

***Our Proposed Strategy For Glen Rose- \$25,000 + travel reimbursement  
(To Determine Best Actions For Community To Diversify)***

**Step 1- Community Visit and Tour of Assets**

Our team will visit your community to get a sense of where you are today and where you want to go. Our expertise in economic/community development as well as site selection gives us a unique perspective on how any type of new investment may look at your town. Assets will include but not be limited to:

- Tourism attractors and capacity for visits
- Industrial sites (both existing and potential for future development)
- Utility/Infrastructure assessment
- Housing development (existing neighborhoods/under development/future development sites)
- Downtown/Redevelopment potential

**Step 2- Stakeholder Outreach:**

Group Meetings with Stakeholders to Conduct Internal Analysis

- 30 to 45-minute meetings with key stakeholder groups
- We ask what success for the community looks like, 3 years from now, and then 30 years from now
- Groups of Stakeholders typically include
  - Bankers/Financial
  - Realtors
  - Developers
  - Industry/Business Leaders
  - Elected Officials

**Step 3- Conduct data research analysis:**

Next Move Group's staff includes professionals with master's degrees in economic development. Our research will include but is not limited to the following:

- Population projections
- Highest growing industries in terms of employees
- Highest shrinking industries in terms of employees
- Industries with the greatest % of wage growth
- Industries where wages are decreasing
- Labor force participation rate



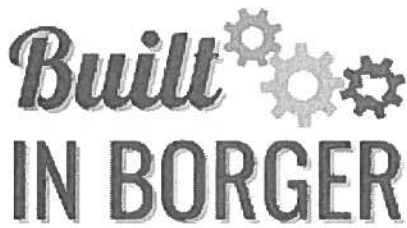
**Step 4- Follow up sessions with key individuals based on initial data research**

Once our team has some initial findings, we will need to follow up with key stakeholders and leadership on specific topics to gather additional information. These are typically conducted via zoom to work around schedules and save time.

**Step 5- Develop initial strategies based upon stakeholder meetings and community/data analysis**

This step focuses on developing strategies that can take your community to where it wants to be. Our team utilizes stakeholder input and data analysis to craft these strategies. We then review these with your preferred team (city manager, economic development staff, and/or city leadership)

*Sampling Of Our Texas Clients*



### ***Next Move Group's Mission***

Next Move Group exists to create economic growth for small to mid-sized companies, communities, and nonprofit organizations.

Check out our website to learn about our mission: [www.thenextmovegroup.com](http://www.thenextmovegroup.com)

### ***Why is our mission to create economic growth for companies, communities, and non-profit organizations?***

When our Co-Founder Chad Chancellor was 9 years old, his small town was crushed economically, and his dad lost his job when Sunbeam moved a blanket factory from his hometown to China. Ever since, he has been passionate about helping small towns create economic growth, so others don't have to go through the pain he saw in his town.

Our other Co-Founder Alex Metzger was raised in a mid-sized community by an entrepreneurial family. His family owned meat processing facilities from the 1920s through the 1990s. Metzger saw them eventually exit this market as Wal-Mart and other big box retailers put them out of business. Ever since, he has been passionate about helping small to mid-sized companies create economic growth due to seeing the economic realities of how times are always changing.

### ***What services do we offer to pursue our mission to create economic growth for companies, communities, and non-profit organizations?***

We do strategic planning and board training for small to mid-sized economic development organizations. We do site selection consulting for small to mid-sized manufacturers, food processors, and distribution companies. And, we do executive searches for small to mid-sized economic development organizations, communities, companies, and nonprofit organizations.



Next Move Group  
We Are Jobs



# Glen Rose, Texas

## STRATEGIC PLAN PROPOSAL

May, 2024



May, 2024

[www.thenextmovegroup.com](http://www.thenextmovegroup.com)

### Step 7- Build Draft Strategy

Build draft strategy with Vision, Mission, SWOT, Short Term Goals, Long Term Goals, Funding Priorities, Staff Priorities, etc. based on the ideas in Step 5 which which were agreed upon by key community leaders, while keeping in mind the comps of other communities having success with similar goals.

5 YEAR ECONOMIC DEVELOPMENT STRATEGIC PLAN

## WHAT BISMARCK-MANDAN STAKEHOLDERS TOLD US:

- Most people feel now is the time to market Bismarck-Mandan to the next level.
- Realtors said they often get requests for 30 to 40,000 square-foot buildings related to the industrial sector.
- Bismarck Industries could be leveraged for spec building or housing development.
- 100,000 square-foot spec building in East Bismarck on nine acres with 24-foot sidewalks.
- Office vacancies are suffering, there needs to be a strategy to backfill them.
- The Vision Fund has \$1.5 million and could be leveraged into a good, money-making, deal.
- There is a need for local and state priorities/advocacy, not just federal.
- The scholarship program is a huge setting tool.
- United Tribes is receiving numerous federal grants, how do we leverage it?
- TIF is a bad word, do not say it.
- The most obvious weakness is that the community lacks the natural lead generation partners other communities its size in

### S W O T

STRENGTHS WEAKNESSES OPPORTUNITIES THREATS

- competing states enjoy such as industrial real estate brokers, aggressive state prospect generation program, aggressive electric power prospect generation program.
- Workforce housing was identified as a problem by almost everyone; Bankers said you have one-fifth of the housing you need.
- Realtors, downowners, and young professionals would like to see the ease of doing business with the City of Bismarck be a priority. (Note: we often hear this in every community we work, so this is not an uncommon issue.)
- How can we partner with tribes in the area to help solve the workforce issues of employers?
- Bismarck City Manager said the city had made good revenue on the current industrial park, and they should look at developing another one.
- State government offices – working from home is a huge threat.
- Large trucking projects have rejected us in the past, perhaps we should focus on projects which aren't focused solely on the cost of trucking transportation.
- The community needs a national identity beyond just being cold; What is our wow factor?

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5 YEAR ECONOMIC DEVELOPMENT STRATEGIC PLAN

## EXECUTIVE SUMMARY

Although these three scored highest, it is not to discount the additional high ranking items. Stakeholder voting also revealed the following strategies as top priorities:

- Add a Survey to Your Existing Business Retention & Expansion Program
  - Identify macro-level issues across all businesses as well as across industry sectors
  - Implement annually to spot trends over time
- Tribal Partnerships & Strategic Development
  - Partner together to develop industrial land
  - Create a pipeline of workers to existing businesses
- Add 2 New Plays to Your Government Affairs Playbook
  - Create more focus on local government issues
  - Develop a similar community visitation program
- Create Economic Growth in Bismarck-Mandan by Helping Existing Small Businesses Double Their Revenues
  - Emulate Goldman Sachs 10,000 Small Business Program for Stage 2 companies
  - Develop 5-part curriculum with the college or a partner
  - Develop a Revolving Loan Fund for participants in the program
- Elevate Your Talent Attraction Efforts
  - Create a statewide talent attraction website
  - Market and promote Bismarck-Mandan to target demographics

Finally, there were several Quality of Life priorities that ranked high, but do not fall within the actions of the Chamber EDC. The Next Move Group team included the following items as suggestions for other entities or partners to take the lead on:

- Quality of Life (Non-Chamber EDC Related)
  - Create a College Town Feel
  - Create More Affordable and Accessible Childcare
  - Riverfront Development
  - Winter Tourism


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Sample from Bismarck draft strategy Next Move Group built

5 YEAR ECONOMIC DEVELOPMENT STRATEGIC PLAN

## EXECUTIVE SUMMARY

This plan represents the priorities that Bismarck-Mandan stakeholders ranked highest during our initial discovery as well as highest during our alignment meetings. The three priorities below represent the majority of strategy and action items for the Bismarck-Mandan Chamber EDC:



- Economic Development Marketing
  - Feature Built-In Advantages
  - Strengthen Value Proposition by Implementing Incentives
  - 5-Step Marketing Ladder for Lead Generation
- Product Development
  - Take Action Steps to Land One Deal on the Remaining 25 Acres at Northern Plains Commerce Centre
  - Develop Airport Properties
  - Develop the new Northern Plains Commerce Centre Business Park
  - Develop a BNSF Certified Megastore to Land Large Projects
- Middle-Income Housing Development
  - Commission a Housing Study
  - Develop and Implement a Robust Housing Incentive Program
  - Redevelop and Reuse Vacant Buildings in Downtown

Economic Development Marketing was by far the highest ranked strategy, and you will see in our recommendations that there are a variety of reasons why the Bismarck-Mandan Chamber EDC should develop this strategy going forward. The second highest ranked priority was Product Development, as you cannot market and sell the community without appropriate real estate for business prospects. Housing Development is an issue across the nation. With 10% population growth projected, this strategy not only ranked third in importance, it is also critical to the future value proposition that Bismarck-Mandan has a strong and available workforce.

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**Step 6- Research Comps of How Other communities are Accomplishing the Same Type of Goals as envisioned by stakeholders and our internal analysis of what the community's focus points should be. *Sampling of a comp:***

5 YEAR ECONOMIC DEVELOPMENT STRATEGIC PLAN

### DEVELOP A BNSF CERTIFIED MEGASITE THAT CAN LAND LARGE, \$1+ BILLION CAPITAL INVESTMENT PROJECTS

Action Item 2.4

We recommend that Bismarck-Mandan develop a Megasite (1,000+ acres) to compete for big projects like other communities in the northern plains have done. Complete BNSF site certification as well as other site certifications, if possible, on the Megasite.



**SAMPLE RESULTS:**

- Great Falls, MT: The Agritech Park is an industrial development comprised of ten lots totaling 197 acres 900 acres surrounding the initial development, making way for a 1,110-acre rail-served industrial park.
- Sioux Falls, SD: Foundation Park is a new, multi-user industrial park in Sioux Falls, South Dakota, with 430 acres suited for rail-served development.
- Minot, ND: Industrial Park of Minot is 386 acres and is located in the northeast corner of Minot, North Dakota, north of Ward County Road 12.

Develop a Megasite of 1,000+ Acres and Get Certified by the BNSF. Community wouldn't have to purchase, would have to option.

Strategy 2: Product Development: Grow Your Industrial/Commercial Real Estate Inventory So Companies Have Spots to Land

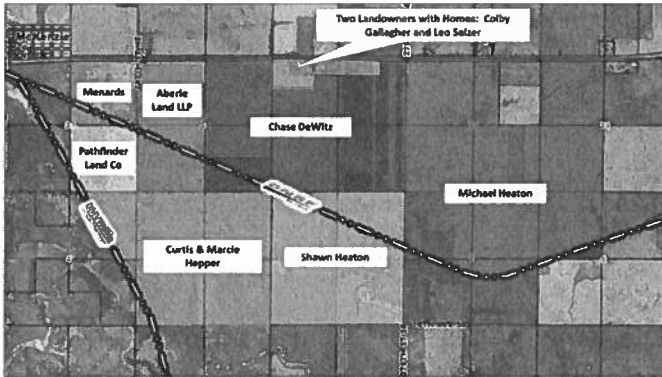
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5 YEAR ECONOMIC DEVELOPMENT STRATEGIC PLAN

### DEVELOP A BNSF CERTIFIED MEGASITE THAT CAN LAND LARGE, \$1+ BILLION CAPITAL INVESTMENT PROJECTS

Action Item 2.4



**Potential Megasite Option 1: 4,339 Total Acres Shown**

- 5 Landowners represent a 1,400 Acre Tract: Pathfinder Land Co., Aberle Land, Chase Dewitz, and two homeowners.
- Multiple options exist here among the total land ownership for a 1,000+ acre megasite, but the number of them could make options or acquisition difficult.

Strategy 2: Product Development: Grow Your Industrial/Commercial Real Estate Inventory So Companies Have Spots to Land

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**Step 9- Present Strategy to Community with Implementation Schedule**

Once the draft strategy is substantially completed Next Move Group will meet with your team to present the draft strategy and make any necessary adjustments based on your input.

5 YEAR ECONOMIC DEVELOPMENT STRATEGIC PLAN	
IMPLEMENTATION TIMELINE	
YEAR 2	
<b>DIRECT MARKETING</b>	<b>EST. COST</b>
Attend IMTS, CONEXPO, AISTECH, and NASCC trade shows with existing industries and outsource 8 prospect meetings per show.	\$50,000
Outsource 40 lead generation prospect meetings in Canada, cities with direct air access, or communities that are headquarters of facilities located in Bismarck.	\$75,000
Connect with 10 targeted executives per day on LinkedIn with targeted emails and place a promo video on LinkedIn once a month for Bismarck-Mandan they will see & have to enter their email addresses to watch.	Free
Use the 5 to 10 videos of outsiders that now live in Bismarck and love it in social media and Geofence marketing/advertising.	\$10,000
Promote talent attraction website via Facebook, LinkedIn, and Geofence marketing/advertising.	\$20,000
Geofence market industrial parks, business parks, and corporate buildings in Winnipeg, Regina, Edmonton, and Calgary.	\$10,000
<b>PROPERTY DEVELOPMENT</b>	<b>EST. COST</b>
Do a site feasibility study to determine which is the next 200-acre site to develop an industrial park.	\$50,000
<b>FORMALIZE YOUR TRAINING &amp; INCENTIVES PROGRAM</b>	<b>EST. COST</b>
Formalize how you will market that Bismarck-Mandan can "Recruit, Screen, and Train" Employees for Prospects.	Free
Formalize your "2 years rent free" spec building or virtual spec building. <i>Note: If you build a traditional spec building construction might take 24 months.</i>	Free
<b>CONVERSATIONS TO HAVE</b>	<b>EST. COST</b>
Encourage local governments to participate in incentivizing housing or apartment development.	Free
<b>HELPING SMALL BUSINESSES DOUBLE REVENUE</b>	<b>EST. COST</b>
Conduct first small business doubling revenue program with 5 to 10 business owners.	\$10,000
<b>ADDING TO YOUR ALREADY ROBUST GOVERNMENTAL AFFAIRS PROGRAM</b>	<b>EST. COST</b>
Use "survey method" from BR&E efforts to spot macro trends from various sectors of the economy and create local governmental affairs priorities.	Free
Take a leadership trip to a community with similar goals, make the first year of this a bus trip in closer proximity.	\$20,000

Implementation Timeline

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**BISMARCK MANDAN** 112

*Example of Implementation Timeline of action items and projected costs in the strategic plan.*

**Step 10- Roll out the plan**

Next Move Group will attend a public meeting to "roll out" the plan via a PowerPoint presentation if the community so chooses.

**OPTIONAL STEP- Include housing analysis as part of the final report for an additional \$5,000.**

Arm elected officials and planners with the knowledge that the housing their communities need is not only low-income housing. Our housing demand studies show you the number of houses your community needs both for sale and rent in different price points. In many cases, the study will show their communities need a critical mass of houses at



90 new homes per year priced between **\$300,000 - \$450,000** for sale are needed in Bedford County, TN and 26 new homes for rent priced between **\$2,000 - \$3,000** per month

- There will be 116 new households per year which make an average household income of \$125,000 in Bedford County over the next 5 years
- In the United States, on average, households earning \$125,000 own homes 78% of the time and rent 22% of the time
- There are currently 40 homes on the market priced between \$300,000 and \$450,000 in Bedford County
- There is currently 1 home/rental unit for rent in Bedford County between \$2,000 - \$3,000 per month
- Therefore, we estimate the market needs 90 new homes for sale per year priced between \$300,000 and \$450,000 and 26 homes/rental units for rent per year priced between \$2,000 - \$3,000 per month


*We used a 6.92% interest rate over 30 years to project the price a household making \$125,500 could afford*

**90** NEW HOMES FOR SALE  
**\$300,000 - \$450,000**

**26** NEW HOMES FOR RENT  
**\$2,000 - \$3,000/mo**

Average households in this income bracket

**78%** OWN      **22%** RENT



### Our Recommendations

For New Homes Needed Per Year Over the Next 5 Years

Presented through partnership

**11 new homes per year priced between \$150,000 - \$200,000 for sale are needed in Bedford County, TN and 6 new homes for rent less than \$1,500 per month**

- There will be 17 new households per year which make an average household income of \$62,500 in Bedford County over the next 5 years
- In the United States, on average, households earning \$62,500 own homes 65% of the time and rent 35% of the time
- There are currently 3 homes on the market priced between \$150,000 and \$200,000 in Bedford County
- There are currently 2 homes/rental units for rent in Bedford County for \$1,500 or less
- Therefore, we estimate the market needs 11 new homes for sale per year priced between \$150,000 - \$200,000 and 6 homes/rental units for rent per year priced at \$1,500/month

*We used a 6.92% interest rate over 30 years to project the price a household making \$62,500 could afford*

**11** NEW HOMES FOR SALE  
**\$150,000 - \$200,000**

**6** NEW HOMES FOR RENT  
**\$1,500/mo**

Average households in this income bracket

**65%** OWN      **35%** RENT

**43 new homes per year priced between \$200,000 - \$300,000 for sale are needed in Bedford County, TN and 18 new homes for rent priced between \$1,600 - \$2,000 per month**

**43** NEW HOMES FOR SALE  
**\$200,000 - \$300,000**

**18** NEW HOMES FOR RENT  
**\$1,600 - \$2,000/mo**

Average households in this income bracket

**70%** OWN      **30%** RENT

- There will be 61 new households per year which make an average household income of \$87,500 in Bedford County over the next 5 years
- In the United States, on average, households earning \$87,500 own homes 70% of the time and rent 30% of the time
- There are currently 19 homes on the market priced between \$200,000 and \$300,000 in Bedford County
- There are currently 18 homes/rental units for rent in Bedford County between \$1,600 - \$2,000
- Therefore, we estimate the market needs 43 new homes for sale per year priced between \$200,000 - \$300,000 and 18 homes/rental units for rent per year priced between \$1,600 - \$2,000 per month

*We used a 6.92% interest rate over 30 years to project the price a household making \$87,500 could afford*