

| Alignment/Regionalism | | | | | | Progress Report |
|--|-----------------------------------|------------|----------------------|---------|---|--|
| Roles and Responsibilities | Responsible Parties | Priority | Budget | 2024 | Key Performance Indicators | 12/31/2024 |
| Share and confirm the developed vision and goals with community members and stakeholders and update them regularly on the progress of the strategic plan. | | | | | | |
| Provide an annual summary that can be integrated into community events. 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 <u>community members</u> . | Miami County Area Communities | High | Staff Time/Medium | Q2 2024 | Unity of city leadership Participation by public from all communities Overall buy-in of the public Dashboard created and maintained | This task was completed during a previous quarter. |
| Continue updating the Economic Climate Report 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 <u>impact on communities</u> . | Miami County | High | Staff Time/Medium | Ongoing | | The report was updated as scheduled. |
| Determine roles of each partner organization in implementation of the economic development strategic plan. | | | | | | |
| Evaluate gaps in terms of service or resources to successfully implement the plan. Verify use of shared resources and processes between county, cities and chambers of commerce. | Miami County Relevant Partners | High | Staff Time | Q1 2024 | 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 during a previous quarter. |
| Hold regular meetings to discuss the status of the plan and specific initiatives with a quarterly summary provided to county commissioners. 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 | | Information is presented to the commissioners monthly. |
| Meet with communities to identify preferred project types. Identify key assets and attributes in the location that supports the project, such as labor supply, concentration of higher education, available land, readiness of land, incentives, planning/zoning policies, etc. | Miami County Area Communities | High | Staff Time | Q1 2024 | | This task was completed during a previous quarter. |
| Review planning and zoning processes to incorporate 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 <u>across the communities within Miami County</u> . | Miami County Area Communities | Low-Medium | Staff Time/Medium | Q4 2024 | | County staff consulted with the cities regarding their processes. No significant changes are planned. The City of Osawatomie recently updated their comprehensive plan and will be reviewing their processes next. County processes are expected to be reviewed during 2025. |
| Review existing incentive policies to verify that they integrate the latest tools, 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 as possible. | Miami County Area Communities | Medium | Staff Time | Q3 2024 | | This task was completed during a previous quarter. |

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| Strengthen relationships with your existing industry base and build | | | | | | |
| 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. Ensure the process maintain company confidentiality. | Miami County Area Businesses | High | Staff Time/Medium | Q2 2024 | Relationships maintained and strengthened Number of local project leads BRE efforts maintained | This task was completed during a previous quarter. |
| Maintain information regarding Miami County's operational competitiveness relative to other operating locations. | Miami County | Medium | Staff Time/Medium | Q1 2024 | | This task was completed during a previous quarter. |
| Identify existing relationships that area stakeholders, businesses, and other groups already have with companies that may be a good fit for the region. Leverage these connections to establish relationships and set-up meetings to determine opportunities. | Miami County | Medium | Staff Time | Ongoing | | Meetings with local businesses and regional entities take place regularly. Referrals to local resources are provided. |
| 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 and Kansas Department of Commerce. Keep each 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 Number of partnerships Overall satisfaction of partners | Staff participated in events planned by KCADC and KDOC. |
| Maintain partnerships with community organizations and collaborate on initiatives. Craft community messaging that demonstrates those alliances. | Miami County | High | Staff Time | Q1 2024 | | This task was completed during a previous quarter. |

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| Readiness | | | | | | |
| Create and maintain an inventory of all sites and buildings available, working with relevant stakeholders to ensure information is up-to-date. | | | | | | |
| 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 | Staff Time | Ongoing | Number of buildings and sites in LOIS at greater than 70% completion | Location One data is updated as new information is received. |
| Prioritize sites and buildings based on priority projects and best business | | | | | | |
| Annually identify 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 | Staff Time | Q3 2024 | Potential sites identified and utilities tracked | This task was completed during a previous quarter. |
| Review the list of key sites to consider potential locations for site certification to be determined based on state of readiness, attractiveness, location, etc. | Miami County | High | Staff Time | Q3 2024 | | KDOC is revamping this program. The City of Paola sites are due for updates. They will not be undertaken until further direction is given by KDOC. City of Osawatomie sites will be completed once the sewer line is in place. |
| Match key sites and buildings with priority projects. Consider soliciting outside funds to underwrite the costs of having an outside engineering firm identify site needs for development for specific targeted sub-sectors and key target industries. | Miami County | High | Staff Time/High | Q4 2024 | | No funds have been allocated for an outside consultant to assist with this effort. County staff has met with city staff to review Evergy's process for projects involving significant electrical demand. |
| Understand and develop the product pipeline. | | | | | | |
| Evaluate the need for a plan to gain control of key development sites. If infrastructure needs exist, proactively engage necessary stakeholders. Identify gaps in development and track progress toward closing those gaps. | Miami County | Medium | Staff Time/High | Ongoing | Progress on site readiness Number of inquiries related to available sites Virtual spec building created | Cities review sites as part of their comprehensive development process. |
| Track industry trends to determine future infrastructure needs. Utilize KCADC and KDOC as a resource for trends. Share information on utility needs with the appropriate partners. | Miami County | Low | High | Ongoing | | Electrical availability continues to be a leading discussion for large projects. |
| 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 | High | Q3 2024 | | This will likely be a 2025 project to coordinate with the completion of the Northland's sewer line. |
| Identify and develop key assets needed for targeted industries. | | | | | | |
| Use contacts from KCADC, KDOC and local projects to determine where previous projects that did not select Miami County may have wound up. 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 2024 | Number of projects identified Gaps identified | This task was completed during a previous quarter. |

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| Facilitate coordination between the supply and demand sides of talent and determine how to address gaps. | | | | | | |
| Update the list of 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 (Outside assistance may be needed) | High | Staff Time | Q3 2024 | Talent initiatives updated Number of employer surveys completed Referrals to partners | This task was completed during a previous quarter. |
| Annually 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 (Outside assistance may be needed) | High | Staff Time/Low | Q3 2024 | | This task was completed during a previous quarter. |
| Consult with the school districts' real world learning coordinators , KansasWorks and others on laborforce initiatives. This includes providing data and resources for those discussions. | Miami County Education Institutions Workforce Partners Area Businesses (Outside assistance may be needed) | High | Staff Time/Medium | Q4 2024 | | Significant work in this area continues as part of the workforce initiative. Updated information on area employment trends, wages and educational needs were shared. Information about upcoming activities and opportunities for employers to engage have also been promoted . |
| Jointly develop initiatives to promote workforce support services to employers. This includes marketing of the region's available jobs and programs designed to help employers. | Miami County Education Institutions Workforce Partners Area Businesses (Outside assistance may be needed) | High | Staff Time/Medium | Q4 2024 | | Videos highlighting the kinds of jobs available in Miami County have been completed. Participating employers were also given access to the footage for them to create additional videos of their own. Information on services was provided during the industry roundtables. Feedback has been received from participants regarding future roundtable topics. Those will be planned for spring of 2025. |
| 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 | Staff Time | Ongoing | Number of employers with apprenticeship programs Number of students from area schools who participate in Real World Learning activities | Updated information on top career fields and earnings have been provided to the coordinators for their use during discussions with students. |
| Partner with employers to build awareness of their facilities from not only students (potential employees) but parents and guidance counselors (the gatekeepers). This includes encouraging opportunities that support first-hand learning 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 2024 | | This task was completed during a previous quarter. |
| Promote KansasWorks as 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. 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 | | KansasWorks has been actively involved with the industry roundtables. They anticipate their assigned person being in the county weekly during 2025. |

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| Support, promote and facilitate placemaking efforts within the communities of Miami County. | | | | | | |
| Provide support during placemaking discussions regarding amenities such as parks, community social events, affordability and accessibility to community resources. Include a youth perspective when possible and highlight achievements as a way to encourage others to return to the area. | Area Communities Miami County Community Groups | Medium | Staff Time/Low | Q3 2024 | | Placemaking discussions take place during city planning discussions. |
| 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 | Low | Staff Time | Ongoing | | Potential amenities are reviewed with businesses as projects are considered. |
| 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 | Staff Time/Medium | Q2 2024 | | This task was not undertaken this year. Due to staffing, it is not likely to be rescheduled. |
| Work with the communities and other partners to identify and define current housing stock, as well as determine future housing needs. | | | | | | |
| Collaborate regionally to review and address local needs identified by housing assessments. This includes a review of available inventory, housing incentives and available programs. | Miami County Area Communities | Medium | Staff Time/Low | Q1 2024 | Housing data gathered and analyzed | This task was completed during a previous 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. | | | | | | |
| Promote data sources such as BluDot and SizeUp to assist start up businesses. Educational efforts about how to best use the services will be provided. | Miami County University of Kansas | Medium | Staff Time/Medium | Q2 2024 | Update catalogue of entrepreneurial resources Benchmark comparable communities | BluDot is utilized to promote local shopping. SizeUp is no longer available. |
| Annually 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 (Outside assistance may be needed) | Medium | Staff Time/Medium | Q2 2024 | | This task was completed during a previous quarter. |
| Update the 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 (Outside assistance may be needed) | Low | Staff Time/Medium | Q3 2024 | | This task was completed during a previous quarter. |

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| Cultivate the innovation economy within Miami County. | | | | | | |
| <p>Encourage greater collaboration among entrepreneurship and innovation partners. Work to identify ways to build upon the existing entrepreneurship and innovation assets.</p> | Miami County Relevant Partners | Medium | Staff Time/Low | Ongoing | Number of E-Community loans made Number of E-Community projects completed Number of promotion/marketing impressions | The E-Community leadership group meets bi-monthly to review local resources and promote them throughout the county. |
| <p>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.</p> | Miami County Area Communities | Medium | Staff Time/Low | Ongoing | | Suggestions for articles are provided to the local newspaper regularly and are shared on Facebook. The new workforce videos show some of the technologies used by local employers. |
| <p>Utilize the E-Community program and other regional revolving loan funds to support start-up ventures and strengthen the start-up ecosystem.</p> | Miami County | Medium | Medium-High | Ongoing | | No new E-Community loans were authorized this past quarter. The GrowKS loans are now being processed via the statewide network. One was completed for a Spring Hill business. Local assistance to applicants continues |

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| Marketing/Differentiation | | | | | | |
| 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 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 | Staff Time/Low | Ongoing | Social media impressions Consistency across social media messaging | No new activities were undertaken this quarter. |
| Leverage the county-managed social media channels by encouraging account managers to share posts and operational best practices. Create templates and processes that can be easily replicated internally. Encourage account managers to cross promote county accounts. | Miami County | Medium | Staff Time/Low | Ongoing | | These efforts have been taken over by other county employees. |
| 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 | Staff Time | Ongoing | | Information is shared regularly by and for local partners. |
| 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 is in the loop with key Miami County initiatives so that they can be an advocate for the county. | Miami County KCADC Regional/State Partners | High | Staff Time/Low | Ongoing | Partnerships maintained and cultivated Regional and state investment in local key infrastructure needs Support for Osawatomie State Hospital maintained | Staff participated in two KCADC Alliance meetings and a KDOC meeting with site consultants. |
| Maintain and cultivate relationships with key decision makers 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. | Miami County Regional/State Partners | Medium | Staff Time/Low | Ongoing | | Information on local activities was provided to Rep. Davids and Senator Moran's staff. County staff also worked with the Kansas Office of Broadband Development, KC Digital Drive and providers to pursue opportunities within the county. |
| 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 | Staff Time/Low | Ongoing | | County staff worked with broadband providers on their BEAD grant applications. The application portal closed Dec. 20. Applications were submitted by providers to cover a majority of the available project areas. |
| 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 | Staff Time/Medium | Ongoing | | No new activities were undertaken this quarter. |

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| 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 | Staff Time/Low | Ongoing | | Staff participated in the hospital's advisory board meeting and assisted them with revamping their data dashboard. |

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| 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. | | | | | | |
| Maintain consistency in the design of 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 | No new activities were undertaken this quarter. |
| Maintain information on the Miami County website regarding leading industries and consider crafting a lifestyles section to support workforce recruitment. | Miami County (Outside assistance may be needed) | Medium | Low-Medium | Q1 2024 | | This task was completed during a previous quarter. |
| 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 (Outside assistance may be needed) | Medium | Low | Q2 2024 | | This task was completed during a previous quarter. |
| Research, plan and execute relationship marketing strategies with decision makers. | | | | | | |
| Track identified project matrix 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. |
| 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, tradeshow, and other marketing events. | Miami County | Medium | Staff Time /Low | Q2 2024 | | This task was completed during a previous quarter. |
| 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 | Staff Time | Ongoing | Number of projects reviewed Industry make-up of leads, prospects, and projects | Follow up contacts are made as opportunities are identified. |
| 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 (Outside assistance may be needed) | Low | Staff Time/Low-Medium | Ongoing | | Site selectors receive the quarterly economic climate report. Events hosted via Team Kansas and KCADC provide opportunities for outreach events. |
| 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 (Outside assistance may be needed) | Low | High | Q4 2024 or later | | Funding has not be provided for outside assistance to complete this task. Staff has worked with the cities to identify the industries that best fit their available sites. Leads for those industry sectors have not been purchased. Instead, national recruitment relies on leads generated by others. |
| Engage in social media marketing to promote the region's tourism assets and job opportunities. | Miami County (Outside assistance may be needed) | Low | Medium-High | Q4 2024 or later | | The tourism grant has been completed for 2024. The workforce funding will conclude in January. Without additional funding, the existing workforce efforts will be repurposed through 2025. |
| | | | | Proposed Tasks | Completed | 24 |
| | | | | | Underway | 28 |
| | | | | | Future | 0 |
| | | | | | Overdue | 1 |