

Alignment/Regionalism				
	Responsible Party	Priority	Timeline	Budget
Define and Identify the role SCEDO, the Chamber, the City, the County, and other groups have in economic development.				
Facilitate a work session to bring together all economic development partners to review and clarify the roles and responsibilities of each organization. Topics should include incentives, marketing activities, lead coordination, talent strategies, positioning of the city within the region, BRE coordination, etc. Determine what partners are essential to economic development activities and highlight these as key strategic partners.	SCEDO and Partners	High	Q1 2018	Staff Time
Develop an understanding of the types of economic development projects that Salina wants and how these will be incented.				
Facilitate a work session that identifies the types of projects that incentives should be given. The session should identify high, medium, and low priority projects. Consider types of jobs being created, wages, type and negative externalities of industries, etc.	SCEDO and Partners	High	Q2 2018/Ongoing	Staff Time
Create a planning/zoning approval framework that outlines the timing and approval conditions and process for related priorities. Determine process efficiencies for high priority projects that could shorten approval timelines.	SCEDO and Partners	Medium	Q4 2018/Ongoing	Staff Time
Develop a communication protocol for prospects and businesses.				
Assemble local information for regional benefit , such as permitting/approval processes, talent programs, BRE data, sites and buildings information, etc.	SCEDO	High	Ongoing	Staff Time
Create a communication charter that identifies groups responsible for RFI completion and key points of contact for prospects and businesses for questions related to expansion, location, and other economic development activities.	SCEDO	Medium	Q4 2018	Staff Time
Establish Memorandums of Understanding (MOU) between key strategic partners and determine the scope and extent of the organizational relationships. Outcomes might include formalized meetings, staff liaisons within board meetings or other operational meetings, accountability charts, designating clearly defined roles and support expectations.	SCEDO	Medium	Q4 2018	Staff Time
Create a platform to share information on economic development activities. Contemplate using an economic development steering committee made up of lead economic development stakeholders (e.g. SCEDO Executive Director, Chamber President, City Manager, County Administrator, etc.). Additionally, a shared position between SCEDO and the Chamber that focuses on implementing economic development activities for both organizations could be created to build capacity in both organizations and leverage the organizational synergy.	SCEDO	High	Q2 2018	Staff Time/TBD
Readiness				
Product Readiness	Responsible Party	Priority	Timeline	Budget
Create an inventory of all sites and buildings available, getting and maintaining up-to-date information				
Continually update sites and buildings data on LOIS. Work with partners to determine full inventory.	SCEDO	High	Ongoing	Staff Time
Feed S&B data into relevant real estate databases.	SCEDO	Medium	Ongoing	Staff Time
Prioritize sites and buildings based on target industries identified in this report.				
Identify all potential sites , regardless of state of readiness.	SCEDO	High	Q2 2018	Staff Time
Prioritize the identified sites based on state of readiness, attractiveness, location, etc.	SCEDO	High	Q2 2018	Staff Time
Consider creating speculative industrial buildings aligned with market needs for the target industries identified in this report.	SCEDO and Partners	Medium	Q3-Q4 2018 or later	High
Develop and understand the product pipeline.				

Ensure there is a plan in place to gain control and prepare sites that are not currently ready for sale. If infrastructure needs exist, proactively engage necessary stakeholders.	SCEDO	High	Q2-Q3 2018/Ongoing	TBD
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 build a virtual site to be marketed.	SCEDO (Ady Advantage)	Medium	Q4 2018 or later	TBD
Talent Readiness	Responsible Party	Priority	Timeline	Budget
Identify existing and planned initiatives from all relevant groups.				
Develop and distribute a survey to relevant stakeholders, including educational partners, workforce development, employers, etc. that captures current initiatives underway that are aimed at developing talent.	SCEDO and Partners (Ady Advantage can facilitate)	High	Q2-Q3 2018	Low
Facilitate a talent work session that provides a platform for each group that identified a talent initiative to work collaboratively and define common goals and outcomes. Furthermore, this serves as an opportunity to have the groups share what each is working on with others.	SCEDO and Partners (Ady Advantage can facilitate)	High	Q2-Q3 2018	Low
Determine talent needs from existing employers.				
Complete BRE interviews with area employers, specifically manufacturers. Incorporate current and future talent needs based questions.	SCEDO and Partners	High	Ongoing	Low
Consider developing and distributing an annual or semi-annual talent survey. The survey should focus on growing trends in talent needs with more specificity than BRE interviews, increasing risks to existing businesses around talent, gaps in education or training needs, etc.	SCEDO and Partners	High	Ongoing	Low/Medium
Facilitate an industry focused talent summit. The summit should bring together major employers of common industries. For example, all agribusiness related employers meet to discuss specific challenges and opportunities faced within their industry. It should also be used to share best practices around talent recruitment and development.	SCEDO and Partners (Ady Advantage can facilitate)	Medium	Q4 2018 or later/Ongoing	Low/TBD
Build a talent strategy around existing and future needs for talent.				
Coordinate all of the talent activities to culminate in a focused and targeted talent strategy. The strategy should focus on diverse approach to talent initiatives that equally drive a broader talent strategy.	SCEDO and Partners (Ady Advantage can facilitate)	High	Q2-Q3 2018	\$36,000
Community Readiness	Responsible Party	Priority	Timeline	Budget
Work with city another partners to identify and define current housing stock.				
Collaborate with the city and/or county to map the existing housing stock. Determine single family housing, multi-family housing, and housing tier within each group. (e.g. workforce housing, executive housing, etc.)	SCEDO and City	Medium	Q3-Q4 2018	Low/Medium
Work with partners to establish a housing taskforce that can advocate and plan for the housing needs within Salina. The task force should be mix of representatives from developers, real estates, title companies, city/county, community groups, employers, etc.	SCEDO and Partners City/County, Developers, Realty Companies	High	Q2-Q3 2018	Staff Time
Work with city and other partners to determine future housing need.				
Collaborate with the housing task force to complete a housing needs assessment.	Housing Task Force	High	Q2-Q3 2018	Medium/High
Facilitate a housing incentive workshop. Collaborating with the housing task force, conduct an incentive workshop similar to the one used with economic development stakeholders, to determine the extent to which a housing incentive program can be developed. Focus on incentives that can be granted to developers, workforce homes, and those areas identified as high need through the assessment.	Housing Task Force SCEDO, City/County and Employers	Medium	Q4 2018	Staff Time/TBD
Innovation Readiness	Responsible Party	Priority	Timeline	Budget
Identify and define current resources available for start-ups				
Develop and distribute a survey to relevant stakeholders, including non-profits, community organizations, educational groups, angel investors, existing businesses, area financial institutions, etc.	SCEDO and Partners	Medium	Q3-Q4 2018	Staff Time/Low

Establish a 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.	SCEDO and Partners	Medium	Q4 2018 or later	Staff Time
Create awareness around current resources.				
Host a community open house introducing the task force along with cataloged assets identified in the survey.	Innovation Task Force and Partners	Low-Medium	2019/Ongoing	Low
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	Innovation Task Force and Partners	Low-Medium	2019/Ongoing	Staff Time
Educate the community with information on where to find resources and key contacts for mentors. Consider developing marketing content that can facilitate this, including building additional pages on SCEDO's website, the Chamber, etc.	SCEDO and Partners	Low-Medium	2019/Ongoing	Low
Determine need and interest in incubator, co-working space, and other related entrepreneurial services.				
Collaborate with relevant partners to complete a market feasibility study for these assets. This can be facilitated by completing a community survey and/or completing one-on-one interviews.	Innovation Task Force, SCEDO, and Partners (Ady Advantage can facilitate)	Low	2019 or later	TBD
Conduct a benchmark analysis of peer communities with these assets and . Use primary research to determine programming, sustainability structures, staffing, etc.	Innovation Task Force, SCEDO, and Partners (Ady Advantage can facilitate)	Low	2019 or later	TBD
Marketing/Differentiation				
All Audiences	Responsible Party	Priority	Timeline	Budget
Use primary data from economic development plan to identify points of differentiation and develop marketing collateral to support this.				
Create a regional profile that summarizes Salina's competitive positioning and highlights the benefits of doing business in Salina. This will be the baseline marketing piece to be used with any audience, internal or external.	SCEDO	High	Q1 2018	Low
Update SCEDO's website regularly with the most up-to-date information. Use BRE data, public source data (BLS, StatsAmerica, US Census, etc.), and other primary data to maintain SCEDO's website.	SCEDO	High	Ongoing	Low
Communicate a consistent economic development brand to all audiences.				
Collaborate with economic development stakeholders to create a community-wide economic development brand , so that all internal stakeholders are communicating the same message and brand about Salina.	SCEDO and Partners	Medium	Q3 2018	TBD
Articulate brand guidelines that sustain the integrity of the new community-wide economic development brand. Provide this tool to stakeholders and partners that regularly engages in economic development marketing.	SCEDO and Partners (Ady Advantage can facilitate)	High	Q2 2018	Low
Communicate points of differentiation and area benefits to internal stakeholders first, then partners and then external stakeholders.				
Equip partners and stakeholders with marketing collateral , including regional profiles and links to websites and social media. A best practice is for relevant partners and stakeholders to provide links to the website/social media on their own website and social media.	SCEDO and Partners	High	Q2 2018	Low
Create a digital ambassador program that provides stakeholders and partners content related to positive economic development news to disseminate through their media channels. A further enhancement of this program is to include local businesses and other key stakeholders.	SCEDO and Partners	Medium	Q3 2018/Ongoing	Staff Time
Collaborate with area businesses and organizations to develop a stream of positive digital content. Consider a monthly blog that highlights positive programs, projects, people, or other related content that can build positive perceptions of Salina.	SCEDO and Partners	Low-Medium	2019/Ongoing	Staff Time
Developers/Real Estate Brokers	Responsible Party	Priority	Timeline	Budget

Use unified brand messaging to build awareness on suitable projects for Salina, including the available infrastructure, product, and assets that can support it.				
Take advantage of public relations, advertising, and other marketing opportunities associated with branded sponsorships of commercial real estate expos and professional organizations. Consider sponsorship and attendance at the Kansas City Commercial Real Estate expo 2018. Consider sponsorship in KCRAR-Commercial.	SCEDO and Partners	Medium	Annual or Semi-Annual	\$2,000-\$8,000/Sponsorship
Identify key trade shows and conferences related to real estate brokers and developers that align with Salina's priorities around economic development. Use CCIM as source of key trade shows and conferences in the industry. Attending the shows can provide a large target audience with limited competition from other economic development groups, providing relationship building and networking opportunities.	SCEDO	Medium	Ongoing	Low/Medium
Develop a pitch presentation that highlights key assets and community benefits within Salina. Content should include planning and zoning timeframe (if competitive), available greenfield sites, largest employers, incentives and key contacts.	SCEDO	Medium	Q3 2018	Staff Time
Site Selectors	Responsible Party	Priority	Timeline	Budget
Develop targeted campaigns using variable marketing collateral and techniques (videos, social media, professional associations, trade shows, familiarization tours, and relationship building) to build awareness of Salina's assets to siting decision-makers.				
For each target industry, identify specific trade shows or industry associations, that SCEDO can leverage marketing opportunities. Consider sponsoring, expoing, and/or attending. If the state is participating in a similar event, consider attending for added exposure.	SCEDO	Low	2019	\$2,000-\$8,000/target
Develop a pitch presentation that highlights key assets and community benefits within Salina. Content should include planning and zoning timeframe (if competitive), available greenfield sites, largest employers, incentives, labor shed, target industries, and key contacts.	SCEDO	High	Q2 2018	Staff Time
Collaborate with the state Department of Commerce to hold a sponsored reception in Chicago for Site Selectors to attend. Attendance from high level state officials will provide added exposure. Present on assets and opportunities in Salina.	SCEDO	Low	2019	\$2,000-\$5,000
Target Industries All	Responsible Party	Priority	Timeline	Budget
Develop marketing collateral based on each target industry and be available for inbound marketing activity.				
Create a target industry profile for each target industry that can be used with prospective companies, as well as economic development partners. This should outline the key positioning points for the target industry.	SCEDO	Medium	Q2-Q3 2018	\$3,000/target industry
Update website with content from the target industry profiles , identifying the key positioning points for each industry.	SCEDO	High	Q2 2018/Ongoing	Staff Time
Integrate target industry information in each pitch presentation. Tailor the target industry components to be modules that can be tailored to each audience.	SCEDO	Medium	Q2 2018	Staff Time
Create success stories/case studies of successful companies that have recently relocated or expanded in Salina. These same success stories can be used as testimonials in marketing collateral, pitch presentations, and social media.	SCEDO	Medium	Q4 2018/Ongoing	Low
Use specific tactics to identify and reach out to companies within your target industries.				
Use lead generation to identify companies within Salina's related target industries, that are growing and may be interested in locating in Salina. Proprietary business databases can also be used in place of lead generation companies.	SCEDO	Low	2019/Ongoing	\$10,000-\$25,000
Use lead generation to arrange meetings with businesses at targeted trade shows and industry association conferences.	SCEDO	Low	2019/Ongoing	\$10,000-\$15,000
Agribusiness and Supply Chain	Responsible Party	Priority	Timeline	Budget
Use specific tactics to identify and reach out to companies within your target industries.				
Create a target industry profile for the agribusiness and related supply chain that can be used with prospective companies, as well as economic development partners. This should outline the key positioning points for the target industry.	SCEDO	Medium	Q2-Q3 2018	\$3,000/target industry

Use BRE interviews to identify existing industry base's value chain. Consider sales calls to these businesses or types of businesses.	SCEDO	Medium	Ongoing	Low-Medium
Aerospace	Responsible Party	Priority	Timeline	Budget
Use specific tactics to identify and reach out to companies within your target industries.				
Create a target industry profile for the aerospace industry that can be used with prospective companies, as well as economic development partners. This should outline the key positioning points for the target industry.	SCEDO	Medium	Q2-Q3 2018	\$3,000/target industry
Consider attending aerospace industry association events. For examples Aerospace Industries Association and Aircraft Electronics Association, both hold national events annually. Seeking sponsorship and branding opportunities at these events can provide added exposure.	SCEDO	Low	2019	Low-Medium
Partner with K-State Polytechnic to identify opportunities that result from the general aviation study.	SCEDO	Medium	Q3 2018	Low
Distribution	Responsible Party	Priority	Timeline	Budget
Use specific tactics to identify and reach out to companies within your target industries.				
Create a target industry profile for distribution industry that can be used with prospective companies, as well as economic development partners. This should outline the key positioning points for the target industry.	SCEDO	Medium	Q2-Q3 2018	\$3,000/target industry
Consider leveraging braded sponsorship/advertising opportunities with the International Warehouse Logistic Association	SCEDO	Low	2019	Low