

2019 – 2021

# STRATEGIC PLAN



DEVELOPMENT

JAMESTOWN / STUTSMAN COUNTY

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## EXECUTIVE SUMMARY

JSDC staff, board members, and stakeholders developed the Jamestown/Stutsman Development Corporation's (JSDC) 2019-2021 Strategic Plan to outline key priorities for JSDC staff and Board of Directors while encouraging continuity of existing initiatives over the next two years. The 2019-2021 Strategic Plan provides JSDC a roadmap to utilize resources efficiently, engage members, and continue JSDC's mission to best serve Jamestown and Stutsman County.

The plan development process provided stakeholders the platform to focus on JSDC's mission while collaborating across ideological, political, and industry boundaries. Collaboration and consensus throughout the planning session were foundational elements; an effective strategic plan requires the strengths of diverse partners to generate and maintain a healthy economy. Seldom can one source provide all resources necessary to support the economy's quickly-emerging needs. By joining forces in the creation and implementation of this strategic plan, stakeholders can provide a wider support network for current businesses and seek opportunities for continued growth of the area.

To be effective, a plan must be visionary to provide a strong foundation, yet flexible enough to evolve over time as circumstances change and opportunities arise.

This plan is a *living document* and will be reviewed and updated on a quarterly basis.

### JSDC MISSION

Jamestown/Stutsman Development Corporation (JSDC) is dedicated to area economic development, growth, and diversification.

### JSDC VISION

To be the premier catalyst in economic development and growth of our community.

## ORGANIZATION OVERVIEW

JSDC was organized to develop employment opportunities, improve business conditions, and advance the City of Jamestown and Stutsman County's interests by implementing and sustaining an organized effort to attract new businesses and industry, support existing businesses and industry, and encourage new business development. JSDC's focus is primary sector job creation.

The Corporation has a multimillion-dollar economic development program available to assist with expanding or relocating businesses. JSDC is co-owner of the Spiritwood Energy Park, which consists of more than 500 acres located approximately 10 miles east of Jamestown and features convenient access to rail, interstate, highway, water, wastewater, heavy power, and steam.

The Bloom Business Park is located 2.5 miles east of Jamestown and has direct access to road, rail, and air transport. Additionally, the Bloom Interchange is one mile to the business park, allowing for easy access to Interstate 94. Lot 4, a 10.85-acre site, is available; Lots 1-3 have been sold.

Most recently, JSDC has added a third industrial park to their portfolio. The Airport Business Park is 90 acres with lots varying from 1-24 acres. These lots have easy access to air-service (non-stop commercial and cargo flights), highway and interstate access, more than 15 freight carriers, and a nearby rail spur.

## METHODOLOGY

Every two years, JSDC makes it a priority to create an updated strategic plan to act as a guiding force in the organization's development and path towards success. Strategic planning is necessary to engage and energize leadership, provide continuity, and manage goals in a realistic time frame and leverage an organization's limited resources. This is a consensus-driven plan with input collected from a wide array of JSDC supporters and area business leaders.

The planning process began prior to the physical planning session. Custom surveys were sent out to staff, board members, and key stakeholders. These surveys were designed to provide the planning group insight on where JSDC is perceived to be performing well as an organization and where improvement would be beneficial. The survey results were summarized and provided in hard copy to participants during the planning session.

The half-day planning session began with having participants review the accomplishments of the previous plan implementation. Highlights from 2017-2019 included:

- increasing efficiency by recalibrating the role of executive committee which has enhanced board decision making ownership;
- making progress made toward filling the energy park; and
- reviewing and updating bylaws, processes, and procedures and enhancing them, focusing on continual improvement.

Following the review of recent successes, the group examined JSDC’s mission statement to determine if the guiding words still fit the organization. Group consensus approved the mission statement as currently written. The vision statement was also reviewed, and the group opted to make a grammatical adjustment. The updated vision statement reads: to be the premier catalyst in economic development and growth of our community. Each priority, goal, and strategy developed through the planning process was designed with the vision and mission statements in mind, ensuring the group developed content that directly related to and fulfilled the organization’s purpose.

Next, the group began the creation of the new strategic plan through an independent visioning exercise. The visioning session was followed by a free-flowing brainstorming activity that accepted all ideas. The results of the visioning and brainstorming efforts were used to confirm the three priority areas for 2019-2021, and to generate goals and supporting strategies for each of the priorities. All variables came together to serve as this two-year strategic plan.

## TERMINOLOGY



## PRIORITIES, GOALS, AND STRATEGIES

The 2019-2021 JSDC Strategic Plan focuses on three overarching priorities: Business Attraction, Existing Business Outreach, and Organizational Excellence.

Each priority is supported by goals that have been designed to be specific, measurable, attainable, realistic, and time-based (SMART). Goals focus on what needs to be done, and supporting strategies focus on how each goal is going to be accomplished.

In the end, each priority, goal, and strategy developed through the planning process was measured against the vision and mission statements to ensure the planning group developed content that directly ties to and fulfills the organization's purpose.



### PRIORITY 1: BUSINESS ATTRACTION

Throughout the planning session, participants shaped JSDC's business attraction efforts to focus on diverse initiatives and to proactively create future opportunities for development. JSDC's previous strategic plans embodied goals and strategies to attract new business and industry and to encourage new business startups within the community and surrounding region. To continue building on the foundation successfully laid by the implementation of previous plans, JSDC designed goals and strategies for 2019-2021 to enhance business attraction efforts. The plan continues work on the Spiritwood Energy Park Association (SEPA), primarily focused on recruiting compatible tenants. In addition to SEPA, JSDC has outlined efforts to better Jamestown and Stutsman County's economic position through development within the Airport Business Park and capitalizing on newly formed Opportunity Zones.

JSDC prioritized business attraction to further grow the economy, diversify the tax base in Jamestown and Stutsman County, and to proactively create opportunities to attract business, industry, and talent to the area.

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**Goal 1: Secure one additional tenant for SEPA.**

**Strategy 1:** Develop and deploy a targeted marketing campaign for SEPA tenant recruitment. The marketing plan should be focused on industries such as value-added agriculture, greenhouse produce, or other industries that have a need for steam and rail.

**Strategy 2:** Complete construction of a soybean processing facility by March 31, 2021.

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**Goal 2: Assist in identifying tenants for SEPA Neighboring Properties**

**Strategy 1:** Develop a work plan to initiate and carry out collaboration with Cargill and CHS to outline ways for JSDC to support development within Cargill and CHS properties.

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**Goal 3: Finalize development of the Airport Business Park into a shovel ready industrial park**

JSDC has placed an emphasis on further development of industrial sites, specifically focusing on the Airport Business Park. The Airport Business Park stood out as a significant opportunity to locate new and relocating businesses to Stutsman County. The park is 90 acres with lots varying from 1-24 acres. This site is optimal for development and business attraction, specifically for businesses seeking both roadway and air service transportation systems. A preliminary conceptual map for site development has been created and approved by JSDC.

**Strategy 1:** Complete the infrastructure and utilities to support development within the Airport Business Park by June 30, 2019.

**Strategy 2:** Establish covenants and restrictions for development within the Airport Business Park.

**Strategy 3:** Research and explore establishing a free trade zone for the benefits it would bring to potential tenants.

**Strategy 4:** Identify criteria to be utilized to weigh the compatibility of tenants with the Airport Business Park.

**Strategy 5:** Design a marketing campaign targeted at attracting potential client types, including but not limited to manufacturers, any business needing access to air and highway transportation, and logistics industry businesses. Include targeted strategies toward specific businesses that fit the profile outlined above. The marketing campaign will be approved by JSDC Board of Directors and launched by May 14, 2019.

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**Goal 4: Opportunity Zone Education**

**Strategy 1:** Work with the City of Jamestown to design an education campaign to create awareness and understanding of the opportunity zone designation, and sites available in Jamestown and Stutsman County.

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## PRIORITY 2: BUSINESS OUTREACH

JSDC is invested in the business community throughout Jamestown and Stutsman County, and understands each business is crucial to the uniqueness and sustainability of the region. The planning group highlighted the significant value existing businesses currently bring, as well as the need for ongoing collaboration with those businesses. JSDC fully acknowledges that attracting and retaining workforce is crucial to supporting existing businesses and attracting new business to the area. Not unlike other efforts outlined in the 2019-2021 Strategic Plan, JSDC recognizes that workforce attraction and retention must be a collaboration on numerous levels including government, community, and business. JSDC has made business outreach and workforce a priority for 2019-2021 in order to better serve the region's business community.

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### Goal 1: Workforce

JSDC is committed to supporting, sustaining, and growing existing businesses in the region and understands attracting and retaining workforce is a significant piece to that puzzle.

**Strategy 1:** JSDC strives to be an active part of the solution to addressing workforce needs as appropriate in the Jamestown and Stutsman County area. In order to effectively participate in the workforce solution, JSDC must first define their role in workforce development through subcommittees, committees, and board input.

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### Goal 2: Community Marketing/Branding

As the Jamestown and Stutsman County seek to attract businesses to establish, relocate, or expand in the region, it is critical to promote the region as a cohesive community with supporting services to enable businesses to be competitive in today's economy.

**Strategy 1:** Participate in the development of a unified, countywide branding and messaging campaign to give the region a unique identity.

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**Strategy 2:** Collaborate with the city, county, and tourism office to focus delivery of marketing content through traditional and nontraditional channels.

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## PRIORITY 3: ORGANIZATIONAL EXCELLENCE

Coming into 2019, JSDC concluded a review and update of the organization's processes and procedures. Although JSDC's internal systems are updated to reflect the current organization, JSDC recognizes that it must continue to evolve and improve as the needs of Jamestown and Stutsman County grow and change. To act on opportunities and address areas of improvement, JSDC has made it a priority to continue work within its own organizational structure through 2021.

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### **Goal 1: Main Street Initiative**

The Main Street Initiative is a state sponsored initiative that focuses on helping community leaders create vibrant communities to attract and retain a 21<sup>st</sup> century workforce to help North Dakota compete and succeed in a global economy. The state provides a variety of resources to help communities capitalize on their strengths and make sound planning decisions.

**Strategy 1:** Coordinate with the City and County to capitalize on opportunities offered through the Main Street Initiative.

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**Strategy 2:** JSDC will work with the community to define roles and objectives of each organization and unit of government involved, including the identification of the appropriate entity to serve as the primary liaison for the Main Street Initiative.

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### **Goal 2: Streamline and refine JSDC process to increase efficiency**

Working with a wide variety of businesses, it is important that JSDC processes are continually refined to deliver a seamless experience to clients. JSDC must also be able to track the progress of clients leveraging JSDC services and programs from inception to close-out. The tracking of clients' experiences will allow JSDC staff to identify areas for improvement within JSDC.

**Strategy 1:** JSDC will conduct an incentive program review to evaluate the ways in which current program offerings are serving the community well and the ways in which the current program offerings are not. Adjustments will be made as appropriate.

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## APPENDIX: JSDC Strategic Plan Responsibility Matrix

### Priority 1: BUSINESS ATTRACTION

Due Date	Done	Task	Assigned To	Work Plan Task
		Develop and deploy a targeted marketing campaign for SEPA tenant recruitment. The marketing plan should be focused on industries such as value-added agriculture, greenhouse produce, or other industries that have a need for steam and rail.		1.1.1
March 31, 2021		Complete construction of a soybean processing facility.		1.1.2
		Develop a work plan to initiate and carry out collaboration with Cargill and CHS to outline ways for JSDC to support development within Cargill and CHS properties.		1.2.1
		Work with the City of Jamestown to design an education campaign to create awareness and understanding of the opportunity zone designation, and sites available in Jamestown and Stutsman County.		1.3.1
June 30, 2019		Complete the infrastructure and utilities to support development within the Airport Business Park.		1.4.1
		Establish covenants and restrictions for development within the Airport Business Park.		1.4.2
		Research and explore establishing a free trade zone for the benefits it would bring to potential tenants.		1.4.3
		Identify criteria to be utilized to weigh the compatibility of tenants with the Airport Business Park.		1.4.4
May 14, 2019		Design a marketing campaign targeted at attracting potential client types, including but not limited to manufacturers, any business needing access to air and highway transportation, and logistics industry businesses. Include targeted strategies toward specific businesses that fit the profile outlined above.		1.4.5

## APPENDIX: JSDC Strategic Plan Responsibility Matrix

### Priority 2: BUSINESS OUTREACH

Due Date	Done	Task	Assigned To	Work Plan Task
		JSDC strives to be an active part of the solution to addressing workforce needs as appropriate in the Jamestown and Stutsman County area. In order to effectively participate in the workforce solution, JSDC must first define their role in workforce development through subcommittees, committees, and board input.		2.1.1
		Participate in the development of a unified, countywide branding and messaging campaign to give the region a unique identity.		2.2.1
		Collaborate with the City, County, and tourism office to focus delivery of marketing content through traditional and nontraditional channels.		2.2.2

## APPENDIX: JSDC Strategic Plan Responsibility Matrix

### Priority 3: ORGANIZATIONAL EXCELLENCE

Due Date	Done	Task	Assigned To	Work Plan Task
		Coordinate with the city and county to capitalize on opportunities offered through the Main Street Initiative.		3.1.1
		JSDC will work with the community to define roles and objectives of each organization and unit of government involved, including the identification of the appropriate entity to serve as the primary liaison for the Main Street Initiative.		3.1.2
		JSDC will conduct an incentive program review to evaluate the ways in which current program offerings are serving the community well and the ways in which the current program offerings are not. Adjustments will be made as appropriate.		3.2.1

## ACKNOWLEDGEMENTS

JSDC would like to extend their thanks to all Board, staff, and community members who participated in the 2019-2021 strategic planning process. The collaborative effort shown in the plan's development provides inspiration to the strategic planning group as they pursue the newly outlined goals over the next two years.

This document synthesizes the input of JSDC staff and Board of Director members who participated in the strategic planning sessions and review process. Their input and expertise was greatly appreciated.

### STRATEGIC PLANNING GROUP:

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#### **JSDC Stakeholders:**

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