

2023-2025

# STRATEGIC PLAN



DEVELOPMENT

JAMESTOWN / STUTSMAN COUNTY

[growingjamestown.com](http://growingjamestown.com)

# Table of Contents



---

I.	Background on This Process.....	2
II.	Our Foundation.....	3
III.	Our Plan.....	5
	▪ Priority 1: Business Attraction	6
	▪ Priority 2: Business Outreach	7
	▪ Priority 3: Organizational Excellence	8
IV.	Acknowledgements.....	9

# I. Background on This Planning Process

---



In late 2021, Jamestown/Stutsman Development Corporation (JSDC) hired Jason Matthews of JM Strategies LLC to facilitate a strategic planning process for the organization.

JM Strategies, in close collaboration with JSDC staff, developed a thorough review process that allowed the organization's staff, board members, and invited stakeholders to review the existing strategic plan. This review process focused on: (1) Assessing progress on all priorities, goals, and strategies; (2) reprioritizing goals and strategies where work is on-going, and (3) identifying new areas in need of being addressed by JSDC over the next two years.

Based on this review, JSDC staff and board members decided to update the existing plan rather than developing a new plan. This was a prudent course of action considering the interruption caused by the COVID-19 pandemic of 2020 and 2021, the pandemic's lingering economic effects, and the number of on-going projects that were a direct result of the 2019-2021 plan.

As with the previous planning process, JSDC focused on ensuring the updated plan provided a roadmap for JSDC to strategically utilize and leverage its resources, engage its members, and continue its mission to serve Jamestown and Stutsman County. The process also provided staff, board members, and stakeholders the opportunity to collaborate and reach consensus on foundational matters central to achieving continued economic growth and future vibrancy.

## **Methodology**

The planning process commenced with the development and administration of an online benchmark survey, which was available from December 1 through 10, 2021. The survey was sent to all JSDC staff, board members, and invited stakeholders. Eighteen individuals received the survey; eleven submitted responses. The survey findings provided the foundation for a half-day planning session, which was held on February 28, 2022 at JSDC offices.

## **Planning Session**

The planning session focused entirely on assessing where JSDC is and determining where the organization is going. Discussions were held on defining economic and community development, identifying factors that are influencing regional economic development, redefining and reranking priority areas, and categorizing current and potential projects. Prior to the meeting, it had been determined that internal organizational matters, such as board efficiency, processes, procedures, and updating the bylaws would not be part of the session. These matters would be discussed internally in the future among staff and board members.

## II. Our Foundation



### About Jamestown/Stutsman Development Corporation

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.

The JMS Aviation 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.

### Our Mission

JSDC is dedicated to area economic development, growth, and diversification.

### Our Vision

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

## Ongoing JSDC Projects

The updating of this plan was greatly influenced by the number of JSDC’s ongoing projects and the scale of investments in each project, as of February 1, 2022. For this reason, it is important to list these projects as this provides critical context to this plan’s priorities, goals, and strategies.

- **ADM Green Bison Soybean Processing Facility** \$350 Million
- **Bison World** \$80 Million
- **Houweling’s Greenhouse** \$40 Million
- **Applied Blockchain** \$35 Million
- **Spiritwood Energy Park** \$6.2 Million
- **JMS Aviation Park** \$2.8 Million
- **Bloom Business Park** \$500,000

# III. Our Plan



## Terminology

This Strategic Plan is organized around priorities, goals, and strategies, which will both focus and guide the organization’s work in fulfilling its mission and vision.



To be effective, this plan must be flexible to adjust to changing circumstances and capitalize on new opportunities. As such, this plan should be regarded as a living document and be frequently reviewed and updated when necessary.

### Priorities, Goals & Strategies

As in the 2019-2021 Strategic Plan, this plan also focuses on the following three overarching priorities:

- Business Attraction
- Business Outreach
- 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



## At Issue: Building Upon Success, Ensuring Return on Critical Investments

JSDC's previous strategic plans featured goals and strategies to attract new business and industry to the region, along with encouraging new business startups. The list of ongoing projects and investments found on page 5 illustrate JSDC's considerable success. This record is even more noteworthy when you consider JSDC was able to secure more than a half a billion dollars – \$514,500,000 to be exact – in investment for Stutsman County.

The updated goals and strategies are designed to build upon this foundation by focusing on: Spiritwood Energy Park Association (SEPA), the JMS Aviation Park, and Bison World.

### Goal 1.1: Continue marketing SEPA and secure an owner

- **Strategy 1.1A:** Develop and implement marketing strategies to promote SEPA and in support of existing industry tenants
  - **Strategy 1.1B:** Explore options to eventually divest from SEPA by the end of 2025 and move to private ownership
- 

### Goal 1.2: Market and secure tenants for the JMS Aviation Park

- **Strategy 1.2A:** Develop and implement marketing strategies to promote the JMS Aviation Park
  - **Strategy 1.2B:** Secure at least one additional manufacturing tenant by December 31, 2022
- 

### Goal 1.3: Pursue public and private investments for Bison World

- **Strategy 1.3A:** Develop and implement marketing strategy to promote Bison World to the North Dakota State Investment Board
- **Strategy 1.3B:** Develop and implement marketing strategy to promote Bison World to private capital investors

# Priority 2: Business Outreach



## At Issue: Ensuring Relevancy and Addressing Workforce Challenges

JSDC's ongoing investments in the Jamestown/Stutsman County business community has yielded positive returns, most notable among them is the region's economic sustainability. This sustainability is being directly challenged by evolving needs and challenges. The two most pressing challenges facing JSDC are ensuring existing incentives remain relevant to the needs of our business community and providing – to the best extent possible – programs and assistance to help businesses contend with workforce shortages.

The workforce shortage is national in scope but demands local collaboration at every level involving city government, county government, the business community, and the general public. Everyone knows there is no silver bullet to this issue. Expert analyses forecast the worker shortage to go on for several more years – at least through the remainder of the 2020s. For this reason, approaches will have to be continuously modified to meet changing circumstances.

### Goal 2.1: Ensure incentives are current and relevant to the needs of the business community within Jamestown and Stutsman County

- **Strategy 2.1A:** Explore incentive possibilities to address future economic needs
- **Strategy 2.1B:** Review, and if necessary revise, current incentive offerings by the end of each calendar year

---

### Goal 2.2: Explore and develop creative and relevant programs to address ongoing workforce challenges

- **Strategy 2.2A:** Increase participation in the Jamestown Internship Reimbursement Program
- **Strategy 2.2B:** Collaborate with the University of Jamestown on developing a pipeline for students to engage in the community and enter into the workforce



# Priority 3: Organizational Excellence



## At Issue: Planning for the Future

JSDC's executive director is slated to retire on December 31, 2023. The retirement of any long-standing executive director is a turning point for an organization. The advance notice of this retirement – which will take place with one year left in this strategic plan – gives the JSDC board the opportunity to reevaluate both the executive director's position and the organization's structure.

A comprehensive review is very much a best practice for economic development entities. It is also a reaffirmation of JSDC's commitment to ensuring the organization remains relevant to the needs of the Jamestown/Stutsman County business community while maintaining – and strengthening – its position to attract new employers and being responsive to the region's current and future development needs.

### **Goal 3.1: Ensure the JSDC will have the strong leadership and organization structure necessary to fulfill its mission and vision well into the future.**

- **Strategy 3.1A:** The board will conduct a succession planning process that will evaluate the role and duties of the executive director prior to the hiring of a new executive director, which will take place in 2023.
- **Strategy 3.1B:** The JSDC board will conduct a comprehensive review of the structure and the board and committees and make any necessary changes to ensure appropriate representation.