



## 2015 ANNUAL REPORT

# ANNUAL REPORT: ECONOMIC DEVELOPMENT

## ABOUT THE ALLIANCE

This organization focuses on developing economic prosperity for our community by achieving goals and executing programs that benefit Kokomo and Howard County's residents, businesses, organizations, and visitors. 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
- ∞ Quality Places

# ANNUAL REPORT: ECONOMIC DEVELOPMENT



## KEY ACCOMPLISHMENTS

In partnership with local government, the Alliance helped facilitate the attraction of a new primary employer in 2015, Indiana manufacturer Saran Industries, and saw the expansion of local manufacturer METCO, Inc.

### 2015 ECONOMIC DEVELOPMENT PROJECTS

DESCRIPTION	DATE	INVESTMENT	JOBS ESTIMATE
<b>METCO, Inc.</b>	8/2015	\$500,000	10
<b>Saran Industries</b>	9/2015	\$4.4 million	60
<b>Total 2015 investment</b>		<b>\$4.9 million</b>	<b>70</b>

## ABOUT SARAN INDUSTRIES

Headquartered in Indianapolis, Saran Industries provides surface finishing of metal products for the automotive industry. Due to the nature of its operations and close proximity to key clients, Kokomo's location and skilled workforce made it an ideal location for the company. The company

# ANNUAL REPORT: ECONOMIC DEVELOPMENT

will occupy the formerly vacant 250,000-square-foot Pittsburgh Plate Glass factory on E. Murden Street and plans to be in full operation by the end of Q1 2016.

## **ABOUT METCO, INC.**

Kokomo-based METCO, Inc., a leading manufacturer of DC Power Products and components, announced an expansion to its operations after the purchase of Michigan-based supplier Standard Starter Drive Company in August 2015. With the acquisition, METCO added another 8,000 square feet to its Kokomo footprint and estimated an increase in workforce by 10 to 15 new jobs.

## **OTHER INVESTMENT ANNOUNCEMENTS**

This year brought a number of capital investment announcements to the community, including the unveiling of plans for a new \$20 million residential care facility on the former Southside Lumber site and the announcement of several housing developments: Apperson Way Apartments, a \$9.5 million community that broke ground in October 2015; 88-unit JCF Residences at Wildcat Creek, scheduled for completion in 2016; and Lofts @ Union Street, a 35-unit luxury complex that celebrated its grand opening in September 2015. Plans for downtown Kokomo's largest private capital investment to date, a \$32 million mixed-use development on the site of the former Apperson Brothers factory, was unveiled in November 2015 with completion tentatively scheduled for Summer 2017.

## **ALLIANCE RECEIVES \$10,000 GRANT FROM DUKE ENERGY SITE READINESS PROGRAM**

This year, the Alliance was excited to be one of four Indiana proposals chosen to participate in the Duke Energy Site Readiness program, an initiative aimed at increasing economic development opportunities in Duke Energy's territories. The chosen site, a 150-acre parcel located just north of Kokomo near the newest FCA US LLC plants on US 31, underwent an extensive fact-finding process with assistance from state and local government organizations. Overall commentary





## ANNUAL REPORT: ECONOMIC DEVELOPMENT

provided by site consultant McCallum Sweeney was preliminarily positive, and the Alliance was awarded a \$10,000 grant in September to assist with marketing the property and making improvements to appeal to developers.



### THE SHARED DRIVE OPENS TO PUBLIC

In an effort to assist start-up entrepreneurs and business professionals in our community, the Alliance made it a priority to develop Howard County's first public coworking space. What began as a 3,000-square foot renovation on Inventrek Technology Park's first floor became The Shared Drive, which opened to the public on October 25, 2015. The Shared Drive provides members with a variety of shared amenities, including professional workspaces, conference rooms, WiFi and hard-wired connectivity, print/copy/fax capabilities, and more for a \$40 monthly membership fee. Local coffeehouse Coffee Junkiez opened a new location inside the Inventrek lobby in November, giving Shared Drive members and Inventrek tenants access to unique food and beverage options.

The Shared Drive was made possible through a partnership and \$25,000 grant from Indiana University Kokomo and the Innovate Indiana program.

# ANNUAL REPORT: ECONOMIC DEVELOPMENT

## MIKE MCCOOL HIRED AS MANAGER, ECONOMIC DEVELOPMENT

After hiring on to the Alliance team as Facilities Manager in January 2015, Mike McCool was promoted to Manager, Economic Development in April 2015. In this role, Mike oversees all economic development strategy, which includes executing the strategic priorities of the Economic Development Council and managing the implementation of entrepreneurial programs and activities at Inventrek Technology Park and community-wide. Previously to his joining the Alliance, McCool spent over 32 years at Delphi Corporation in a variety of roles, including portfolio management, sales and marketing, and finance.

## OTHER ACCOMPLISHMENTS

- ∞ TRAVELED TO ATLANTA, GA TO **PROMOTE KOKOMO COMMUNITY** TO NATIONAL SITE SELECTORS IN COOPERATION WITH INDIANA ECONOMIC DEVELOPMENT CORP. – Q3 2015
- ∞ ASSISTED WITH OBTAINING **APPROVAL FOR INDIANA INDUSTRIAL RECOVERY TAX CREDITS** FOR FLAHERTY & COLLINS DEVELOPMENT
- ∞ **HIGHER-THAN-ANTICIPATED REVENUES** FROM PRIVATE MEMBERSHIP DUES, CERTIFIED TECHNOLOGY PARK REVENUE, INNKEEPERS TAX REVENUE, AND INVENTREK LEASE INCOME LED TO A **STRONG FISCAL PERFORMANCE** IN 2015

# ANNUAL REPORT: CHAMBER OF COMMERCE



The Chamber celebrated its 101-year anniversary in 2015, which culminated with a beautiful Celebration of Community & Commerce gala at the Bel Air Events facility. Awards were presented for Business of the Year, Ambassador of the Year, and Volunteer of the Year. Over 325 Chamber members, community leaders, and business professionals attended the event.

Award winners included:

- 2015 Chamber Small Business of the Year – LeaderOne Financial Corporation
- 2015 Chamber Medium Business of the Year – PASTArrific Italian Restaurant
- 2015 Chamber Large Business of the Year – Fiat Chrysler Automobiles US LLC
- 2015 Impact Non-Profit Award – Kokomo Urban Outreach
- 2015 Chamber Business Person of the Year – Sandra Young, Main Street Café
- 2015 Chamber Ambassador of the Year – Sherry Rahl, Project Access Howard County
- 2015 Chamber Volunteer of the Year – Marie Radel, Indiana University Kokomo
- 2015 Visitors Bureau FIRSTS Award - Rozzi's Catering & Continental Ballroom
- 2015 Downtown Champion Award - KipCor Inc.

# ANNUAL REPORT: CHAMBER OF COMMERCE

## KEY ACCOMPLISHMENTS

### CHAMBER EVENTS

The Chamber successfully hosted a myriad of networking and professional events in 2015, including:

- ∞ Monthly Business Matters luncheons, featuring knowledgeable speakers on key topics
- ∞ Monthly Business After Hours events, to promote member networking and brand exposure for host
- ∞ The Greater Kokomo Women's Business Council introduced successful new events: an awards gala, women's leadership conference, and holiday luncheon
- ∞ The Kokomo Young Professionals unveiled its first '20 Under 40' Awards in 2015, as well as hosted a June 'Family Feud-style' Business Matters Lunch, promoted a family day at McClure's Orchard, and held a holiday open house with nearly 60 attendees.



### NEW EDUCATIONAL INITIATIVES


In 2015, the Chamber developed new educational initiatives for its members, including seminars on a variety of professional development and business topics. Chamber Summit was also introduced as an annual event with 2015, focusing on social media with a keynote speaker and breakout



# ANNUAL REPORT: CHAMBER OF COMMERCE

sessions. Strategic Discussion Groups held throughout the year functioned as small groups designed for one-on-one interaction on several business topics.

## OTHER ACCOMPLISHMENTS

- ∞ EXECUTED **THIRD HOUSE LEGISLATIVE SESSIONS** – Q1 2015
  - ∞ DISTRIBUTED **PRINTED MEMBER DIRECTORY TO 20,000 KOKOMO TRIBUNE SUBSCRIBERS AND CHAMBER MEMBERS** – Q2 2015
  - ∞ **HIRED MARLA MILLER AS THE NEW MEMBERSHIP DEVELOPMENT COORDINATOR** – Q2 2015
  - ∞ SUCCESSFULLY EXECUTED **33 EVENTS WITH 2,372 ATTENDEES**
  - ∞ HELD **29 MEMBER RIBBON CUTTINGS** IN 2015
  - ∞ RECRUITED **149 NEW MEMBERS** TO CHAMBER – MEMBER TOTAL AT END OF 2015 WAS **557**
- 

# ANNUAL REPORT: DOWNTOWN ASSOCIATION



2015 was a great year for the Downtown Association: it co-hosted the state's largest historic preservation conference, saw the announcement of the downtown area's largest private capital investment in history (twice!), opened a new 35-unit luxury apartment community and parking garage, and celebrated the opening of the long-awaited Kokomo Municipal Stadium. In its inaugural season, Kokomo Municipal Stadium was named 'Best Summer Collegiate Ballpark in America' by *Ballpark Digest*, and the Kokomo Jackrabbits team was ranked 26<sup>th</sup> in the nation for attendance by *Ballpark Business*, making it the highest-ranked new team in the country,

## 2015 DOWNTOWN ECONOMIC IMPACT

DESCRIPTION	MEASURE
<b>First Floor Occupancy Rate - Commercial</b>	92%
<b>Private Investment</b>	\$13M
<b>Net New Businesses Operating Downtown</b>	5
<b>New Business Rent Abatement Program Participants</b>	4

# ANNUAL REPORT: DOWNTOWN ASSOCIATION

## KEY ACCOMPLISHMENTS

### FIRST FRIDAY

First Friday continued its success as downtown Kokomo's largest monthly free event in 2015 by bringing a variety of new flavors to the area. Among them: a 'film festival' theme in September in partnership with Heartland Film Festival's 'Heartland on the Road' series, a murder mystery game in November that collected over 200 game piece submissions, and a first-time partnership to combine June's First Friday with Strawberry Festival. A new monthly social media photo contest using #ffkokomo was introduced in 2015, which provided winners with goodie baskets of downtown offerings and created more social buzz for the events. First Friday was also named "Best Place to Meet Someone New" in the 2015 Kokomo Tribune 'Best of Kokomo' contest. In total, over 200 businesses and community organizations participated in (and many sponsored) First Friday events in 2015.



### KOKOMO FARMERS' MARKET GRABS \$248K GRANT

The Downtown Association continued its support of the Kokomo Farmers' Market in 2015, although the organization became a standalone entity this year. The Market enjoyed expanded success for the 2015 market season, including its receiving a \$248,770 grant from the USDA through its SNAP Farmers Market Support Grant. The grant, which is intended to increase awareness, accessibility, and participation of Supplemental Nutrition Assistance Program recipients in farmers' markets, will help the market to extend its hours to include one weekday opening, promote its offerings, provide education about farmers' markets and nutrition, and host healthy cooking demonstrations with fresh food beginning in 2017.

# ANNUAL REPORT: DOWNTOWN ASSOCIATION



## KEEP KOKOMO BEAUTIFUL INITIATIVE

To promote ownership of our community, the Downtown Association launched the Keep Kokomo Beautiful initiative, a city-wide beautification program for businesses and residents. The initiative sought to clean up public spaces and improve quality of place throughout the community. The Alliance even partnered with graphic arts students at Indiana University Kokomo to hold a poster-designing contest to help promote the initiative through our community.

Overall impact of the initiative:

- ∞ 386 volunteers engaged in 8 events, involving 1,186 total hours of work
- ∞ 1,100 hanging baskets filled with 23,100 plants
- ∞ 72 garden areas and cement planters filled and maintained
- ∞ 32 sidewalk gardens sponsored and maintained
- ∞ 5.43 tons of waste removed from walking trails and waterways



# ANNUAL REPORT: DOWNTOWN ASSOCIATION

## STRAWBERRY FESTIVAL GOES THE DISTANCE

For the first time in the event's history, Strawberry Festival partnered with First Friday to deliver 12 hours of community fun to downtown Kokomo. Over 200 festival volunteers served 2,600 pounds of strawberries as the event spanned from 11:00 am to 11:00 pm. Key attractions at the event included a live music stage, hair and fashion show, kids' motorcycle riding area with ABATE of Howard County, a bicycle parking station, bounce houses, and more.



## OTHER ACCOMPLISHMENTS

- ∞ EXECUTED **NEW YEAR'S EVE BALL DROP (1500 GUESTS)**
- ∞ OVERSAW AUCTION OF 2014 ARTIST ALLEY PIECES AND **INSTALLATION OF 15 NEW PIECES IN ARTIST ALLEY EXHIBIT** TO RUN THROUGH 2016
- ∞ **SHAK MAKERSPACE** SELECTED A PERMANENT LOCATION AND LAUNCHED IN 2015
- ∞ ASSISTED VISITORS BUREAU IN EXECUTION OF 2015 INDIANA PRESERVING HISTORIC PLACES CONFERENCE IN DOWNTOWN KOKOMO
- ∞ SAW NUMEROUS **DOWNTOWN HOUSING PROJECT ANNOUNCEMENTS** (STADIUM LOFT APARTMENTS - \$32 MILLION, KOKOMO RESIDENTIAL CARE FACILITY - \$20 MILLION), **OPENING OF LOFTS @ UNION STREET** AND **KOKOMO MUNICIPAL STADIUM**, AND THE ANNOUNCED **RELOCATION OF WHITE'S MEAT MARKET** TO DOWNTOWN KOKOMO

# ANNUAL REPORT: INVENTREK TECHNOLOGY PARK



With the opening of The Shared Drive (above, covered in the Economic Development section of this report), a client graduation, new tenant leases, and one of the tech park's strongest occupancy rates to-date, 2015 was a monumental year for Inventrek Technology Park. Inventrek also hired a facilities manager and created new programs to help current tenants network and get to know each other. Occupancy of 93% (70% of businesses provide technology-related products and services) and higher-than-budgeted rent and Certified Tech Park revenue contributed to a very successful year.

## KEY ACCOMPLISHMENTS

### CRITERION WATER LABS GRADUATES

Inventrek was excited to watch one of its long-term tenants, Criterion Water Labs, move into its own facility in February 2015. The water quality testing firm moved into its new space at 329 E. Firmin Street with a grand opening celebration after having spent 4 years growing at Inventrek.



# ANNUAL REPORT: INVENTREK TECHNOLOGY PARK

## FACILITIES MANAGER POSITION

In an effort to manage the ongoing growth and physical improvement of Inventrek, the Alliance created a Facilities Manager position to oversee the facility's maintenance issues and improvements. Mike McCool was hired in January 2015 to assume this role, but following his promotion to Manager of Economic Development in April, Dan Giesecke was brought on board. Dan quickly tackled a variety of maintenance issues, led efforts resulting in the build-out of The Shared Drive, and provided suggestions and improvements for the facility and the Main Street office.



## TENANT NETWORKING EVENTS

The Alliance sought to increase communication and understanding of Inventrek tenants' businesses in 2015. A series of quarterly events gave tenants the opportunity to network, share their business stories, and enjoy food and beverages right inside the building! Participation was high for the events, which included The Shared Drive's grand opening celebration and a pitch-in barbecue, and the events were very well-received.

# ANNUAL REPORT: VISITORS BUREAU

The Visitors Bureau had several exciting developments occur in 2015: hosting a state travel blogger, serving as a stop on a statewide glass arts tour, welcoming numerous diverse festivals and tour groups, and seeing gains in the economic impact of the tourism and travel industry on our area in the past 13 years.

## KEY ACCOMPLISHMENTS



## TOUR GROUPS & EVENTS

The Visitors Bureau hosted 10 tour groups in 2015, bringing 349 total visitors to the area. However, in April, Indiana's Statewide Preservation Conference, Preserving Historic Places, brought 183 visitors and 200 hotel nights to Kokomo. Attendees attended workshops and toured many of Kokomo's beautiful architectural buildings and sites, including the Masonic Temple, Howard County Courthouse, Seiberling Mansion, and Grace United Methodist Church. The Harley Owners Group State Rally generated 325 hotel nights in July 2015 as Harley owners from all over Indiana traveled to Kokomo to attend events, outings, and group rides through the community.

## HOTEL AND CONFERENCE CENTER SITE ANALYSIS

In April 2015, the Visitors Bureau commissioned Kokomo architectural firm Dimensions, Inc. to conduct a site analysis on a proposed downtown location for development of a hotel and conference center. After a 2013 feasibility study determined the need and demand for such a facility, the Visitors Bureau selected a site on Superior Street bordered by Main, Union, and the Wildcat Creek for further exploration. The analysis was completed in Q2 2015 with favorable recommendations for a select-



# ANNUAL REPORT: VISITORS BUREAU

service hotel and conference center. A request for proposals to potential developers went out in December 2015.

## VISITOR PROFILE STUDY

The Visitors Bureau commissioned Certec, Inc. to conduct an in-depth visitor profile study in 2015 to determine the demographic and psychographic characteristics of travelers to the Kokomo community. In total, 750 interviews were conducted over the spring, summer, and fall travel season from both weekday and weekend visitors. Key findings of the report:

- ∞ Typical visitor party includes 3 people who stay for an average of 2.4 days
- ∞ Visitors averaged 4 trips to Howard County in past 2 years
- ∞ 85% of visitors surveyed were 'completely satisfied' or 'very satisfied' with their experience
- ∞ 87% of visitors surveyed said they were 'highly likely' to return to Howard County in next 2 years
- ∞ 75% of respondents 'strongly agree' that Howard County's strength is 'friendly people'; 70% say its strength is 'safety'

The report also found that the Visiting Friends and Relatives (VFR) market continues to be Howard County's strongest target: over one-third of respondents said they came to the community to visit family or friends, while another 28% visit the area to see local attractions such as Kokomo Opalescent Glass, Kokomo Beach, Kokomo Automotive Museum, and summer concerts.

## OTHER ACCOMPLISHMENTS

- ∞ **HIRED JIM CALLANE AS MANAGER, SPORTS INITIATIVES TO PURSUE MORE SPORTING EVENTS FOR KOKOMO AND HOWARD COUNTY**
  - ∞ **AWARDED \$4,000 TO 4 LOCAL ORGANIZATIONS THROUGH 2015 TOURISM GRANT PROGRAM**
  - ∞ **WORKED WITH DOWNTOWN ASSOCIATION TO CREATE NEW 'DOWNTOWN' SECTION ON VISIT KOKOMO MOBILE APP AND PRINTED DOWNTOWN DISTRICT MAP TO PROMOTE DOWNTOWN KOKOMO AS A VISITOR DESTINATION**
  - ∞ **DISTRIBUTED 22,000 KOKOMO VISITOR GUIDE BROCHURES TO LOCAL, STATE, NATIONWIDE RECIPIENTS**
  - ∞ **ASSISTED WITH HOSTING INDIANA HORSESHOE PITCHERS ASSOCIATION 2015 STATE TOURNAMENT IN KOKOMO**
-

# ANNUAL REPORT: MARKETING PERFORMANCE

2015 provided the first complete year that the Alliance had a marketing professional on-staff full-time. With this resource now in place, the Alliance was able to gain significant ground in the digital marketing area, including the launching of a more user-friendly website, increased engagement and brand recognition on social media, and the conducting of a series of talent attraction focus groups and community outreach initiatives to engage residents and promote the community.

## KEY ACCOMPLISHMENTS



## REDESIGNED WEBSITE LAUNCHES ON GREATERKOKOMO.COM

In an effort to improve the Alliance's digital footprint, address frequently asked questions from the community, and develop a better online customer experience for our residents and members, the Alliance redesigned, redeveloped, and launched a new website in 2015.

Improvements to the site included expanded and more user-friendly navigation, addition of a 'hero' image at the top of each page to increase aesthetics, better integration with ChamberMaster program, addition of contact forms on each page to decrease phone calls, and a responsive design. The new site launched on December 29, 2015.

# ANNUAL REPORT: MARKETING PERFORMANCE

## WEB PERFORMANCE METRICS

- ∞ **Number of sessions (visits to the site):** 63.9% increase – total visits: 35,248
- ∞ **Number of users (total individuals visiting the site, new and returning):** 68.2% increase (25,095)
- ∞ **Percentage of new sessions (percent of visits to the site from individuals who had never previously accessed GreaterKokomo.com):** 2.5% increase (69.9% of visitors were new users) – indicates that marketing efforts were reaching new users
- ∞ **Ten of 12 months of 2015 saw greater traffic than 2014;** 1 month was equal, and 1 month was slightly less (not enough to make a statistical difference) – indicates marketing efforts and site search rankings were improved from 2014

One of the most exciting transformations in the Alliance's web marketing initiatives: the increased impact (and role) of social and email marketing in web traffic. In 2015, GreaterKokomo.com saw a 423% increase in number of visitors referred by social media posts (which accounted for 3.2% of all web traffic in 2015, versus 1% in 2014) and saw 1.5% of all web traffic driven by email marketing, whereas 2014 saw no sessions from this medium.

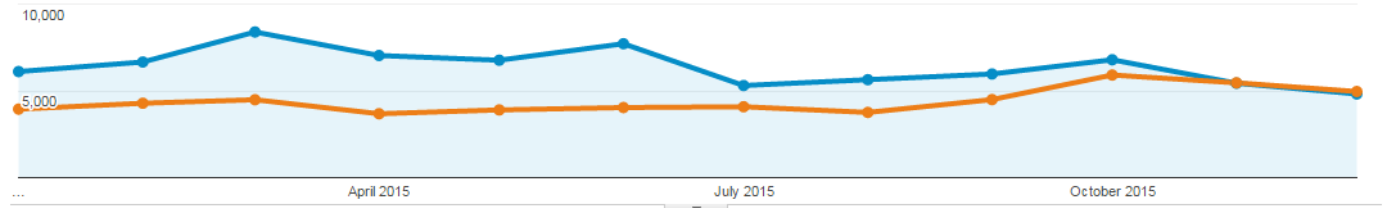
Another significant development in the Alliance's web strategy was the increase in sessions from many of the community's key target markets for population attraction and site selection. Communities considered 'on par' or competitive with Kokomo – Lafayette, Fort Wayne, and Carmel – all saw significant increases in the number of sessions on the site in 2015. Also, the site saw a drastic increase in the number of sessions from residents in several of the Midwest's largest cities – Indianapolis, Chicago, and Louisville – versus 2014 metrics, indicating that site search rankings and increased visibility of the community are prevalent in these markets.

# ANNUAL REPORT: MARKETING PERFORMANCE

## TOTAL MONTHLY WEB TRAFFIC – 2015 VS 2014

Jan 1, 2015 - Dec 31, 2015: ● Pageviews

Jan 1, 2014 - Dec 31, 2014: ● Pageviews



Pageviews

**44.59%**

76,651 vs 53,014



Unique Pageviews

**51.49%**

60,323 vs 39,819



Avg. Time on Page

**4.44%**

00:01:31 vs 00:01:27



Bounce Rate

**9.36%**

67.19% vs 61.44%



% Exit

**13.09%**

45.87% vs 40.56%



Sessions

**63.93%**

35,248 vs 21,502



Users

**68.21%**

25,095 vs 14,919



Pageviews

**44.59%**

76,651 vs 53,014



Pages / Session

**-11.80%**

2.17 vs 2.47



Avg. Session Duration

**-16.11%**

00:01:47 vs 00:02:08



Bounce Rate

**9.36%**

67.19% vs 61.44%



% New Sessions

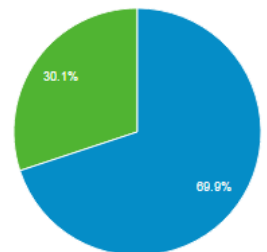
**2.90%**

69.91% vs 67.94%

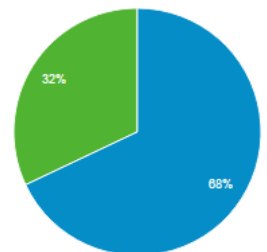


■ New Visitor ■ Returning Visitor

Jan 1, 2015 - Dec 31, 2015



Jan 1, 2014 - Dec 31, 2014





# ANNUAL REPORT: MARKETING PERFORMANCE

## TOP REFERRALS BY METRO AREA

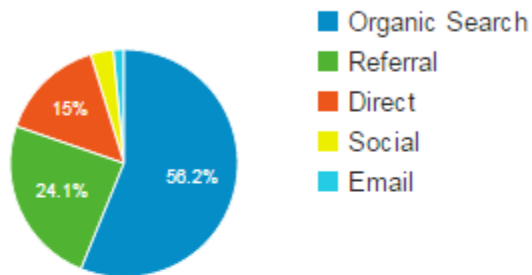
City	Sessions	% Sessions
1. Kokomo		
Jan 1, 2015 - Dec 31, 2015	13,150	37.31%
Jan 1, 2014 - Dec 31, 2014	8,211	38.19%
% Change	60.15%	-2.30%
2. Indianapolis		
Jan 1, 2015 - Dec 31, 2015	3,745	10.62%
Jan 1, 2014 - Dec 31, 2014	2,286	10.63%
% Change	63.82%	-0.06%
3. Chicago		
Jan 1, 2015 - Dec 31, 2015	2,557	7.25%
Jan 1, 2014 - Dec 31, 2014	913	4.25%
% Change	180.07%	70.85%
4. (not set)		
Jan 1, 2015 - Dec 31, 2015	742	2.11%
Jan 1, 2014 - Dec 31, 2014	22	0.10%
% Change	3,272.73%	1,957.43%
5. Carmel		
Jan 1, 2015 - Dec 31, 2015	341	0.97%
Jan 1, 2014 - Dec 31, 2014	256	1.19%
% Change	33.20%	-18.74%
6. Detroit		
Jan 1, 2015 - Dec 31, 2015	312	0.89%
Jan 1, 2014 - Dec 31, 2014	28	0.13%
% Change	1,014.29%	579.74%
7. Fort Wayne		
Jan 1, 2015 - Dec 31, 2015	304	0.86%
Jan 1, 2014 - Dec 31, 2014	228	1.06%
% Change	33.33%	-18.66%
8. Lafayette		
Jan 1, 2015 - Dec 31, 2015	303	0.86%
Jan 1, 2014 - Dec 31, 2014	147	0.68%
% Change	106.12%	25.74%
9. Peru		
Jan 1, 2015 - Dec 31, 2015	276	0.78%
Jan 1, 2014 - Dec 31, 2014	162	0.75%
% Change	70.37%	3.93%
10. Louisville		
Jan 1, 2015 - Dec 31, 2015	263	0.75%
Jan 1, 2014 - Dec 31, 2014	88	0.41%
% Change	198.86%	82.31%

# ANNUAL REPORT: MARKETING PERFORMANCE

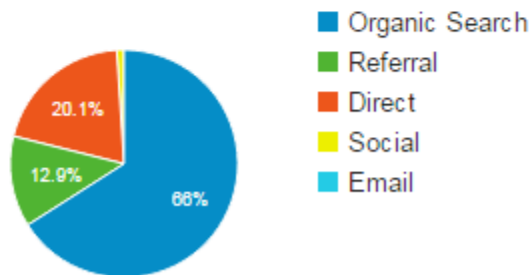
## WEB TRAFFIC BY REFERRAL SOURCE

### Top Channels

Jan 1, 2015 - Dec 31, 2015



Jan 1, 2014 - Dec 31, 2014



# ANNUAL REPORT: MARKETING PERFORMANCE

## SOCIAL MEDIA METRICS - 2015

### DIVISIONS FACEBOOK PERFORMANCE

PAGE	POSTS	NEW LIKES	TOTAL REACH
Greater Kokomo Alliance	284	278 (543)	58,617
Downtown Association	2,059	596 (3,580)	454,235
First Friday Kokomo	317	1,468 (4,757)	352,315
Chamber of Commerce	499	403 (588)	62,932
Visitors Bureau	295	496 (933)	73,738
<b>Total Facebook Activity</b>	<b>3,454</b>	<b>3,241</b>	<b>1,001,837</b>

### DIVISIONS TWITTER PERFORMANCE

PAGE	TWEETS	NEW FOLLOWES	TOTAL REACH
Greater Kokomo Alliance	379	322 (1,287)	150,500
First Friday Kokomo	117	473 (1,011)	51,400
Chamber of Commerce	152	353 (438)	46,200
Visitors Bureau	160	320 (2,831)	86,000
<b>Total Twitter Activity</b>	<b>808</b>	<b>1,468</b>	<b>334,100</b>

Note: The Downtown Association does not have a Twitter account.

## TALENT ATTRACTION FOCUS GROUPS

To better understand how the community can position itself to potential new residents, the Alliance conducted a series of focus groups with several primary employers and professional organizations that targeted two groups: residents who have relocated to the county since 2010 and individuals who work in Howard County but live elsewhere. In all, 12 focus groups were conducted with these groups from 6 participating organizations, which netted 60 total responses. Key questions surrounding participants' decision to live in or outside of Howard County, as well as demographic information, was collected from each participant.

Key findings of the research:

- ∞ While nearly all relocators surveyed moved to take employment in Howard County, they did not move as a result of a transfer or forced relocation. Those from surrounding counties had some knowledge of the Kokomo area, while those who came from out of state did little research on the area before moving.

# ANNUAL REPORT: MARKETING PERFORMANCE

- ∞ Kokomo and Howard County provide a “small-town feel” with “bigger-city” amenities for relocators, which made it an ideal area for them to live in versus a larger community such as Indianapolis or Lafayette.
- ∞ Non-resident employees of Howard County overwhelmingly cited personal reasons for their decisions to remain living in other counties. These reasons included family in close proximity, owning family land or ‘dream homes’ in other counties, or not wanting to remove children from the school districts they were already enrolled in.
- ∞ Community’s strengths: downtown revitalization efforts improving image, residents are friendly and welcoming, community is ‘on the rise’ and changing for the better
- ∞ Areas of improvement: housing options (specifically high-quality apartments and rental homes, cultural diversity and amenities, employment options and diversity, look and feel of State Road 931.

## COMMUNITY OUTREACH – WELCOME TO KOKOMO!

In 2015, the Alliance’s Marketing and Communications Manager met with intern groups and new hires from primary employers at Delphi Electronics & Safety, FCA US LLC, Haynes International, and several groups from various local school systems to educate them about the community and the Alliance. Covered topics included quality of life initiatives, available amenities, educational opportunities, and an overview of the mission and vision of the Alliance and each of its operating divisions. The purpose of these meetings was a) to educate current residents of community amenities to ‘sell’ the community to outsiders, and b) to interest potential new residents in our community.



## ANNUAL REPORT: MARKETING PERFORMANCE

**THANK YOU!**



On behalf of the Alliance staff, we sincerely thank our partners and members for making 2015 a successful year at our organization. Our impact on the community would not be possible without your assistance and support. Thank you!