



DEVELOPMENT
JAMESTOWN/STUTSMAN COUNTY

STRATEGIC PLAN

2026
2029



A PLAN BUILT UPON INPUT & COLLABORATION

This three-year Strategic Plan is the result of a collaborative process that involved JSDC board members and staff. The planning was facilitated by Jason Matthews of JM Strategies and was grounded in a benchmark survey of board and staff members. Following the survey, a planning session took place to identify key priorities and major themes, which aligned with JSDC's long-standing mission and vision.

THE FRAMEWORK OF THIS STRATEGIC PLAN

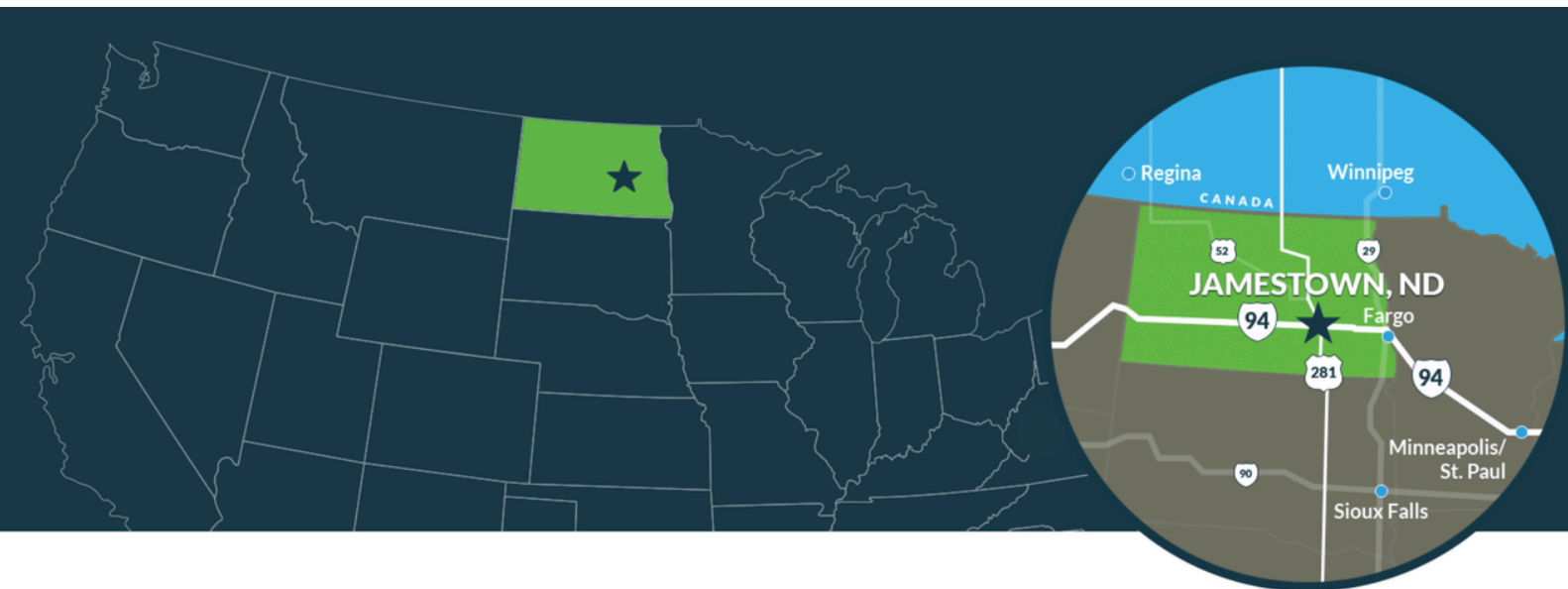
Mission: Who we are – our purpose and commitment

Vision: Where we aspire to go and what we strive to do

Priorities: Our overarching areas of focus for the next three years

Goals: The defined outcomes we will strive to achieve to meet our priorities

Initiatives: The defined actions we will take to make our goals a reality



OUR PRIORITIES FOR 2026-2029



**ATTAINABLE
HOUSING**



**INDUSTRIAL DEVELOPMENT &
VALUE-ADDED AGRICULTURE**



**ORGANIZATIONAL
EXCELLENCE**



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.



PRIORITY 1

ATTAINABLE HOUSING

In Context: Housing has shifted to become JSDC's single largest strategic priority, as it directly impacts all other economic development initiatives. The need to become involved in this sector has grown significantly over time due to a critical shortage of attainable housing, forcing the workforce to live elsewhere and commute. This poses an immediate risk of losing people – and, crucially, business investment – to competing communities, thereby stifling population growth and stalling business expansion. A particular challenge is that affordable and attainable housing looks different to various people. As such, JSDC must intervene strategically to bridge this gap without succumbing to scope creep or overextending its internal capacity.

JSDC'S DEFINED ROLE

- **Supportive Facilitator:** JSDC will maintain a strict separation between serving as a primary project manager and acting instead as a supportive partner to developers.
- **Incentive Provider:** JSDC will act strictly as a financial partner, using capital allocation, financial programs, and incentives to spur development. JSDC will not be a project manager.
- **Risk Mitigator:** JSDC uses the existing and potential future lots, existing and new infrastructure, to reduce risks to private developers and make Jamestown more affordable for development.

GOAL 1

Spur the development of attainable housing lots and infrastructure to secure the regional workforce pipeline while maintaining strict boundaries on organizational bandwidth.



Initiative 1.1: Define Inter-Agency Jurisdictions

Collaborate with City and County officials to establish clear roles ("whose job is whose") and advocate for the City to step up with formalized municipal planning.



Initiative 1.2: Execute Pilot Project Reviews

Conduct a rigorous post-mortem evaluation after the first \$1M of housing funds is deployed to analyze what worked, what failed, and how to optimize future processes.



Initiative 1.3: Optimize Existing and Future Property Holdings

Maintain focus on lot development and leverage existing and future properties as turnkey models for private sector developers.



Initiative 1.4: Monitor and Advocate for Relevant Legislative Actions

Leverage recent state legislative shifts to maximize funding or regulatory tools available for local housing work.



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PRIORITY 2



INDUSTRIAL DEVELOPMENT & VALUE-ADDED AGRICULTURE

In Context: Industrial expansion and value-added agriculture serve as the historical foundation of JSDC’s economic model, generating the primary-sector wealth required to sustain the community. With major new energy and value-added agriculture projects underway, JSDC must enhance its already strong position to leverage its current assets and infrastructure. The Spiritwood Energy Park Association (SEPA) remains a massive, highly successful engine behind the scenes. While long-term strategic divestment from SEPA remains on the horizon, JSDC must complete several critical projects to secure its regional economic impact.

JSDC’S DEFINED ROLE

- **Asset Manager:** JSDC will oversee and protect existing industrial park assets, ensuring current business tenants scale successfully through their critical development phases.
- **Partnership Coordinator:** JSDC will leverage established industrial and private sector partnerships to position the region for upcoming large-scale energy projects.
- **Site Developer:** JSDC will identify and vet viable real estate options for future industrial growth, strictly matching site selection to infrastructure and resource capacity.

GOAL 2

Maximize the economic impact of upcoming large-scale energy projects and optimize current industrial parks while executing a disciplined timeline for long-term project asset development.



Initiative 2.1: See Through the SEPA Pipeline

Maintain current partnerships to guide active SEPA projects to an absolute decision point by the end of 2026 before initiating any divestment.



Initiative 2.2: Implement Logistical Site Selection

Evaluate prospective industrial site locations based strictly on where infrastructure, power, and logistics make economic sense, avoiding overextension.



Initiative 2.3: Develop Target Industry Criteria

Exploring targeted industry opportunities in manufacturing and value-added agriculture.



Initiative 2.4: Explore Tenant-Specific Programs for Airport Park

Market and explore tenant-specific programs at Airport Park, including enhanced marketing efforts, signage improvements, and evaluation of development opportunities such as a speculative building to attract high-value business concepts.



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PRIORITY 3



ORGANIZATIONAL EXCELLENCE

In Context: To successfully tackle housing and industrial growth, JSDC must prioritize operational efficiency and agility. With limited staff, JSDC must jealously guard against scope creep and prevent capacity exhaustion while avoiding complacency.

Financially, even though JSDC's current income streams are performing well, recent shifts toward smaller projects, along with inflation and legislative concerns – such as the possibility of eliminating or further limiting property taxes – underscore the importance of maintaining ample liquid reserves.

Further attention should be given to the structure and focus of board and committee meetings by eliminating redundancies to make more efficient use of staff and board time. Addressing these issues will ensure JSDC remains resilient and that its operations proceed smoothly.

JSDC'S DEFINED ROLE

- **Risk Controller:** Maintain rigid internal oversight to police organizational boundaries, identify scope creep, and apply past project lessons to current allocations.
- **Fiscal Steward:** Protect corporate liquidity and flexibly manage capital reserves to ensure rapid deployment when major new projects arise.
- **Governance Standardizer:** Streamline internal communication, board structures, and committee workflows to maximize decision-making value.

GOAL 3

Optimize internal staffing capacity, eliminate redundancies in organizational meetings, and protect our financial flexibility to respond to new development opportunities.



Initiative 3.1: Incentive Maintenance

Continue to evaluate incentive offerings and provide meaningful, impactful incentives tailored to our community's needs.



Initiative 3.2: Stay Financially Agile

Keep fund allocations flexible to protect against inflation and potential statewide property tax changes while preserving our ability to capitalize on new development opportunities as they arise.



Initiative 3.3: Pursue Meeting Efficiency

Evaluate the organizational meeting structure to eliminate redundancies.

ACKNOWLEDGEMENTS

This Strategic Plan would not have been possible without the support, involvement, and contributions of our JSDC Board of Directors and personnel.

2026 BOARD OF DIRECTORS

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Tonya Perkins, *Secretary/Treasurer* - North Dakota Farmers Union
Tory Hart, *Past Chair* - Bank Forward

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David Steele - Jamestown City Council
Levi Taylor - Stutsman County Commission
Amanda Hastings - Stutsman County Commission
Jen Dockter - BluFrog Realty
Mike Delfs - Jamestown Regional Medical Center
Dustin Jenson - University of Jamestown
Ben Steinolfson - Dakota Central

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Jessica Alonge - Stutsman County Auditor/COO
Emily Bivens - Jamestown Area Chamber of Commerce, Jamestown Tourism
Danica Chaput, Job Service ND Workforce Center Manager

PERSONNEL

Corry Shevlin, Chief Executive Officer
Alyssa Looysen, Director of Business Development
Jamie Czapiewski, Operations Coordinator

STRATEGIC PLAN FACILITATED BY:

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