

# APPENDIX 5. IMPLEMENTATION MATRIX

- ★ = least priority
- ★★★ = moderate priority
- ★★★★★ = highest priority

	PRIORITY	POTENTIAL PARTNERS	TIMEFRAME				STATUS
			Ongoing	Next 12 months	1 to 3 years	3 to 5 years	
<b>GOAL 1: CITY ECONOMIC DEVELOPMENT PROGRAMS</b>							
<b>Strategy 1.1. Business retention and expansion (BRE)</b>							
1.1.1. Establish a local business visitation program, whereby City economic development staff meet one-on-one with local employers, ensuring business needs are being heard and addressed.	★★★★★	EDC, Chamber		●			
1.1.2. Structure local business visits to achieve several outcomes, including education, data collection, risk management, and testimonial collection.	★★★★★	EDC, Chamber	●	●			
1.1.3. Build an understanding of the major employers within each of the City's target industries and their corresponding emerging opportunities.	★★★★★	EDC, Chamber		●			
1.1.4. Given the City's limited economic development resources, identify and incorporate additional BRE outreach partners for increased collaboration, resource sharing, and reach.	★★★★★	EDC, Chamber		●			
1.1.5. Identify local companies with the potential for a major expansion. Utilize publicly available information (e.g. news sources, Google Alerts, a Dun & Bradstreet Hoover's subscription) and partner research to aid in pinpointing these firms.	★★★★★	EDC, Chamber		●			
1.1.6. Identify local companies at risk of losing growth momentum, relocating, or downsizing (e.g. because of a recent merger or acquisition event).	★★★★★	EDC, Chamber	●	●			
1.1.7. Establish annual performance metrics for meeting with companies.	★★★★★	EDC, Chamber		●			
<b>Strategy 1.2. Economic development and workforce partnerships</b>							
1.2.1. Evaluate and prioritize various initiatives that support economic development within the City and region. Determine the appropriate level of city support (including worker hours and/or financial contributions) and structure City resources to support these activities accordingly.	★★★★★	City leadership	●	●			
1.2.2. Partner with regional economic development organizations to support local entrepreneur, small business, and workforce development programs and efforts.	★★★★★	EDC, Chamber, WDC	●	●			
<b>Strategy 1.3. External Marketing</b>							
1.3.1. Coordinate a consistent and unified brand, marketing theme, and campaign that coordinates with the messaging of the EDC, Chamber of Commerce, downtown associations, and community events committees.	★★★★★	EDC, Chamber, downtown orgs	●	●			
1.3.2. Promote the city's brand to key decision-makers in the Puget Sound region, state, and additional spheres of influence.	★★★★★	N/A	●		●		
1.3.3. Place a high priority on expanding the economic development section of the city's website.	★★★★★	City leadership	●	●			
1.3.4. Regularly (quarterly or annually) create talking points for City leaders and partner organizations that highlight positive developments in Shelton, success stories, and why it is a desirable place to visit, live, work, and invest.	★★★★★	EDC, Chamber	●	●			

	PRIORITY	POTENTIAL PARTNERS	TIMEFRAME				STATUS
			Ongoing	Next 12 months	1 to 3 years	3 to 5 years	
1.3.5. Actively project a positive image of Shelton as a location for business through online and social media channels, such as the City's Wikipedia page. <i>This is an important, but often overlooked, facet of economic development marketing, because many prospective business executives and relocation workers use Wikipedia and other online sources as their starting point for researching a community before they make a visit.</i>	★★★★★	EDC, Chamber, Mason Transit	●	●			
<b>Strategy 1.4. Resources</b>							
1.4.1 Commit additional financial and human resources to the City's economic development program.	★★★★★	City leadership		●			
<b>Strategy 1.5. Measurable Outcomes</b>							
<b>GOAL 2. ECONOMIC DEVELOPMENT COMMITTEE</b>							
<b>Strategy 2.1. Membership</b>							
2.1.1. Designate the standing committee members.	★★★★★	City leadership		●			
2.1.2. Allocate a select number of membership spots for the general public. Allow interested residents to apply for open seats.	★★★★★	City leadership	●	●			
<b>Strategy 2.2 Role</b>							
2.2.1. Characterize the committee's primary purpose as a provision of advisement and accountability regarding economic development strategic plan implementation activities. The group should recommend priorities and establish a means to progress on measurable outcomes.	★★★★★	City leadership		●			
2.2.2. Describe the committee's secondary purpose as a forum for the coordination of information among entities identified as having economic development roles. As a part of ongoing discussions, ensure that there are no gaps or redundancies in economic development service provisions among partner organizations.	★★★★★	City leadership		●			
2.2.3. Emphasize that the committee operates as an advisory board and is nonpartisan (in all internal and external communications).	★★★★★	City leadership		●			
2.2.4. At a minimum, meet monthly at Shelton City Hall. Meet more frequently if warranted. Ensure meetings are open to the public if required by City ordinance.	★★★★★	City leadership	●				
2.2.5. The committee chair should report annually to the City Council on committee discussions and advisement.	★★★★★	City leadership	●				
<b>Strategy 2.3. Issues-based approach. Keep the meetings as informal as possible. Conduct an open dialogue with committee members regarding their views about the most important economic development issues that are facing Shelton.</b>	★★★★★	N/A	●				
<b>Strategy 2.4. Topics and messaging.</b>							
2.4.1. City economic development staff should provide an update of all activities at each meeting.	★★★★★	N/A	●				
2.4.2. Ensure committee members are regularly updated on local economic development news and activities, so they can serve as ambassadors in the community. Provide talking points on a regular basis.	★★★★★	Multiple	●				

	PRIORITY	POTENTIAL PARTNERS	TIMEFRAME				STATUS
			Ongoing	Next 12 months	1 to 3 years	3 to 5 years	
<b>GOAL 3. INTERNAL MARKETING</b>							
<b>Strategy 3.1. Communication Tools</b>							
3.1.1. Implement a quarterly electronic newsletter that highlights economic development achievements, department news, new projects, existing project updates, and various community events.	★★★★	City staff	●		●		
3.1.2. Tell stories of Shelton's success via multiple social media channels to instill community pride.	★★★★	City staff	●		●		
3.1.3. Unify internal messaging among partner organizations.	★★★★	Name	●		●		
3.1.4. Promote a positive perception and a greater community pride among Shelton residents through a strong partnership with the <i>Shelton-Mason County Journal</i> and other local media outlets, including public radio (e.g. iFIBER One News), community websites, and social media outlets.	★★★★	All	●		●		
3.1.5. Leverage local events to continue building civic pride and culture (e.g. OysterFest, Forest Festival, Community & Business Expo, and Bite of Mason County).	★★★	All	●		●		
<b>Strategy 3.2. Education</b>							
3.2.1. Utilize the language from this plan's vision statement and guiding principles to help residents envision Shelton's potential economic growth	★★★★	City staff		●			
3.2.2. Inform Shelton residents about the City's expanded role in economic development and how this effort is important to the City's future vitality.	★★★★★	All		●			
3.2.3. Ensure internal audiences have an adequate understanding of the City's strategic assets by communicating the many strengths and opportunities identified in this plan's SWOT analysis.	★★★★	City staff			●		
3.2.4. Position the City as a local resource for the most current quantitative and qualitative data on the City's economy. The economic development department should take a lead role in sourcing and maintaining this data.	★★★	City staff	●		●		
3.2.5. Celebrate current and future investments in place-based assets, such as the YMCA and the water treatment facility.	★★★★★	All	●				
<b>Strategy 3.3. Buy local campaign. In coordination with the chamber and local businesses, institute a buy local campaign to foster solidarity within the community and help local businesses network and grow.</b>	★★★	Chamber			●		
<b>GOAL 4. PLACE AND TALENT</b>							
<b>Strategy 4.1. Real estate development</b>							
4.1.1. Develop a system to educate businesses, developers, and brokers about real estate development and redevelopment opportunities available within the City.	★★	Local real estate community	●			●	
4.2.1. Expand the city's stock of diverse housing options.	★★★★	Local real estate community	●			●	

	PRIORITY	POTENTIAL PARTNERS	TIMEFRAME				STATUS
			Ongoing	Next 12 months	1 to 3 years	3 to 5 years	
<b>Strategy 4.2. Downtown development and redevelopment</b>							
4.2.1 Continue to execute on the recommendations of the Downtown Shelton Visioning plan.	★★★★★	Downtown partners	●				
4.2.2. Develop and investment brochure (electronic and print) for downtown that features a map with available parcels and redevelopment opportunities, key data and statistics, overview of public investment, available incentives, and photographs that highlight new investment and potential investments.	★★	Name				●	
4.2.3. Evaluate possible tools to induce investment in downtown, including multifamily tax exemptions, a storefront improvement program, downtown zoning and design standards, comprehensive environmental impact review, and excess water treatment capacity.	★★★	Downtown partners	●		●		
4.2.4. Leverage local, regional, and state assets and tools to establish a local main street program or downtown improvement district to assist in revitalizing downtown Shelton	★★★★★	Downtown partners			●		
4.2.5. Institute a façade improvement program to preserve and enhance the exterior visual appeal of downtown properties. Establish a City-sponsored fund to be awarded annually to downtown property owners for the express purpose of strategic physical improvements.	★★★	Downtown partners			●		
4.2.6. Improve the visibility of downtown Shelton from US highway 101.	★★★★★	Downtown partners		●			
4.2.7. Continue to align efforts with various regional groups to support downtown development.	★★★	All			●		
<b>Strategy 4.3. Talent</b>							
4.3.1. Engage the Mason Transit Authority to take a lead role in the effort.	★★★	Mason Transit				●	
4.3.2. Partner with local high schools, Olympic College, and their respective alumni associations. Ask if they are willing to distribute content (via digital media outlets) to their alumni contacts.	★★★	Mason Transit, Olympic College				●	
4.3.3. Use various publicly available data tools to target areas of the country where there is a high graduate oversupply, and target audiences might be finding it difficult or highly competitive to find a job.	★★	Mason Transit, Olympic College				●	
4.3.4. Locate former residents who grew up in the area who have in-demand job skills. Ensure these individuals are communicated with on a regular basis.	★★★	All			●		
4.3.5. Work with local employers whose employees live outside of Shelton. Share information about opportunities to live in the City.	★★★	Local employers			●		
4.3.6. Create linkages among community events that draw out-of-town visitors and talent attraction. Promote living and working in Shelton at these events.	★★★	City staff			●		
<b>Strategy 4.4. Tourism</b>							
4.4.1. Remain engaged with the Explore Hood Canal marketing coalition to jointly promote the region as a tourism destination.	★★★★★	Chamber, Explore Hood Canal	●	●			

	PRIORITY	POTENTIAL PARTNERS	TIMEFRAME				STATUS
			Ongoing	Next 12 months	1 to 3 years	3 to 5 years	
4.4.2. Raise awareness among local retailers of tourism assets and events (e.g., promote the number of visitors to the Ridge Motorsports Park, OysterFest, and Forest Festival each year, and encourage retailers to tailor hours and offerings to specific events).	★★★★	Chamber	●		●		
4.4.3. Promote the Ridge Motorsports Park as the Pacific Northwest's premier destination motorsports complex to internal and external audiences.	★★★★	EDC, Chamber			●		
4.4.4. Raise the profiles of the Mason County Forest Festival and OysterFest to garner larger regional visibility. Explore linkages with target industry talent attraction.	★★★★	EDC, Chamber			●		
<b>Strategy 4.5. Regulation</b>							
4.5.1. Ensure that the proper City resources are dedicated to enforcing code.	★★★★★	City leadership	●		●		
4.5.2. Help other City departments understand the vital role they play in economic development.	★★★★★	City staff	●	●			
4.5.3. Identify loan programs, home improvement programs, or home loan improvement programs to help keep up residential properties.	★★★	City staff	●			●	
4.5.4. Conduct outreach to absentee homeowners to ensure their properties are maintained.	★★★	City staff	●		●		
4.5.5. Promote the proper maintenance of residential and commercial properties through internal marketing efforts.	★★★★★	City staff	●	●			
4.5.6. Evaluate creating an economic-development, committee-led "Keep Shelton Beautiful" campaign.	★★	All				●	
<b>Strategy 4.6. Infrastructure</b>							
4.6.1. Tell the story of the new water treatment facility and the City's commitment to investment that made it a reality.	★★★★★	All	●	●			
4.6.2. Promote investments in the Shelton school system (including the new bond program) and integrate testimonials in existing internal and external marketing communications.	★★★★★	All	●	●			
<b>Strategy 4.7. Regional transportation</b>							
4.7.1. Promote the Mason Transit Authority's distinction as the premier rural mass transit system to both internal and external audiences.	★★★★★	All	●	●			
<b>GOAL 5. INDUSTRY ATTRACTION</b>							
<b>Strategy 5.1. Strategies and Actions</b>							
5.1.1. Cultivate a strong partnership with the EDC to support its business recruitment efforts for the City of Shelton. Respond quickly and effectively to incoming project leads and opportunities.	★★★★★	EDC	●	●			
5.1.2. In conjunction with the EDC, partner with the Washington State Department of Commerce to identify co-marketing opportunities and joint trade missions to strengthen Shelton's lead generation network.	★★★★★	EDC, WA Commerce	●	●			

	PRIORITY	POTENTIAL PARTNERS	TIMEFRAME				STATUS
			Ongoing	Next 12 months	1 to 3 years	3 to 5 years	
5.1.3. Work with regional economic development partners to build relationships with commercial and residential real estate developers, brokers, site location consultants, and other corporate real estate "influences" in the Seattle metro area and the state of Washington.	★★★★	Chamber, EDC	●		●		
5.1.4. Strengthen relationships with brokers, developers, and industry association in the metro area and create an education outreach program targeted at these groups to ensure that Shelton stays top of mind for business relocation. NAIOP (Commercial Real Estate Development Association), International Council of Shopping Centers (ICSC), and Urban Land Institute (ULI) are important organizations in which to be actively involved.	★★★★	All	●		●		
<b>Strategy 5.2 Retail attraction. Execute on the recommendations of The Retail Coach study to attract targeted retail investment in the City.</b>	★★★★★	Retail Coach, Chamber	●	●			
<b>Strategy 5.3. Proximity to major markets</b>							
5.3.1. Leverage Shelton's community of business leaders and executives to reach target industry peers in their networks. Cultivate stronger relationships and keep them well-informed of Shelton's strengths and resources available for economic development.	★★★★★	All	●	●			
5.3.2. Take advantage of the Seattle-Tacoma-Olympia metro's position as a global destination for conferences. Follow the regional conference schedule and look for opportunities to meet with prospects while they attend conferences in the region.	★★★	All	●		●		
<b>Strategy 5.4. Incentives. In coordination with the EDC, explore a set of available incentives to offer businesses that relocate to or expand in the City of Shelton.</b>	★★★	EDC	●		●		