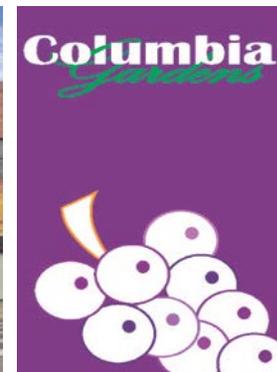
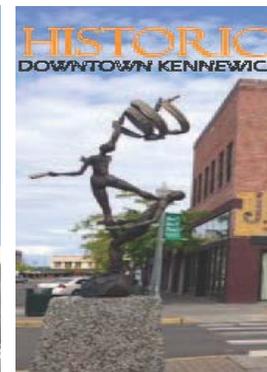




Economic Development

Recommended Marketing Plan 2015-16



Marketing Plan Basis

- **2012-2016 Economic Development Strategic Plan**

- **City Council Priority #2: Economic Development**

“I want a diverse and vibrant economy in Kennewick”

- Tourism
- Urban Growth Area
- Permitting
- Infrastructure Funding
- Economic Vitality
- Economic Diversity
- Partnership

- **2014 TadZo Target Industry Analysis**

- **Economic Development & Planning Committee Vision Statement 2012-2016:**

“Kennewick is an economic leader in Washington and the Pacific Northwest, building on its excellent quality of life, creating a supportive climate for entrepreneurs and small businesses, attracting high technology target industries, and attracting a young professional workforce to support these new industries.”

Goal 1: Business Climate

Advance Kennewick's business climate by addressing Tri-Cities Competitiveness Report Card weaknesses; competitor intelligence; strengthening support systems for entrepreneurs and small businesses; improving incentives that encourage business location and citywide growth; and engaging in statewide public policy efforts.

Participation and investments in regional economic development marketing efforts

- TRIDEC (\$30,000/year investment), including Mid-Columbia Energy Initiative Sustainability Committee
- Young Professionals Tri-Cities (\$1,000/year investment)
- Tri-Cities Visitor & Convention Bureau, including Brand Leadership Committee
- Historic Downtown Kennewick Partnership
- Port of Kennewick
- Tri-Cities Regional Chamber of Commerce
- Tri-Cities Hispanic Chamber of Commerce
- Tri-Cities Research District
- PNNL Economic Development Office
- Mid-Columbia Small Business of the Year Awards
- Washington Economic Development Association
- Association of Washington Cities
- Association of Washington Business



Embrace a digital strategy to reach site selectors, prospects, established businesses, and perspective entrepreneurs

- Add content to Go2Kennewick.com so it can serve as a single-source online resource tool for business recruitment, expansion, retention, and startups [outlined in “Business Recruitment, Retention and Expansion” section].
- Evaluate effectiveness of Go2TriCities.com. Maintain links to economic development landing page of Go2Kennewick.com.
- Urge completion of property selection tool Zoom Prospector through TRIDEC. Complete training and update Kennewick property listings and demographic data monthly.
- Establish social media presence to communicate via relevant channels for each audience. Design appropriate content for each media (brief messages for on-the-go users that link to website when more info is needed) and graphics for user-friendliness (such as square logo versions for profile pics).
 - Facebook: Shop Kennewick to reach residents and local business owners
 - Twitter: Shop Kennewick to reach residents and local business owners
 - LinkedIn: Connections with site selectors, developers and local business owners
 - YouTube: Consider recruitment videos for site selectors, post Shop Kennewick commercial
 - Google+ : Establish city page, necessary to increase Google search rankings
- eBlasts to business license database with relevant info for business owners, like infrastructure/traffic updates, labor resources, free SBA training, sustainability tips, etc.
- Support TCRCC efforts to maintain Tri-Cities Business Builder (TCBB) as a resource, with site link to Go2Kennewick.com.



Planning & Building “Express Permitting” process for possible implementation

- If implemented, publicize new process on Go2Kennewick.com and in email to developer and broker “regulars.”

Focus lobbying efforts

- Work with lobbyist to establish incentives and growth opportunities, to be incorporated into recruiting efforts.
- Relay relevant info from AWB to business license email database and post at Go2Kennewick.com; encourage businesses to participate in lobbying efforts.
- Introduce possible topics to AWB based on feedback from local businesses, prospects and other cities.
- Partner with Port on lobbying efforts for entertainment district.
- Monitor Cultural Access Washington (CAWA) legislation, funding expanded cultural education activities in schools and cultural facilities, in preparation to incorporate into marketing materials if enacted.

Establish and promote sustainability program

- Work with regional partners such as Mid-Columbia Energy Initiative and Alliance for a Livable and Sustainable Community to create a formal sustainability plan to improve site selector ratings, attract more businesses, help create jobs, recognize green businesses, attract younger demographic, and ultimately meet the needs of future generations.
- To differentiate Kennewick in the marketplace, draft and propose sustainability resolution for Council adoption.
- Post plan and green business scorecard on Go2Kennewick.com, inviting businesses to participate in program. Publicize in press release to Chamber and media, and offer to present at philanthropic clubs like Rotary.
- Recognize green business award winners on website, at Business Appreciation Luncheon and in press release.



Goal 2: Education and Workforce Development

Encourage and support education and workforce development that prepares workers for jobs in target industries and fosters entrepreneurship.

Prioritize and customize marketing messages and delivery based on labor demand

- Establish job retention projections from Hanford and potential future job replacement.
- Meet with regional colleges, vocational schools and WorkSource to identify training opportunities and to forecast for labor shortages.

Promote workforce training

- Publicize labor resources (such as WorkSource and college/vocational programs) at Go2Kennewick.com, in eBlasts, on LinkedIn and TCBB web portal.
- Attend wine trade manufacturing show for potential industry development opportunities and training opportunities for vocational schools or colleges.
- Promote and solicit internship opportunities in eBlasts and on LinkedIn.
- Seek an intern for the Economic Development Department.
- Support youth mentoring programs by promoting opportunities for local businesses to demonstrate trades and careers to youth, partnering with local schools and Ignite Youth Mentoring. Publicize in eBlasts and on LinkedIn.
- Attend ribbon cuttings and other events to support K-12 educational system, colleges, universities and technical schools.

Foster entrepreneurship

- Encourage TCRCC to compile startup resources for TCBB website, and provide links on Go2Kennewick.com.
- Support Startup, Kennewick School District, and local events and ideation programs that promote entrepreneurship.
- Assess need for co-op sites.
- Promote financial resources (lenders luncheon, local financial resources, crowdfunding, etc.) .



Goal 3: Quality of Life

Seek opportunities to assist in efforts that result in the creation of a “sense of place.” Support activities that attract young professionals and other workers to fill jobs in target industries.

Unique Asset Development and Promotion

- As encouraged by the *Tri-Cities Branding, Development & Marketing Action Plan*, facilitate discussions on the development of features that set Kennewick apart in the marketplace, and answer the question: ***What does Kennewick want to be known for?***
- Help identify and foster planning for central gathering places with unique attractions, eateries, plazas, entertainment and cultural arts.
- In conjunction with Parks and Recreation staff, promote existing assets (such as Carousel and Southridge Sports Complex) new umbrella brand promise (*That’s the way we do things here. Louder. Bolder. Brighter. Better.*) and marketing messages (exclamation point, fist pump images, word combinations).



B2B R2R Revitalization Plan

- Continue to engage downtown businesses on development standards that will increase the number of visitors and patrons to the area through Go2Kennewick.com, eBlasts and the HDKP.
- Continue to work with HDKP and Arts Commission to beautify historic downtown and create identity through the use of public arts pieces and signage. Showcase photos in marketing materials and on Go2Kennewick.com.
- Create an identity/brand for the downtown area: target businesses that would complement the vision for the downtown area and develop targeted recruitment campaigns.

Southridge: Continue to grow LRF area and “tell our story” to state officials in an effort to secure a second LRF

- Research industries and businesses that would complement the Southridge area, update prospect list, create targeted marketing campaign.
- Identify prospects and pursue targeted recruitment efforts at ICSC conferences.
- Develop a digital portfolio with images of the Southridge area (and other opportunity centers); include demographic profile and other marketing data to provide prospects.

Conceptualize a future “sense of place”: Vista Field

- Seek opportunities to assist in master planning process and development opportunities.
- Help facilitate the Port of Kennewick’s plan for development of the airport.
- Help create and distribute marketing materials in collaboration with the Port.
- Research and identify target businesses and industries that would complement the vision for the Vista Entertainment District and actively build relationships.
- Continue to market the Tri-Cities at ICSC and Ideas Exchange annually.

Attract and retain young professionals

- Continue to link Young Professional Tri-Cities (YPTC) activities and investment to outcomes.
- Support YPTC opportunities for networking, Board Ready Program (educates participants on responsible and effective nonprofit Board service), and Community Outreach Challenge (connects young professionals to nonprofit volunteer experiences).
- Publicize YPTC events on Go2Kennewick.com, eBlasts, LinkedIn and social media where appropriate.
- Leverage YPTC social media following by publicizing appropriate City activities and resources on their sites, linked to our sites for details.
- Promote sustainability program, of which 15-34 year olds are particularly receptive, on Go2Kennewick.com, eBlasts, and LinkedIn.



Goal 4: Sites & Infrastructure

Expand the area's infrastructure and connectivity so that it meets the needs of target industries Kennewick wants to attract.

Target prospects for available inventory

- Establish inventory of vacant lots.
- Resolve issues with infill lots, such as access and zoning, and market to developers.
- Increase targeted marketing efforts to promote the infrastructure and existing facilities. Email property links to target prospects with demographic profile and marketing collateral (as outlined in *Business Recruitment, Retention and Expansion* section).

Urban Growth Area

- Provide support as needed in UGA appeal.
- Develop relationships with associations that represent target industries, and members that are candidates for Kennewick.
- Research business and industries that would fit the vision for the expanded UGA boundary area and create a prospect list.
- Outreach to desirable niche businesses to find out what assets they would value most for the purpose of having a marketing campaign ready to launch should the expansion occur.

CIP Projects

- Promote economic development impacts as projects progress on Go2Kennewick.com, to business owners through eBlasts, and on LinkedIn.



Goal 5: Business Recruitment, Expansion & Retention

Enhance competitiveness by focusing efforts on deliberate recruitment of target businesses and industries that will provide livable wages and diversification from Hanford area jobs; identify businesses looking to expand and encourage expansion; and increase outreach to local business in efforts to retain their presence in the region.

Update marketing materials and delivery

- Incorporate elements from new Tr!-Cities branding campaign into city logo, website and marketing materials.
- Update marketing materials with locally relevant content that is meaningful to site selectors:
 1. available workforce/labor costs
 2. existing buildings
 3. available properly zoned land w/ infrastructure
 4. transportation/proximity to customers and suppliers
 5. incentives
 6. utilities
 7. taxes
 8. permitting process
 9. welcoming presence
 10. distance to airport
 11. quality of life
- Enact digital strategy that includes website, social media and mobile app.
- Add content to Go2Kennewick.com for site selectors and existing businesses:
 - Why Kennewick? (Benefits, opportunity center descriptions)
 - City Data (Demographics, major employers)
 - Site Selection (mapping tools, Zoom Prospector available properties, Design Standard link)
 - Business Resources (links to WorkSource, Chamber, TRIDEC, PUD, State Business License Registration, SBA, etc.)
 - Shop Kennewick (explanation and social media links)
 - Key Industries (features on retail, industrial, wine, major employers)
 - Sustainability (links to city environmental regulations, recycling, etc.)
- Distribute thumb drives with Go2Kennewick.com link, opportunity center description and demographic profiles, and marketing materials to prospects.



Formalize Business Retention and Expansion (BRE) Program

- Interview current businesses, especially largest employers, to identify potential off-shoot/complimentary industries (generate leads), and assess how the City can support their growth.
- Grow *Shop Kennewick* campaign to foster a positive business climate by raising citizen awareness year-round of the benefits of shopping local first, and increase tax revenue by driving residents to businesses in Kennewick. In turn, the benefit to citizens is increased communication of products and services available in their own community – often time sensitive in nature. The secondary purpose is to show prospective businesses considering establishing a location in Kennewick a supportive and progressive business climate.
 - Attain sponsors for cost of marketing materials, including window clings.
 - Explanation of program and social media links on the “Business” section of Go2Kennewick.com (aka “Economic Development”)
 - Maintain and promote Facebook “Shop Kennewick” and Twitter “@ShopKennewick.” Post, share posts, tweet and retweet information that specifically raises awareness of Kennewick retail offers and public events that generate tax revenue. Posts and Tweets can feature Kennewick businesses that notify the City (Economic Development Department or otherwise) of special promotions, grand openings, new locations, etc.
 - Advertise in traditional advertising (TV, print and radio), marketing collateral such as window clings for Kennewick businesses, with QR code, and outreach through community organizations like the Historic Downtown Kennewick Partnership, Chamber of Commerce, and Tri-Cities Visitor & Convention Bureau.
 - Offer prospective businesses posts on platforms, serving as an “added value” incentive for locating here.
- Enhance biennial business appreciation luncheon.
 - Choose a date for the Business Appreciation Luncheon, secure a sponsor and venue, and order invitations.
 - Choose business to invite based on who hasn’t attended yet, and through a lottery – 50 businesses will be invited with a reservation for two employees per business.
 - Incentives attendees to complete BRE survey with prizes donated by sponsors.
 - Consider incorporating business recognition into program, such as sustainability efforts, companies that have received industry or community awards, landscaping/improvement, job growth, innovation, etc.; or introducing future recognition categories and new programs during event.
- Continue to attend ribbon cuttings and Chamber events.



Focus recruitment efforts on niche markets as identified by TadZo

- Outreach to prospective businesses to identify possible incentives and their top priorities in site selection, for inclusion in marketing messages.
- Determine priority of TadZo report target industries prospects based on most timely opportunities, limiting factors and inventory of viable space available:
 - **Small Module Nuclear Reactors** require larger industrial space than we currently have available. Given DOE resources, potential grants and available space in Richland, does it make sense to actively recruit SMRs or the security and hazardous material handling **training** industry to Kennewick at this time?
 - **Food Processing** also requires significant industrial space, and given agricultural production history, Pasco is promoting this as a niche market.
 - **Wineries** are being recruited in coordination with the Port of Kennewick for Columbia Gardens. Should **craft breweries** be prospected for this or other opportunity centers?
 - With UGA expansion, there's opportunity to pursue **Logistics** and distribution companies needing large warehouse space closer to the freeway interchanges. While the UGA is being resolved, distributors of **winery and brewery equipment** supplies especially are being researched.
 - While sorely needed amongst the wineries and in our region, companies require about 80,000 sq ft of space for the large tanks, pumps and supplies they currently ship from warehouses in places like California, Chicago, and Michigan. They recognize our proximity to Wine Country, affordable land and power, and skilled and unskilled workforce (including sheet metal workers, welders and engineers required for tank and pump assembly, in addition to general labor).
 - In the meantime, ancillary products like wine bottles, corks, or small winery and brewery equipment suppliers to also service home hobbyists can be pursued. Space near Vista Field is available now, or future space near Columbia Gardens Wine Village may be viable.
 - While the UGA is in a holding pattern, existing buildings and land at Vista Field could accommodate **smart grid** or a **carbon manufacturing** companies.
 - Tech industry variables change quickly, space availability is limited, and competition with PNNL resources and the Tri-Cities Research District are obstacles in **smart grid** recruiting.



- **Carbon fiber** production could be accommodated near Vista Field. Plants range in size from Carbitex at the Port's Oak Street Industrial Park to the BMW plant in Moses Lake (a 60-acre facility with a 110,308-square-foot process building and a 47,781-square-foot office building). While carbon fiber is identified by TadZo as a long term target, there's a lot of jockeying now by companies competing for market share.
- Create prospect lists for viable target industries identified by TadZo.
- Develop targeted marketing material and campaign approach based on industry type.
 - Post Business Cases by industry on Go2Kennewick.com.
 - Load Business Cases, demographic data and Zoom Prospector site selection link to thumb drives.
 - Project advertising ROI on trade publications (print and online), event sponsorship, etc.
- Attend Unified Wine & Grape Symposium trade show (Jan 28-29, Sacramento) and exhibit at WAWGG (Feb 11-12, Kennewick).

Retail and non-TadZo industry recruitment

- Prioritize retail and additional prospecting based on available inventory and competition in specific opportunity centers, estimated new jobs to be created, need of product/service to bring new money into economy or reduce leakage, and vision of each opportunity center and Kennewick brand identity.
- Trade show participation for recruitment at ICSC.
- Create a targeted list of retail businesses for recruitment at ICSC conference.
- Consider call center and services for growing baby boomer population as recruitment categories.

Streamline prospecting process

- Maintain Microsoft Access database of department contacts, prospects, developers, brokers, real estate agents and business associates.
- Follow up with prospects monthly, quarterly and semiannually dependent upon industry and property availability.
- Call and email prospects to solicit interest in expanding; provide specific opportunity center profile and available properties; and follow up with delivery (in-person or by mail) of unique promotional items to stay top-of-mind.

Public-Private Partnerships

- Begin networking efforts directed towards building strategic relationships with private developers, financial institutions, employment and educational institutions, and economic development entities.
- As determined by the assets identified during the *Tr!-Cities Branding, Development & Marketing Action Plan* process, seek private partners to help fulfill goals within budget constraints.

Goal 6: Tourism Promotion

Promote regional tourism and the Southridge Sports and Event Complex through increased regional and national marketing efforts, and in collaboration with other tourism entities.

Wayfinding signs

- Support TREC wayfinding recommendations to increase continuity between cities and counties.
- Create collaborative efforts with the Port of Kennewick for signage located in opportunity centers like the B2B R2R area and Vista Entertainment District.
- Assist in identifying costs and funding sources.

Promote regional tourism through increased regional and national marketing efforts in collaboration with other tourism entities.

- Target recruiting of tourism assets to B2B R2R and Southridge opportunity centers
- Partner with the Port of Kennewick to market areas such as Columbia Gardens and Clover Island as recreation and tourism destinations.
- Continue tourism promotion through the Historic Downtown Kennewick Partnership – support increasing the number of downtown events and activities.
- Strengthen the online presence of the City of Kennewick’s website, mobile app and social media; and link to other tourism sites throughout the region.



Branding Initiatives & Community Identity Recommendations

Brighter, Bolder, Louder, Faster, Better!

Implement 2014 Tr!-Cities Branding, Development & Marketing Action Plan

- Incorporate components of new Tr!-Cities brand into City of Kennewick logo.
- Establish City of Kennewick brand style guide, including multiple orientation versions of logo to be used in different applications including square mobile app icon, vertical, horizontal, one-color, full-color.

Enhance City Brand and Develop City Identity

Confirm or establish brand and identity for specific target markets/industries, based on established and desired assets that differentiate Kennewick in the marketplace:

- Sports & Recreation Tourism
- Cultural, Arts, Historic Tourism
- Wine Tourism
- Ecotourism
- Southridge Vision



- Historic Downtown Vision
- Festivals
- Gathering Space #1: _____
- Gathering Space #2: _____
- Gathering Space #3: _____

Coordinate with other economic development agencies to create a shared vision and gain buy-in for the community branding initiative.

Reinforce importance of economic development with City citizens and business owners

- Create marketing messages to educate residents and business owners on:
 - Why economic development is important... what it is and how a healthy impacts citizens.
 - City of Kennewick economic development strategies and goals.
 - “Backyard tourism” and “staycations.”
 - The value of the “word of mouth” ambassador advertising.
- Use website, social media, business license e-mail database, utility billing and recreation as venues for marketing messages.
- Create public service announcements for radio, TV, YouTube, newspaper.