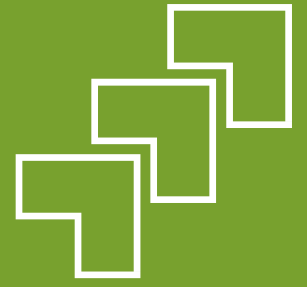


**2024**



**STRATEGIC  
PLAN &  
PROGRAM  
OF WORK**

**GREATER  
KOKOMO  
ECONOMIC  
DEVELOPMENT  
ALLIANCE**

## Overview of Vision, Mission and Values

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*Who are we? What do we strive to do? How do we accomplish the goals we set?*

This organization focuses on developing economic prosperity for our community by achieving goals and executing programs that are detailed in each division's program of work. Together, the Alliance's vision, mission, and values guide our strategic plan and define the ways in which we execute to accomplish the goals within each organizational priority.

### Our Vision





The vision of the Greater Kokomo Economic Development Alliance seeks to foster economic prosperity for Kokomo and Howard County through new investment, population growth, and the continued success of our area's current businesses and residents.

### Our Mission

The Greater Kokomo Economic Development Alliance aligns, links, and leverages resources to build community prosperity.







### Our Values

We are guided to act and driven to succeed by four sets of values:

-  Integrity and Respect
-  Inclusiveness
-  Efficiency and Effectiveness
-  Continuous improvement

### Our Strategic Priorities

Our goals and actions align with five strategic priorities:

-  Leadership and Collaboration
-  Economic Vitality
-  Talent Attraction
-  Innovation and Entrepreneurship
-  Placemaking
-  Organizational Development

## Overview of Strategic Priorities

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*What do we want to accomplish? How do our priorities impact our community?*

The Alliance operates with goals and programs centered around five strategic priorities. Each of these priorities impacts both the corporate and residential citizens of our community. A review of these priorities, their goal statements, and action items for each priority can be found below.

### Leadership and Collaboration

**Drive initiatives that lead to community economic prosperity for the maximum benefit of current and future generations**

*What does this mean?*

- Enhance the community's regional reputation, image and breadth of influence
- Provide quality service while operating efficiently and cost-effectively
- Engage with private and public sector partners to strengthen and grow the community's economy

### Economic Vitality

**Facilitate the economic growth of the community through the attraction of jobs, investment, visitors, and residents**

*What does this mean?*

- Provide strategies for driving population growth
- Champion initiatives to improve the conditions for community and business growth
- Promote the development of market-ready sites to meet the capacity needs of employers

### Talent Attraction

**Develop, retain, and attract talent to enhance the community's workforce, culture, and diversity**

*What does this mean?*

- Develop and maintain partnerships that improve college retention rates and increase educational attainment levels
- Support efforts to strengthen pre-kindergarten through 12<sup>th</sup>-grade education
- Participate in efforts to result in talent attraction
- Leverage community placemaking assets to influence corporate and personal location decisions

### Innovation and Entrepreneurship

**Foster an optimistic, persistent entrepreneurial culture and provide infrastructure for innovators to create and grow business enterprises**

*What does this mean?*

- Enhance the long-term entrepreneurial infrastructure and celebrate the value attributed to entrepreneurship
- Drive new commercialization activity and economic diversification to the region
- Deliver comprehensive business development services and access to resources for emerging entrepreneurs and innovators

## Overview of Strategic Priorities

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*What do we want to accomplish? How do our priorities impact our community?*

### Placemaking

**Promote and support efforts to drive investment and quality assets to benefit current and future employers and residents**

*What does this mean?*

- 🌀 Execute the marketing plan for the community
- 🌀 Lead and support healthy living initiatives
- 🌀 Plan, coordinate, promote and execute community events
- 🌀 Support early childhood education initiatives

### Organizational Development

**Initiatives not tied to a specific strategic priority, but instead functions of organizational activity essential to the growth of the Alliance as a whole**

*What does this mean?*

- 🌀 Ensure the organization has adequate financial and human resources to effectively executive its programs and initiatives
- 🌀 Achieve accreditations and certifications required to maintain and strengthen operations
- 🌀 Implement effective and efficient processes to serve our members and the community

## Alliance Councils: Focus and Mission

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*Who takes ownership of our set objectives? What resources turn goals into accomplishments?*

### Economic Development Council

The Economic Development Council will promote economic growth through the facilitation of quality job creation and business attraction efforts. We will facilitate the creation of wealth in our region by developing quality, connected places that will attract and retain businesses and talent.

*How will we accomplish this?*

- 🌀 Promote economic growth through attracting new business investment and advancing quality of place and population attraction
- 🌀 Advance business retention and expansion by maintaining relationships with key employers and leveraging resources in addressing business retention and growth needs
- 🌀 Evaluate and ensure quality site and building availability to position community for competition for new business investment
- 🌀 Pursue the development of strategic asset investment designed to grow and diversify economic base
- 🌀 Develop and implement effective marketing and communication strategies that will enhance community brand and perception.

### Chamber of Commerce

The Chamber will be the primary policy advocate for business, will connect businesses to enhance opportunities and growth for members, and will promote the community's assets, civic products and businesses to attract residential and commercial growth.

*How will we accomplish this?*

- 🌀 Market Howard County as a great place to conduct business and establish residence
- 🌀 Educate and inform our business members to increase local business success
- 🌀 Assist education/industry partners in implementing strategies that develop workforce ready graduates
- 🌀 Advocate for business and community in legislative process
- 🌀 Enhance member business success through networking, education and promotional opportunities
- 🌀 Facilitate Indiana Healthy Community Initiative

## **Inventrek Technology Park Council**

The Inventrek Council will concentrate on creating the environment for the creation of high-tech enterprises and will assist in launching and accelerating emerging businesses. It will lead efforts to expand and promote innovation and entrepreneurship as part of the community culture.

*How will we accomplish this?*

- 🌀 Identifying and offering key infrastructure and programming required to assist and nurture emerging ventures
- 🌀 Management of the tech park and its resources to sustain innovation and entrepreneurship assets for the long-term benefit of the community
- 🌀 Development of resources to continue to leverage a business model that ensures key activities are delivered to sustain and grow revenue, maintain Certified Tech Park status, and continue to develop a pipeline to attract innovators and entrepreneurs as clients
- 🌀 Offer and promote space and resources within Inventrek that accommodate the needs of early-stage entrepreneurs

## **Kokomo Downtown Association**

The Downtown Association will leverage the power of creative placemaking in arts and cultural development and in growing and transforming the core and surrounding Kokomo community in a way that builds image, character, quality places, vibrancy and economic vitality.

*How will we accomplish this?*

- 🌀 Produce programs for public spaces with art opportunities that engage citizens and visitors
- 🌀 Lead marketing and community development efforts to encourage collaboration among artists, businesses and governmental entities
- 🌀 Engage citizens in community development initiatives, programs and activities
- 🌀 Provide leadership in initiatives that create a higher-quality community experience

## **Visitors Bureau**

The Visitors Bureau will lead efforts to increase visitor travel impact through strategic product development, enhancing hospitality industry partnerships, and promoting the recreational and entertainment attractions that enhance the visitor experience.

*How will we accomplish this?*

- 🌀 Market the community as a visitor destination to leisure travelers, meeting planners, sports organizers, and group travel leaders through print, website, and digital promotions
- 🌀 Provide leadership for local tourism industry partners in areas of collaboration and research
- 🌀 Lead efforts focused on the development of a hotel conference center in downtown Kokomo to increase the economic impact of meeting/conference opportunities
- 🌀 Implement community marketing promotions to bring awareness of local tourism attractions and events to residents

## 2024 Program of Work Strategic Priority Matrix

<b>Alliance Division</b>	<b>Leadership &amp; Collaboration</b> <i>Drive initiatives that lead to community economic prosperity for the maximum benefit of current and future generations</i>	<b>Economic Vitality</b> <i>Facilitate the economic growth of the community through the attraction of jobs, investment, visitors, and residents</i>	<b>Talent Attraction</b> <i>Develop, retain, and attract talent to enhance the community's workforce, culture, and diversity</i>	<b>Innovation &amp; Entrepreneurship</b> <i>Foster an optimistic, persistent entrepreneurial culture and provide infrastructure for innovators to create and grow business enterprises</i>	<b>Placemaking Initiatives</b> <i>Promote and support efforts to drive investment and quality assets to benefit current and future employers and residents</i>
<b>Economic Development</b>	Community Branding Initiative • Community Marketing Coalition • Business Retention & Expansion • Education Outreach and Workforce Development Initiatives • READI Grant Participation	Attraction Projects • Industrial Park Development • HQ Outreach • Product Inventory • Marketing/Communication Strategy • Hotel Conference Center Development	Cost of Living Index Program • Residential Attraction Marketing	Business Advocacy Initiative • Identification of EV opportunities	Product Development
<b>Chamber of Commerce</b>	Workforce Development/Pipeline Initiatives • Business Advocacy • Women's Business Council • Candidate Forums • Legislative Events • Leadership Kokomo • Business Matters Luncheon •	Diversification & cultural awareness • Member Promotion Efforts • Population Growth Promotion • Available Job Opportunity Outreach	Young Professionals Network • Talent Attraction Program	Local Learn & Lead Seminars • President Roundtable	Digital Content • Wellness Initiatives
<b>Inventrek Technology Park</b>	Peer Support • Collaborate efforts with education partners	Occupancy Rate • Marketing Strategy	Co-worker Space Growth	BizGro/Entrepreneurial Support Program • Client Networking • CEO Program • The Drive Competition	Inventrek exterior and internal improvements • Inventrek facility image enhancement
<b>Downtown Association</b>	Arts and Culture Development • First Friday Events • Indiana Main Street Affiliate Network	Advocate for Arts and Business • Leverage New Downtown Assets	Kokomo Area Branding & Marketing Campaign; Local/Regional/National Media Coverage	Downtown Window Display Initiative	Kokomo Sculpture Walk • Activate Alley Public Spaces • Strawberry & Arts Festival • Kokomo Beautiful Campaign
<b>Visitors Bureau</b>	Community Marketing and Promotions • Visitor Industry Partnerships • Community Calendar • Downtown Promotions	Hotel/Conference Center Development • Meeting/Conference/Sports Sales and Marketing Initiatives • Tourism Industry Research • 2024 Solar Eclipse	Kokomo Area Branding & Marketing Campaign • Community Resources		Local Automotive Heritage Preservation • Active Living/Trail Promotion • Local Event Promotion • Local Tourism Messaging
<b>Organizational Development Initiatives</b> <i>Functions of organizational activity essential to the growth of the Alliance as a whole</i>			<b>Marketing Initiatives</b> <i>Marketing-assisted initiatives from each division's strategic priorities</i>		
<b>Economic Development</b>	Business Development Programs • The Drive Competition • Partnership with ISBDC		Implement community branding and marketing strategy with community partners • Enhance Kokomo perception through "This Is Kokomo" website, printed marketing materials and residential recruitment advertising • Increase awareness through advertising of the community's residential affordability • Maintain community marketing coalition and utilize group for marketing and branding efforts		
<b>Chamber of Commerce</b>	New Member Attraction • Member Retention • Sponsorship Opportunities • Ambassador Committee • Business After/Before Hours • Golf Outing • Annual Celebration • Past Chair Council • Events • Revenue Growth		Implement new community brand and marketing strategy with focus on attracting new talent and jobs • Promote community for talent attraction and increased population by enhancing awareness of promotional materials • Raise community and member awareness of 'shopping local' incentives through media and marketing programs • Update and maintain digital content to reflect current Chamber services, members, programming and data		
<b>Downtown Association</b>	Indiana Main Street Affiliate Network • Recruit Chamber Memberships		Support community brand and marketing strategy implementation • Leverage and promote downtown events, art, culture and major assets to local, regional and national media for increased visitors, businesses and residents • Build momentum for arts and culture development through increased promotion, social media and community engagement		
<b>Inventrek Tech Park</b>	Maintain Certified Tech Park Recertification • Occupancy • Implement Business Model		Develop marketing strategy that will attract potential tech-based clients • Increase membership of facility's co-worker space by increasing awareness of the asset • Highlight current members to show how success is influenced by Inventrek tools and assets		
<b>Visitors Bureau</b>	Enhance Sales and Marketing Efforts • Association Memberships/Tourism Industry Events		Lead marketing efforts to promote community through visitors guide, app, website, social media, and advertising • Promote downtown as visitor destination • Provide marketing collateral as community resources to employers • Promote festivals and events to attract new visitors and increase resident engagement • Bring awareness of tourism assets through local messaging		

## Economic Development 2024 Program of Work

<b>Strategic Priority: Leadership &amp; Collaboration</b>		
<i>Drive initiatives that lead to economic prosperity for the maximum benefit of current and future generations.</i>		
<b>Item</b>	<b>Objective</b>	<b>Deliverables</b>
Kokomo Area Branding & Marketing Campaign	Support the creation of a community-wide branding and marketing campaign that ultimately increases visitors, retains and attracts new residents and businesses, and improves the overall perception of the area by locals and non-locals.	In accordance with community partners, support the launch of a community branding initiative
Community Marketing Coalition	Continue facilitation of a community marketing coalition to coordinate community marketing efforts and organizational cross-promotion	Create and convene group; Develop and execute plans to enhance community marketing efforts
Business Retention and Expansion	Engage with local employers to determine growth opportunities and barriers to growth	Conduct 8 on-site visits with key area employers
READI Grant Participation	Serve as a leading participant in implementation and planning for READI strategy	Provide input from the business community for READI planning activities
Education Outreach and Workforce Development Initiatives	Engage connections with local high schools and postsecondary education and businesses to actualize programs in existence for expansion and workforce development initiatives and to fill workforce needs not currently met in the area	Engage a community forum amongst educators and business through discussion panels, surveys and program development to fill existing gaps
<b>Strategic Priority: Economic Vitality</b>		
<i>Grow the local economy through quality job creation and business attraction and increase the number of residents to sustain the community.</i>		
<b>Item</b>	<b>Objective</b>	<b>Deliverables</b>
Attraction Projects	Identify business attraction opportunities that align with existing assets	Close on attraction opportunities
Industrial Park Development	Secure control of key parcels and achieve shovel-ready status	Secure market-ready parcels; develop site plans and marketing materials; achieve shovel-ready status
Product Inventory	Update product inventory files of available commercial and industrial buildings and sites in collaboration with local realtors, developers and property owners	Update website continuously and develop site selection package that incorporates best of area content
Hotel Conference Center Development	Facilitate activities necessary for the development of a hotel conference center	Maintain communications with developer for execution of project
<b>Strategic Priority: Talent Attraction</b>		
<i>Develop, retain, and attract talent for industry and cultural vibrancy.</i>		
<b>Item</b>	<b>Objective</b>	<b>Deliverables</b>
Cost of Living Index Program	Participate in Council for Community and Economic Research (C2ER); Cost of Living Index Program	Gather, quarterly cost data and promote community affordability



Residential Attraction Marketing	Promote community attractiveness and affordability	Increased population in Howard County; maintain thisiskokomo.com website
<b>Strategic Priority: Innovation &amp; Entrepreneurship</b>		
<i>Spur an optimistic, persistent entrepreneurial culture and provide infrastructure for innovators to expand business.</i>		
<b>Item</b>	<b>Objective</b>	<b>Deliverables</b>
Identification of EV Opportunities	Understand and pursue opportunities related to EV technologies and infrastructure	Engage educational and business partners to explore incentives, grant and resources for increased EV investment in the community
Business Advocacy Initiatives	Remain an involved, informed resource for local businesses and an advocate for business needs with local government.	Provide information and resources to local businesses
<b>Strategic Priority: Quality Places</b>		
<i>Promote and lead efforts to drive investments in quality connected places for future workforce and family needs.</i>		
<b>Item</b>	<b>Objective</b>	<b>Deliverables</b>
Product Development	Continue to promote efforts focused on continuous improvement and product development for community assets	New public and private investment in community assets



## Chamber of Commerce 2024 Program of Work

<b>Strategic Priority: Leadership &amp; Collaboration</b> <i>Drive initiatives that lead to community economic prosperity for the maximum benefit of current and future generations</i>		
Item	Objective	Deliverables
Workforce Development	Serve as an advocate for local employers on issues related to workforce availability and development.	Host an HR roundtable.
Business Advocacy	Promote the interests of the business community through education and advocacy	Remain an involved, informed resource for local businesses and an advocate for business needs with state and local government; develop legislative agenda focused on business issues
Women's Business Council (WBC)	Implement relevant and professional programming for the development of businesswomen in Howard County	Execution of leadership educational event: increase engagement and host monthly in-person WBC meetings with additional opportunities to network
Candidate Forums	Organize and execute candidate forums for contested elective offices impacting the community in cooperation with community partners	Execution of primary and general election forums in partnership with community partners
Legislative Events	Host legislative luncheon, Third House sessions, and legislative reception that provide members direct exposure with state legislators.	Successful execution of Third House events during first half of the year
Leadership Kokomo	Maintain relationship with Ivy Tech Community College and City of Kokomo to encourage and support the Leadership Kokomo program	Promote program to the community, support ongoing awareness.
Business Matters Luncheons	Provide networking, educational, and recognition opportunities for members and volunteers; present relevant topics and speakers to the chamber membership	Work to increase engagement and attendance by 10%
<b>Strategic Priority: Economic Vitality</b> <i>Facilitate the economic growth of the community through the attraction of jobs, investment, visitors, and residents</i>		
Item	Objective	Deliverables
Population Growth Promotion	Promote community for increased population and talent attraction.	Enhance member awareness of promotional materials to encourage usage: engage with community coalition for marketing the Greater Kokomo area collaboratively
Diversification and Cultural Awareness	Creating awareness of opportunities surrounding a diversifying business culture; Enabling the business community to have successful relationships with new multi-cultural business partners	Encourage business relationships and cultural awareness with international guests. Expand topics for chamber events; secure guest speakers and workshops; pursue grant opportunities
Member Promotion Efforts	Raise community and member awareness through social media promotions and marketing efforts to drive local business activity.	Distribute information and resources to local businesses; M2M emails; New Member Monday promotions, and distributing members happenings on social media.
Available Job Opportunity Outreach	Promote open job opportunities of local employers to potential employees	Provide opportunity for a job fair; promote the usage of the Chamber's job board
<b>Strategic Priority: Talent Attraction</b>		

*Develop, retain, and attract talent to enhance the community's workforce, culture, and diversity*

Item	Objective	Deliverables
Young Professionals Network (YPN)	Create opportunities that encourages professional development and networking among young business professionals.	Increase engagement and growth of group by 10%. Increase member awareness of YPN as an opportunity for their staff members
Talent Attraction Promotion	Promote community for increased population and talent attraction. Promote Visit Kokomo and This Is Kokomo websites	Engage with community partners for marketing the Greater Kokomo area collaboratively: encourage employers to support recruitment to the Greater Kokomo region

**Strategic Priority: Innovation and Entrepreneurship**

*Foster an optimistic, persistent entrepreneurial culture and provide infrastructure for innovators to create and grow business enterprises*

Item	Objective	Deliverables
Local Learn & Lead Seminars	Create meaningful seminars with topics and speakers with expertise in relevant business matters; Partner with Indiana Small Business Development Center (ISBDC) to offer entrepreneurial educate and elevate seminars for small businesses and emerging business leaders	Conduct seminars in 2024. Send out survey for topic ideas for member buy-in.
President Roundtable	Bring top tier level partners together to identify strengths, weaknesses, opportunities, and threats to businesses in Howard County	Attempt one roundtable in 2024.

**Strategic Priority: Placemaking**

*Promote and support efforts to drive investments and quality assets to benefit current and future employers and residents*

Item	Objective	Deliverables
Digital Content	Update and maintain website to reflect current Chamber services, programming, and data	Perform regular and consistent content review to ensure website's accuracy
International Outreach	Execute and administer micro-website and communicate collateral to continue relationship with IEDC Korea office to promote Kokomo as a business destination.	Promote Welcome to Kokomo micro-site and assist with continuous improvement initiatives for micro-site.

**Strategic Priority: Organizational Development**

*Initiatives not tied to a specific strategic priority, but instead functions of organizational activity essential to the growth of the Alliance as a whole*

Item	Objective	Deliverables
New Member Attraction	Conduct ongoing prospect visits and follow-ups by staff to achieve targeted annual recruitment goal.	Net new member and overall revenue growth in 2023
Membership Retention	Engage with existing members to encourage their continued involvement in an effort to retain membership	Increase member retention rate to 85%; maintain chamber check-in program with staff making visits on Fridays. Maintain quarterly member meetup breakfasts; personal contact with over 450 member entities. Increase Members Making News submissions.
Sponsorship Opportunities	Provide sponsorship opportunities that deliver enhanced value for members while generating additional revenue	Increase sponsorship revenue by 10%; creation of a guide of all sponsorship opportunities

Ambassador Committee	Facilitate Ambassador Program to assist in membership engagement; Continue focus on welcome, recruitment and retention committees to engage the ambassadors	Implement member visitation program designed to result in personal contact with a goal of 90% of members a year; outreach to new members of 12 months or less, at least 3 times a year.
Business After/Before Hours Events	Conduct events to enhance networking opportunities and participation among members; provide marketing opportunities for sponsoring companies	Successful execution of at least 4 events, work to increase attendance
Golf Outing	Execute event and encourage member participation and networking	Execute golf outing; increase engagement of non-tier members; increase revenue by 10%
Annual Celebration	Develop programming to promote Chamber and Alliance accomplishments; present annual awards from Alliance divisions to key stakeholders	Implement annual dinner; increase net revenue generation by 10%; increase engagement of non-tier members
Social Media Presence	Develop intentional social media strategy to increase target audience awareness of community assets as well as business and employment opportunities	Track engagement statistics on Instagram, Facebook, and Twitter; achieve 5% increase in engagement; increase social media followers

<b>Strategic Priority: Leadership &amp; Collaboration</b>		
<i>Drive initiatives that lead to community economic prosperity for the maximum benefit of current and future generations</i>		
Item	Objective	Deliverables
Peer Support	Manage common areas and develop a sense of community among tenants and members that provides an intellectual and collaborative support structure	Continue to enhance common area functionality. Seek benchmark of established co-working spaces.
Collaborate with Educational Partner	Seek collaborative opportunities for students and tenants	Match Purdue resources with tenant needs
<b>Strategic Priority: Economic Vitality</b>		
<i>Facilitate the economic growth of the community through the attraction of jobs, investment, visitors, and residents</i>		
Item	Objective	Deliverables
Occupancy Rate	Maintain occupancy rate at facility	Maintain > 80 percent occupancy
Marketing Strategy	Develop strategy to increase awareness of facility and programming that will generate pipeline of potential clients as defined in new business plan, as well as facilitate interaction with partners and the community	Client meetings; update promotional materials; community use of facility and increased awareness
<b>Strategic Priority: Talent Attraction</b>		
<i>Develop, retain, and attract talent to enhance the community's workforce, culture, and diversity</i>		
Item	Objective	Deliverables
Co-worker Space Growth	Develop membership with creative, innovative and entrepreneurial spirits	Maintain 20 members
<b>Strategic Priority: Innovation and Entrepreneurship</b>		
<i>Foster an optimistic, persistent entrepreneurial culture and provide infrastructure for innovators to create and grow business enterprises</i>		
Item	Objective	Deliverables
Entrepreneurial Support Program	With Chamber participation, unite all entrepreneur support organizations in Howard County to maximize resources and ultimately make a more positive impact on small business owners and entrepreneurs	Package resources that are supportive of entrepreneurial development
Client Networking	Encourage client networking to establish and sustain Inventrek's nurturing environment	Client introductions and four in-house events; 12 monthly shared drive lunch events
CEO Program	Collaborate with school corporations and other key partners in providing leadership and support for the CEO program	Continued participation and success of the program
The Drive Competition	Promote entrepreneurial growth in the community	Conduct competition by end of Q3 2024 with fully funded sponsorship support
<b>Strategic Priority: Placemaking</b>		
<i>Promote and support efforts to drive investments and quality assets to benefit current and future employers and residents</i>		
Item	Objective	Deliverables
Maintain Facility Improvements	Continue to evaluate facility's offerings and amenities for the enhancement of the business community.	Aesthetic and functional improvements
Facility Image	Maintain attractive facility that makes an impressive statement to potential customers, investors and community	Maintain building appearance and cleanliness

# Downtown and Creative Placemaking Initiatives

## 2024 Program of Work

<b>Strategic Priority: Leadership and Collaboration</b>		
<i>Drive initiatives that lead to economic prosperity for the maximum benefit of current and future generations.</i>		
Item	Objective	Deliverables
Arts & Culture Development	Collaborate with local artists, arts organizations and schools to create community art projects. Pursue collaborative public art opportunities.	Produce 6 Community art projects and performances.
First Friday Kokomo	Facilitate 8 First Fridays to include downtown venues and area-wide business and organization participation.	Secure a \$5,000 sponsorship and successfully execute First Friday events; increase social media reach and web traffic by 15%.
Indiana Main Street Affiliate Network	Complete requirements to maintain state Affiliate Network designation. Track downtown statistics, workplan progress, and volunteer hours to complete comprehensive annual report.	Maintain Indiana Main Street Affiliate Network designation.
<b>Strategic Priority: Economic Vitality</b>		
<i>Grow the local economy through quality job creation and business attraction and increase the number of residents to sustain the community.</i>		
Item	Objective	Deliverables
Advocate for Arts and Business	Advise businesses on local incentive programs. Advise artists, businesses and government of arts engagement opportunities. Create and distribute information. Offer Public Art Advocacy through Arts Committee to ensure a high-quality public art program for the City of Kokomo and Howard County.	Implement public art awareness, engagement and promotion campaign.
Downtown District Data Resource	Track and share downtown data when helpful for further development of the district. Leverage downtown data and assets in promoting Kokomo to new residents and businesses.	District Data maintained, shared and promoted.
<b>Strategic Priority: Talent Attraction</b>		
<i>Develop, retain, and attract talent for industry and cultural vibrancy.</i>		
Item	Objective	Deliverables
Kokomo Area Branding & Marketing Campaign	Support and participate in the delivery of community-wide branding and marketing campaign that ultimately increases visitors, retains and attracts new residents and businesses, and improves the overall perception of the area by locals and non-locals.	Community branding and marketing used in the promotion of Downtown Kokomo.
<b>Strategic Priority: Innovation and Entrepreneurship</b>		
<i>Spur an optimistic, persistent entrepreneurial culture and provide infrastructure for innovators to expand business.</i>		
Item	Objective	Deliverables
Artist & Entrepreneur Downtown Connect	Connect entrepreneurs, artists and busines owners to downtown opportunities to collaborate, market and develop business including downtown events, festivals, Kokomo Downtown Farmers Market, open window displays, and street vending.	Make 24 new business development connections to downtown resources.
<b>Strategic Priority: Quality of Place Initiatives</b>		
<i>Promote and lead efforts to drive investments in quality connected places for future workforce and family needs.</i>		
Item	Objective	Deliverables

Kokomo Sculpture Walk	Promote 2023-2025 exhibit featuring 9 large-format sculptures along Indiana Heritage Trail and Walk of Excellence. Increase community ownership of the art in preparation for potential sponsorship of next exhibit.	Promotion campaign created to increase resident and visitor awareness and engagement with the exhibit.
Activate Alley Public Spaces	Design, identify funding and implement Courthouse Alley renovation. Promote All Alleys Lead to Art; connect artists to exhibit opportunities.	Courthouse Alley renovated with new art exhibit and art accessories. Art Alleys programmed and maintained.
Strawberry Arts Festival	Produce high-quality summer kick-off event with emphasis on arts vendors and activities.	Produce event with a net income of \$25,000 for creative placemaking efforts.
Kokomo Beautiful Campaign; The Pollinator Project	Execute marketing and implement community service strategy to encourage corporate and private beautification efforts including sponsorship and hands-on participation. Increase pollinator and native species plantings in the urban landscape and beyond.	Plant 81 container gardens, and 38 downtown sidewalk and parking lot gardens. Engage 100 volunteers and/or sponsors in beautification campaign. Add 15 acres to The Pollinator Project

## Visitors Bureau 2024 Program of Work

<b>Strategic Priority: Leadership &amp; Collaboration</b> <small>Drive initiatives that lead to community economic prosperity for the maximum benefit of current and future generations</small>		
Item	Objective	Deliverables
Community Marketing & Promotions	Lead efforts to promote Kokomo/Howard County as a visitor destination through visitors guide, website, app, social media, digital and print advertising, earned media, and state and regional marketing promotions.	Secure statewide & regional media promotions and travel stories; increase website usage and social media engagement by 10%
Local Visitor Industry Partnerships	Build and strengthen networking partnerships between area tourism partners, hotels, museums and attractions; Equip Kokomo hotels to assist visitors by regularly providing local guides and resources.	Make contact with 12 tourism partners per quarter; send quarterly hospitality industry e-newsletter and host 2 meetings with Howard County tourism partners
Community Calendar	Maintain monthly community calendar for use by visitors, residents, university students, and businesses.	Send 12 updated monthly calendars; increase awareness and use of community calendar
Downtown Promotions	Align with Downtown Association to promote downtown Kokomo as a destination for visitors to enjoy local shops, eateries, attractions, events, trails, and a variety of art experiences through targeted marketing efforts.	Increased marketing and targeted ads to ultimately increase the number of visitors in downtown Kokomo
<b>Strategic Priority: Economic Vitality</b> <small>Facilitate the economic growth of the community through the attraction of jobs, investment, visitors, and residents</small>		
Item	Objective	Deliverables
Hotel/Conference Center Development	Coordinate efforts for the development and construction of a new conference center with attached hotel in downtown Kokomo; Lead promotional efforts.	Pursuit of conference center; increased meetings and conferences held in Kokomo; increased hotel occupancy
Sports/Meeting/Conference Sales and Marketing Initiatives	Solicit and support new sports tournaments, meetings, and conferences held in Howard County with hotel room block assistance, local visitor resources, and financial support when needed; Engage and coordinate with Championship Park and Kokomo Municipal Stadium management to promote Kokomo to park visitors and support new tournaments hosted at local facilities.	Increased number of sports tournaments held in the community; maintain Kokomo promotional visitor signage at Kokomo Municipal Stadium and Championship Park; maintain database of all local meeting facilities and sports venues in Howard County
Tourism Industry Research	Track local hotel and air bnb occupancy data; Conduct research to evaluate visitor travel, visitor spending and economic impact of tourism in Kokomo/Howard County as needed.	Collect 12 hotel and 12 air bnb monthly occupancy reports; conduct an economic impact study of tourism in Kokomo/Howard County
2024 Solar Eclipse	Lead local communication efforts to spread awareness of the 2024 solar eclipse in Indiana and its impact on Kokomo/Howard County; Gather and promote local events happening.	Increased awareness of and resources available for the solar eclipse event on April 8, 2024
<b>Strategic Priority: Talent Attraction</b> <small>Develop, retain, and attract talent to enhance the community's workforce, culture, and diversity</small>		
Item	Objective	Deliverables
Kokomo Branding & Marketing	Support and participate in community-wide branding and marketing efforts in accordance with all local partners.	Increase visitors, retain and attract new residents and businesses, and improve the overall perception of the area by locals and non-locals
Community Resources	Provide marketing collateral and community resources to local HR managers for recruitment efforts and to leasing agents/realtors for area relocations.	Increased awareness of print and digital community resources; contact 6 businesses in Howard County to share local resources available



<b>Strategic Priority: Talent Attraction</b>		
Develop, retain, and attract talent to enhance the community's workforce, culture, and diversity		
Item	Objective	Deliverables
Kokomo Branding & Marketing	Support and participate in community-wide branding and marketing efforts in accordance with all local partners.	Increase visitors, retain and attract new residents and businesses, and improve the overall perception of the area by locals and non-locals
Community Resources	Provide marketing collateral and community resources to local HR managers for recruitment efforts and to leasing agents/realtors for area relocations.	Increased awareness of print and digital community resources; contact 6 businesses in Howard County to share local resources available
Foster an optimistic, persistent entrepreneurial culture and provide infrastructure for innovators to create and grow business enterprises		
Item	Objective	Deliverables
<b>Strategic Priority: Placemaking</b>		
Promote and support efforts to drive investment and quality assets to benefit current and future employers and residents		
Item	Objective	Deliverables
Local Automotive Heritage Preservation	Participate in efforts to establish a sustainable plan to preserve locally built and historically significant automobiles in Howard County.	Preserve Haynes and Apperson automobiles in Howard County for a future display
Quality of Place Promotion	Promote and support quality of place initiatives in the community, including walking/biking trails and opportunities to engage with local art.	Increased trail map distribution and promotion of art experiences
Local Event Promotion	Attract new visitors and engagement of current residents by promoting annual community festivals, concerts and events.	Create and execute 3 seasonal promotional campaigns; promote community festivals through Indiana Festival Guide and Visit Indiana
Local Tourism Messaging	Bring awareness of tourism assets, programs, resources available, and economic impact of CVB initiatives to the community; Encourage residents to share information about local events and attractions with visiting friends and family.	Continue local promotions targeted to residents; maintain visitor center racks at Inventrek and downtown library; share local tourism messages with local media
<b>Strategic Priority: Organizational Development</b>		
Initiatives not tied to a specific strategic priority, but instead functions of organizational activity essential to the growth of the Alliance as a whole		
Item	Objective	Deliverables
Increase Sales and Marketing Capacity	Increase staffing resources to enhance sales and marketing efforts.	Fill vacant sales staff position in accordance with the development of new marketable assets
Association Memberships/Tourism Industry Events	Promote Kokomo as a business/leisure travel/sports destination through participation in industry organizations and events, including Visit Indiana, East Region Tourism & Marketing Co-op, Indiana Tourism Association, Indiana Glass Trail, Team Indiana, Indiana Tourism Conference, Indiana Media Marketplace, Indiana Foodways Alliance, ISAE, and Indiana Chapter of Meeting Professionals International.	Active CVB participation in regional and statewide marketing, networking and professional development opportunities