

Jefferson City
East Side



Business Association

Strategic Plan

Fall 2018 (updated Fall 2021)

The Jefferson City East Side Business Association (JCESBA) has been actively participating in improving and growing the city's east side since 1965. Uniquely comprised of both businesses and residents, the association has supported numerous charitable and educational institutions in the city as well as sponsoring a number of annual college scholarships for local high school graduates who will be continuing their education and the annual Veteran's Day Tribute at Freedom Corner.

In 2017, the Board of Directors undertook an effort to survey city residents regarding their perceptions of the city's east side. Results of that survey indicated four key areas needed attention...business growth (specifically, more food and entertainment), property beautification, neighborhood safety and marketing/promotion of the East Side's unique potential.

The Board of Directors sought to focus the association's efforts around these objectives. Committees were formed and efforts are underway in each area. Overall, the Board of Directors recognized that the association needed to become stronger advocates of the east side and could become a force for the change needed if it could work more closely with the city and county government as well as the public and parochial schools. The city's east side is well-recognized for its potential, particularly with the Lafayette Street and Capitol Avenue improvements, the pending redevelopment of the Missouri State Penitentiary property and the improvements at the city's largest park, Ellis Porter Riverside Park. The city's east side also contains a significant number of historically significant properties that provide an identity for the Capital City resulting in its recognition as The Most Beautiful Small Town by Rand McNally in 2013.

Hoping to build on this momentum, JCESBA's Board of Directors underwent a formal strategic planning process in early 2018 to provide clear direction and focus to the association's initiatives. Although JCESBA membership is relatively small, the passion for the city's east side is strong and robust. Focusing on membership growth and outreach, JCESBA relies on its passionate, committed and engaged members to work closely together to support and encourage the association's objectives. This document is the blueprint for the association's

work and advocacy over the coming years as JCESBA seeks to secure the economic and cultural growth and redevelopment of the city's most treasured asset...it's East Side.

MISSION

Representing the diverse East Side of Jefferson City, JCESBA will advance the positive growth of businesses and residents while building on its historic character and economic potential by facilitating and supporting economic growth and educational opportunities.

VISION

JCESBA is recognized as a passionate advocate for East Side businesses and residents by creating a resource for economic growth, educational opportunities and historic preservation. JCESBA will work cooperatively with city and county governments and educational organizations to create an environment of growth and transformation of the jewel of the city...its East Side.

Key Result Areas

A Key Result Area (KRA) is an area of activity in which an organization must excel. Alternatively, KRAs can be viewed as vital signs for the health of the organization. Key Result Areas for the Jefferson City East Side Business Association are:

- **Economic Growth**
- **Enhanced Educational Opportunities**
- **Increased Advocacy and Influence**

JCESBA Objectives and Key Strategies

Economic Growth

Objective 1: Increase business startups by 5 businesses per year and retain current businesses.

Strategy 1: Promote the value of a vibrant and growing city's East Side to local realtors.

Strategy 2: Identify and engage with influential developer(s) to determine best steps to attract desired new businesses to the East Side.

Strategy 3: Establish and implement a new East Side business grant program.

Strategy 4: Partner with Lincoln University and others to establish a small business incubator specific to the city's East Side.

Strategy 5: Establish and implement a new East Side business grant program.

Objective 2: Encourage residential opportunities and investment on the East End and improve residential viability and feasibility.

Strategy 1: Identify and engage with local bank(s) to offer targeted home buyer programs including attractive financing.

Strategy 2: Partner with the City of Jefferson to alleviate challenging code issues that make home rehabilitation too costly for new home buyers.

Strategy 3: Actively recruit local realtors to become members of JCESBA.

Strategy 4: Partner with other philanthropic groups to assist in minor rehabilitation of existing owner-occupied homes.

Strategy 5: Provide a platform for residents to address concerns and enhance communications.

Objective 3 Increase business and residential membership and involvement in ESBA by 10% each year.

Strategy 1: Establish a strong business membership development committee and contact non-member businesses personally.

Strategy 2: Establish a strong residential membership development committee and promote JCESBA benefits to non-member residents.

Enhanced Educational Opportunities

Objective 1: JCESBA can be a liaison and share through opportunities to our members for them to engage with LU and its students, faculty and staff.

Strategy 1: Engage formally with Lincoln University leadership and identify opportunities for JCESBA to be an advocate for its needs within the community.

Strategy 2: Promote the value of a vibrant and growing Lincoln

University to local business owners and seek their financial support of key Lincoln University initiatives.

Strategy 3: Partner with Lincoln University to promote its internship program to local business leaders to grow opportunities of potential permanent job placement of Lincoln University graduates.

Objective 2: Advocate for investment in all east side schools; elementary and high school.

Strategy 1: Establish a JCESBA School Liaison Committee to identify opportunities to partner with public and parochial schools.

Strategy 2: Be visible and present at 100% of all Jefferson City Public School board meetings to represent East Side interests.

Strategy 3: Actively recruit a JCESBA member resident to run for Jefferson City School Board.

Increased Advocacy and Influence

Objective 1: Increase influence with City of Jefferson on issue pertaining to the betterment of the East Side.

Strategy 1: Establish a JCESBA City Liaison Committee to identify key opportunities to engage with the City of Jefferson to improve conditions and encourage greater investment in the East Side.

Strategy 2: Be visible and present at 100% of all City of Jefferson council meetings to represent East Side

interests.

Strategy 3: Partner with City of Jefferson to identify specific means of attracting new businesses to the East Side.

Strategy 4: Advocate for issues and support the election of city and county candidates that support the JCESBA betterment goals.

Objective 2: Increase awareness of businesses on the East Side through a professional, strategic marketing campaign.

Strategy 1: Establish a JCESBA Marketing Committee to identify regular promotion opportunities for events on the East Side.

Strategy 2: Map and document all businesses located on the East Side and their product/services offered.

Strategy 3: Contract with a professional public relations firm to design and implement a comprehensive awareness and promotion program.

Strategy 4: Be a strong, central advocacy organization for businesses on the East Side.