



Report

and

Strategic Plan

November 2017

Prepared and Facilitated
By
Ron Cox Consulting



**REPORT AND STRATEGIC PLAN
ECONOMIC DEVELOPMENT
WORKSHOPS**

**LAKE JACKSON
DEVELOPMENT CORPORATION**

2017

Introduction

In November 2014, the Lake Jackson Development Corporation (LJDC) Board of Directors developed their first strategic plan. The Plan set out the Mission, Mission Elements and Strategies for the 2014-15 period. In August 2016, the LJDC once again held a planning session. And, again in November 2017, the LJDC met to review their accomplishments, consider adding new goals and strategies and review their internal process for implementation.

At the 2017 Planning Session, the LJDC and staff worked together to do the following.

- Review the Mission Statement of the LJDC.
- Review the accomplishments of the LJDC since their last session.
- Review and revise the goals and objectives and the process for implementation of the revised 2017 Strategic Plan.

Mission Statement

The LJDC reviewed the Mission Statement developed along in 2016. There were no changes to the Mission Statement. The Mission Statement is as follows.

**It is the mission of the LJDC to use proactive strategies and all available resources to promote future economic growth, support local businesses and market Lake Jackson as the premier city to live, work and play.
(Revised 2016)**

LJDC Accomplishments

Although no formal report was presented, the Board members reviewed their work over the last year. It was agreement the Marketing Subcommittee was the most active. In review of each of the Areas of Emphasis, the Board added identifiable objectives within the goals as part of the 2017 work program.

Encourage an Entrepreneurial Spirit

- Implement Revitalization of Downtown
 - Use the LJDC to review engineering proposals and plans for planned improvements
 - Meet with business owners, specifically the Downtown Business Association to get to know them and better understand their needs.
 - Review budgets and authorize//recommend funding for the planned improvements.
- Establish Lightening Teams
 - Use the College, the Alliance and the Chamber and other entities as partners in developing the team and its role in supporting businesses in the city.
 - Engage the small business people – both business owners and building owners if they are different to understand their needs and determine how the city might help.
 - Review and determine how to best utilize the Buxton Study information to assist small businesses.
 - Establish a program to assist businesses in developing their marketing programs including exploring the use of outside consultants for the businesses where appropriate.
- Develop a business information packet
 - Utilizing the partners identified above review the packet and determine what information is needed to assist businesses when dealing with the city.
 - Determine how best to distribute the packet and to whom.
 - Establish customized packets for different business types.
 - Review and possibly establish an “ombudsman” program to assist and shepherd small businesses through the city permitting processes.

Market the City

- Promoting the City
 - Work with identified partners to determine the available land and facilities and place that list on the website.
 - Ask the Alliance to make a presentation to the LJDC to determine where the two can partner.
 - Assist in defining Search Engine Opportunities (SEO's) for small businesses.
- Expand ED initiatives
 - Continue to study best practices on how Lake Jackson should market itself.
- Market Airport
 - Update the already developed pamphlet as needed.
 - Meet with airport operator to develop a joint strategy for marketing the airport.
- TEEEX Study
 - Continue to utilize the consultant on determining the best use of the TEEEX information in the marketing campaign.

Promote Quality of Life

- Civic Facilities
 - Coordinate and meet with the Parks Committee to better understand their planning and funding needs.
- Informing Employers of the value of Lake Jackson
 - Search out opportunities for point of contact with major industrial employers and utilize them for specific projects and purposes as needed.

Attract Primary Jobs

- Continue to encourage housing development opportunities, so that when primary jobs are attracted, the employees will have a place to live in Lake Jackson.

Implementation Process

The LJDC Board reviewed the implementation process established in 2016. It was agreed the idea of subcommittees was a good one, but there were too many and the number of required meeting to work on the strategies and goals was too burdensome. The Board made the following changes in the process

- The number of subcommittees was reduced from four to three as follows. The change will be reflected in the revised 2017 Strategic Plan
 - Marketing

- Quality of Life
- Promote Economic Growth (combine Encouraging an Entrepreneurial Spirit and Attracting Primary Jobs into a single area of emphasis)
- The Board will continue to meet every month, but every other month the subcommittees will meet during the regularly scheduled Board meeting time. The objective is for the subcommittees to meet at least six times per year without being required to schedule special meetings. Special meetings can certainly be scheduled.
- Each Board member will be assigned to at least one subcommittee.
- Each subcommittee will have a Chair as a contact for staff in preparing agendas for subcommittee consideration.

The assignments for the Board members are listed in the attached 2016 Strategic Plan.

Conclusion

As always, the members of the Board and staff worked together in an exemplary way, with an eye toward assisting the City and the citizens in expanding and developing economic opportunity.



Lake Jackson Development Corporation Annual Strategic Plan

2017-18

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City of Lake Jackson Vision Statement

**Our Vision is to create an ideal community to live,
work and play for all**

City of Lake Jackson Mission Statement

It is the Mission of the City of Lake Jackson to be a leader among cities and in the region at large in delivering outstanding quality services to all citizens through innovative and efficient use of resources.

**City of Lake Jackson
Economic Development Corporation
Mission Statement**

It is the mission of the LJDC to use proactive strategies and all available resources to promote future economic growth, support local businesses and market Lake Jackson as the premier city to live, work and play.

(revised 2016)

Economic Development Corporation

Mission Elements

(revised 2017)

- **Marketing the City**
- **Promote Quality of Life**
- **Promote Economic Growth**

Economic Development Strategies

Marketing the City

(2017-18 revisions in red)

Implementation Team

- Gary Rogers, Subcommittee Chair
 - Jason Chavez
 - Gerald Roznovsky
-
- Prepare a comprehensive promotional campaign to market the City of Lake Jackson.
 - Market various events in the City on a wide basis to attract outside visitors.
 - Develop an upscale promotional packet of information to market the City of Lake Jackson.
 - Recognize and market the special advantages of living and working in Lake Jackson.
 - Prepare and promote ED “tools” available to business customers for land use and infrastructure improvements. (Comp Plan strategy)
 - Work with identified partners to determine the available land and facilities and place that list on the website.
 - Request the Alliance to meet with the Board to determine where the two can partner.
 - Assist in defining Search Engine Opportunities (SEO’s) for small businesses.

 - Expand City’s ED Initiatives. (Council ED Strategies)
 - Improve marketing of City for business growth.
 - Provide reliable data to investors and developers interested in the LJ trade area.

- Support initiatives that support the City's major retail areas.
- Continue to study best practices on how Lake Jackson should market itself.
- Market the airport. (Comp Plan strategy)
 - Update the already developed pamphlet as needed.
 - Meet with airport operator to develop a joint strategy for marketing the airport.
- Implement the TEEX recommendations. (2016 LJDC strategy)
 - Continue to utilize the consultant on determining the best use of the TEEX information in the marketing campaign.

Economic Development Strategies

Promoting Quality of Life

(2017-18 revisions in red)

Implementation Team

- Buster Buell, Subcommittee Chair
 - Lisa Pauls
 - Rob Hall
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- Be known as “business friendly” in Lake Jackson.
 - Establish a process of consistency for dealing with economic development matters.
 - Establish a process for informing employers – to then inform employees – about opportunities for housing, businesses, schools and other quality of life opportunities in Lake Jackson.
 - Search out opportunities for point of contact with major industrial employers and utilize them for specific projects and purposes as needed.
 - Promote the construction of quality civic facilities in the community by investing in both existing and new facilities where needed. (2016 LJDC Strategy)
 - Establish a signature park (Comp Plan Strategy)
 - “Build to great.”
 - Coordinate and meet with the Parks Committee to better understand their planning and funding needs.
 - Participate to the extent possible in enhancing new housing development and housing redevelopment. (Comp Plan and Council ED Strategy)

Economic Development Strategies

Promote Economic Growth

(2017-18 revisions in red)

Implementation Team

- Gerald Roznovsky, Subcommittee Chair
- Nathan Whipple
- Gary Rodgers

Promote Future Economic Growth

- Define and identify the type of primary jobs suitable for Lake Jackson.
- Develop a process for actively pursuing primary jobs.
- Implement recommendation of TEEX Study (2016 LJDC Strategy)
- Continue to encourage housing development opportunities, so that when primary jobs are attracted, the employees will have a place to live in Lake Jackson.

Support Local Businesses

- Establish a proactive business culture within the City of Lake Jackson organization.
 - Prepare a “New Business Packet” for each prospect outlining the advantages and amenities of Lake Jackson, as well as the process for obtaining permits.
 - Use the LJDC to review engineering proposals and plans for planned improvements
 - Meet with business owners, specifically the Downtown Business Association to get to know them and better understand their needs.
 - Review budgets and authorize//recommend funding for the planned improvements.

- Establish a process for entrepreneurial mentoring and technical assistance (Lightening Teams) within the City.
 - Use the College, the Alliance and the Chamber and other entities as partners in developing the team and its role in supporting businesses in the city.
 - Engage the small business people – both business owners and building owners if they are different to understand their needs and determine how the city might help.
 - Review and determine how to best utilize the Buxton Study information to assist small businesses.
 - Establish a program to assist businesses in developing their marketing programs including exploring the use of outside consultants for the businesses where appropriate.
- Implement downtown revitalization. (Council ED Strategy)
 - Use the LJDC to review engineering proposals and plans for planned improvements
 - Meet with business owners, specifically the Downtown Business Association to get to know them and better understand their needs.
 - Review budgets and authorize//recommend funding for the planned improvements.