



STRATEGIC PLAN 2015-2020

JACKSON COUNTY DEVELOPMENT AUTHORITY



* The Strategic Plan is a road map or tool that is used to provide vision, direction, structure and accountability to ensure the organization meets its mission.

* The development of a successful economic development strategic planning process must ask the following questions:

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WHO ARE WE?

- * What is the mission of the JCDA?

Mission Statement

The mission of the Jackson County Development Authority is to promote the quality of life for its citizens through the creation and retention of quality jobs. Toward that end, we work to market the county, develop infrastructure and access resources to assist our existing industry and attract new ones. In addition, we work to build a platform to prepare our people to live and work in a Global Economy.

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WHERE ARE WE NOW?

* Population continues to increase

1970	20,903
1980	25,794
1990	25,938
2000	28,000
2005	28,485
2010	29,696
2015	31,800

* Median Income has increased

1989	21,655
1994	26,495
1997	30,739
2000	31,897
2005	41,257
2010	45,845
2015	47,960

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Top 5 Work Location of County Residents

*	Jackson, WV	741	70.02%
*	Kanawha, WV	2,217	21.00%
*	Wood, WV	712	7.2%
*	Roane, WV	153	1.2%
*	Mason, WV	122	1.0%

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*Vision Objectives

- * Improve Development Authority Organization and Structure
- * Recruit New Business and Industry
- * Enhance Marketing, National and International
- * Retain and Expand Existing Businesses
- * Infrastructure Development
- * Community Development

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* Vision Objective # 1

Improve JCDA Organization and Structure

*Become more visible in the community

Continue to fund the Jackson County Chamber of Commerce

Attend at Least 6 non JCDA public meetings per month (going)

Provide updated letter / messages on the JCDA web-site monthly

Work in conjunction with local media on economic & community development issues

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* Vision Objective # 1

Improve JCDA Organization & Structure

*Become more cost effective

GOALS

Reduce operating expenses by 9% in FY 2016-2021 (approx. \$14,000)

Explore other opportunities to insure JCDA properties by July 2017

Look for additional Federal and State grants (ongoing)

Make site visits to stakeholders to increase fundraising (ongoing)

Explore reconfiguration of office space to maximize rental income

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* Vision Objective # 1

Improve JCDA Organization and Structure

- *Track Economic Statistics

- Provide Board Members with Monthly statistical information on Jackson County (at each meeting)

EMPHASIS ON BOARD COMMITTEES

Explore quarterly Board of Directors meetings and put more emphasis on Executive Committee and other committees such as Fundraising, Infrastructure, Site Committee, Prospect Committee, Marketing Committee, etc.

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* Vision Objective # 1

*Improve JCDA Organization and Structure

Work closely with partners in economic development

More active in transportation, marketing committee

Attend trade missions where appropriate (at least one per year)

Work with businesses to increase available site opportunities for polymer based industry

Develop Blue & Gray Trail and Wine, Craft Beer, Distillery Trail

Jackson County Commission with grants for infrastructure and other community development projects

Ravenswood Development Authority by providing assistance where desired

Ripley Main Street by becoming an active Board Member

Ripley Visitor and Convention Bureau by becoming an active Board Member

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* Vision Objective #2

- *Recruit New Business and Industry

- *Enhance Marketing Efforts and Develop Marketing Brochures

- *Identify funds for the development of marketing brochures

- *Work with publishing firms on the development of brochures

- *Have Marketing Brochures completed by October 2015

Attend industry trade shows to market Jackson County (at least one per year) with PZA, WVDO, etc.

Obtain vendors list from Century, Alcan, Jackson General, etc. to send marketing brochures

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* Vision Objective #2

- *Recruit New Business and Industry

- *Nurture relationship and work closely with the West Virginia Development Office

- *Certified Development Community and Lead Economic Development Program (CDC & LED)

- *Visits, Conferences, Trade Missions

- *Industry Visitation

- *Training Programs

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* Vision Objective #2

- *Recruit New Business and Industry

- *Target Industries Involving Current Strengths and Opportunities

- *Polymer Resources and Support

- *Aluminum Smelters

- *Port Status

- *High Energy Users requiring low cost energy

- *State of the art industrial park with all necessary amenities

- *Interstate Access

- *Highly trained workforce

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* Vision Objective #2

- *Recruit New Business and Industry

 - *Recruit/target Small High-Tech Firms

- *Broad Band Communications

 - *T-1 & Fiber Optics

 - *Specialized Industry (web design, graphics, telecommunications)

Action Items:

Work to enhance high tech infrastructure analysis by March 2017, work with Frontier on opportunities to enhance service

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* Vision Objective #2

- *Recruit New Business and Industry

 - *Commercial/Rental

- *Provide assistance to developers on commercial development projects as necessary

- *Permitting, land use, zoning

- *Provide marketing and site information

Action Items:

- Explore an opportunity to utilize tax increment financing for Silverton/Ravenswood infrastructure

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* Vision Objective #2

- *Recruit New Business and Industry

- *Identify small suppliers/vendors that can serve existing businesses

- *Research niche industries and businesses that may serve our industries

- *Utilize information as a source to market the County

- *Make contacts generated from vendor lists

Action Items:

- Obtain vendors lists and mail or email information on Jackson County to 20 businesses per month

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* Vision Objective #3

- *Retain & Expand Existing Business

- *Improve Awareness of Current Job Opportunities

- *Work with Mid-Ohio Valley Regional Council and workforce Investment Authority to identify growth trend in employment and work with educators to develop specific programs to enhance access to specialized educational and training opportunities

- *Establish job fairs in conjunction with the Chamber of Commerce

- *Health Care, Trades, welding, electrician, plumber, HVAC, other

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*Vision Objective #3

*Retain & Expand Existing Businesses

*Explore expansion opportunities with current businesses, KSWV, Constellium, Carbonyx, Star Plastics, Niche Polymer

*Develop resources to encourage expansion through low-interest loan, job training, etc.
MOVRC/Rural Development/ARC,EDA

JACKSON COUNTY CHAMBER OF COMMERCE
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*Vision Objective #4

- *Infrastructure Development

 - *Roads

 - *Blue & Gray Intermodal Highway Authority

 - *Industrial Access Roads

- *Technology

 - *Survey existing technology capability (February 2017) Frontier Communications, First Energy,

AEP

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*Vision Objective #4

*Infrastructure Development

*Expand Water & Sewer Access

- *Southern Jackson County extension/
Ravenswood upgrade

- *Ravenswood/Ripley Expansion

- *Cottageville PSD

*Expand Airport

- *Provide assistance as necessary

- *Work in conjunction with Intermodal Highway
Authority

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*Vision Objective #5

*Community Development

*Work on obtaining various grants (State & Federal)

*SCBG

*ARC

*EDA

*Rural Development, etc

*Work with Mid-Ohio Valley Regional Council to advocate community projects

*Assist Ravenswood and Ripley in Community Development Activities

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