. County elected officials met with KDADs leadership and state elected officials regarding ongoing challenges for placing persons in need of care.</p>

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.						
<b>Maintain consistency in the design of</b> economic development marketing materials, and establish a brand that communicates the unique benefits of doing business in Miami County.	Miami County (Outside assistance may be needed)	High	Medium	Ongoing	Regional profile maintained and updated regularly Website maintain and updated	Changes are pending a decision regarding the county's logo.
<b>Maintain information on the Miami County website regarding leading industries</b> and consider crafting a lifestyles section to support workforce recruitment.	Miami County (Outside assistance may be needed)	Medium	Low-Medium	Q1 2022		This task was completed in an earlier quarter.
<b>Review existing social media</b> to identify existing gaps in best practice application and make recommendations for improving social media engagement with these target audiences.	Miami County (Outside assistance may be needed)	Medium	Low	Q2 2022		Team has met with other county staff persons to evaluate the tools they utilize and identify shared resources. A year-end social media report will be compiled to set the foundation for 2023.
Research, plan and execute relationship marketing strategies with decision makers.						
<b>Track identified project matrix</b> for use with economic development leads and prospects. The matrix 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	Medium	Ongoing	Number of leads open Contacts made with site consultants and similar professionals	This information is tracked monthly.
<b>Gather and develop a list of decision-makers in key industries.</b> This should include site selectors, trade association leaders, industry groups, etc. These will be cultivated from ongoing outreach with companies locally, tradeshow, and other marketing events.	Miami County	Medium	Staff Time /Low	Q2 2022		This task was completed in an earlier quarter.
Identify companies for recruitment within the recommended target industries.						
<b>Use BRE interviews to identify existing industry base's value chain.</b> Consider sales calls to these businesses or types of businesses.	Miami County	Medium	Staff Time	Ongoing	Number of projects reviewed Industry make-up of leads, prospects, and projects	These visits are completed. Supply chain information and referrals were provided to businesses. In some cases, referrals to Kansas Manufacturing Solutions were provided.
<b>Consider developing relationships with site selectors focused within the recommended target industries.</b> 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 (Outside assistance may be needed)	Low	Staff Time/Low-Medium	Ongoing		Relationships are developed via Team Kansas and KCADC.
<b>Engage in lead generation activities,</b> 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 (Outside assistance may be needed)	Low	High	Q4 2022 or later		Information on referral services have been provided to the communities for possible implementation during 2023.
<b>Engage in event sponsorships and print/digital advertising with trade associations/publications and tradeshow</b> targeting executives within recommended target industries.	Miami County (Outside assistance may be needed)	Low	Medium-High	Q4 2022 or later		No funds were slated for 2022. This task may be reconsidered during 2023.
				<b>Proposed Tasks</b>	<b>Completed</b>	28
					<b>Underway</b>	30
					<b>Future</b>	0
					<b>Overdue</b>	1



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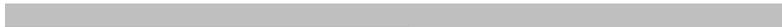
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