

Danville Council Work Study

February 5, 2018 ~ 5:00pm

Council President Mike Neilson called the work study to order at 5:00 pm on February 5, 2018 at the Danville Town Hall, 49 N. Wayne Street. Council members present were Jim Stephens, Mike Neilson, Marcia Lynch, Tom Pado, and Dennis Wynn. Also present were, Gary Eakin, Laura Parker, Will Lacey, Jerry Crisp, Ray Raney, and Mark Morgan.

Review of Strategic Plan Recommendations

Strategic Plan Consultant Courtney Zaugg with Veridus and members of the steering committee including Jeff Pipkin, Tracy Shafer, and Jerry Vornholt were on hand to review and explain the recommendations. Each of the four recommendations included a goal, several objectives, and a list of multiple action items to assist with implementation.

The four major goals are as follows:

- Community and Neighborhood Development
- Economic Health and Prosperity
- Talent Sustainability
- High Performing Government

Refer to the attached handout for all the details related to each of the stated goals.

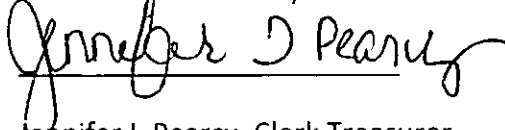
A public input open house will take place on Feb 8th 2018 at Town Hall between the hours of 4pm and 7pm. The community is invited to provide feedback and comments about specific elements of the proposal.

A draft of the full Strategic Plan will go to the steering committee in early March for one last review and then the final document will be presented to the council for adoption before the end of March.

Adjourn

President Mike Neilson adjourned the meeting at 6:25 pm.

Minutes submitted by:



Jennifer I. Percy, Clerk Treasurer

Approved by:



Mike Neilson, Council President

Strategic Planning Process

- Framing Session with Steering Committee
- Existing document review
- Focus groups
- Online survey
- Economic Analysis
- Planning Session with Steering Committee
- ***Community engagement***
- ***Draft plan***
- ***Final Strategic Plan and presentation***

Mission, Vision, Values

Mission

The mission of the Town of Danville is to proactively plan for future growth, to enhance our authentic hometown, and to unite the community.

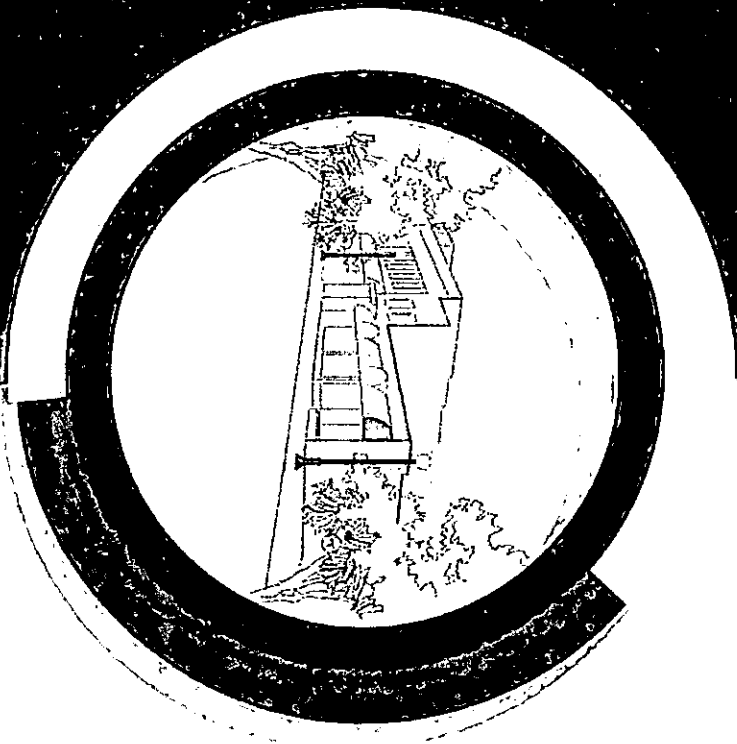
Vision

The Town of Danville is committed to sustaining its hometown heritage while advancing its inviting quality of life.

Values

- Visionary – Leadership, Planning, Collaboration
- Excellence – Professionalism, Quality of Service, Continuous Improvement
- Integrity – Fiscal Responsibility, Ethics, Fairness
- Transparency – Open and Honest Communication
- Authentic – Hometown Atmosphere, Commitment

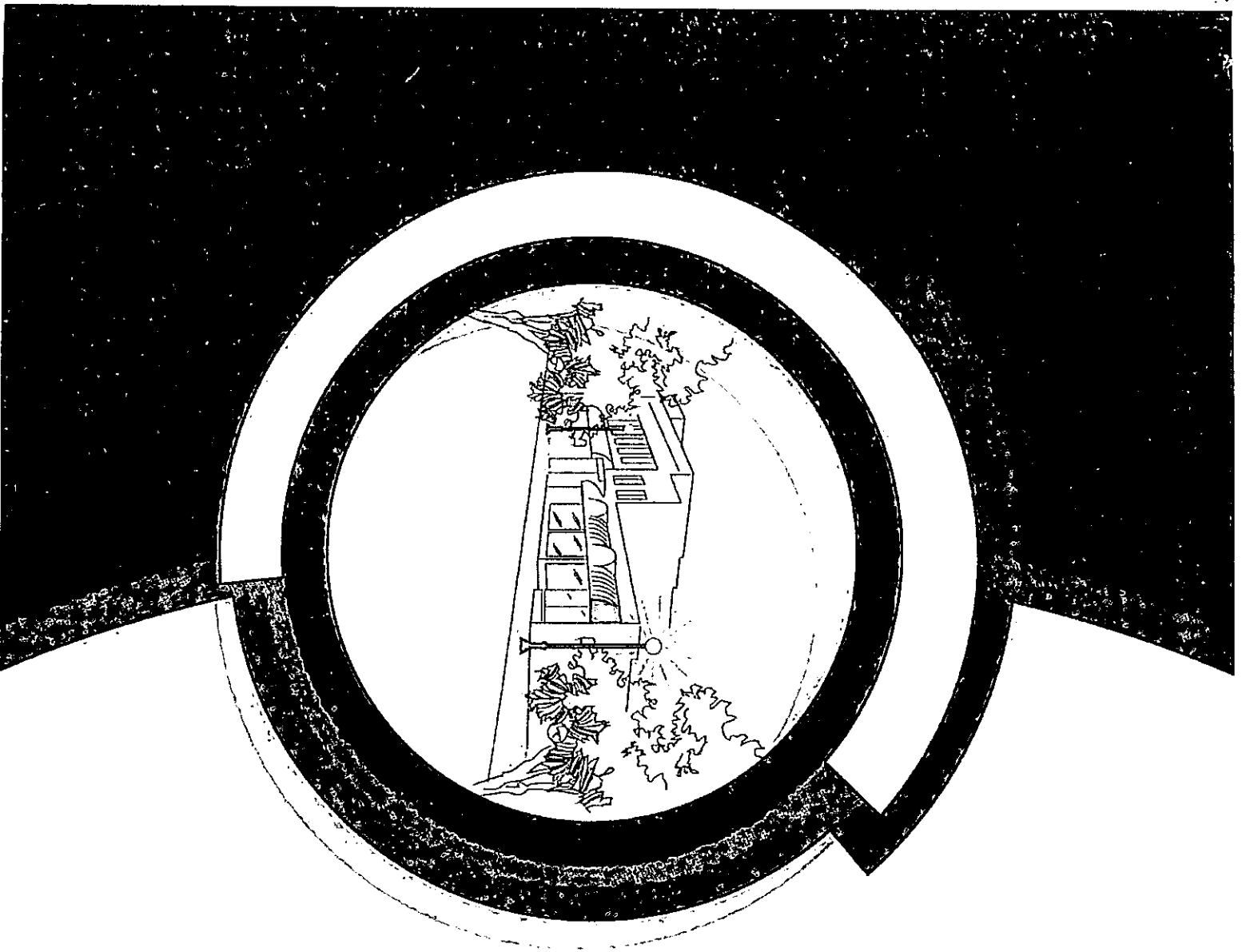
Economic Analysis



Key Findings and Recommendations

Based on our analysis, the following conclusions must be considered by the Town of Danville:

- Population strengths are centered by people in their 30s, 40s, and 50s, and strategies to retain and attract younger populations is recommended
- Strong opportunities exist to increase educational attainment levels and skills with residents over the age of 25 without a Bachelors degree
- A focus on the area's industry strengths within the General Medical and Surgical Hospitals sector while looking at diversification and innovation strategies in other emerging industries, such as Office Administrative Services, is encouraged
- Commuters in the Health Care and Social Assistance, Production Occupations, and Office and Administrative Support Occupations all provide opportunities for increased talent attraction efforts



Town of Danville

Strategic Plan | February 2018

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Key Findings and Recommendations

Talent

- Impending retirement of the Baby Boomer generation
- Out migration of population of Central Indiana

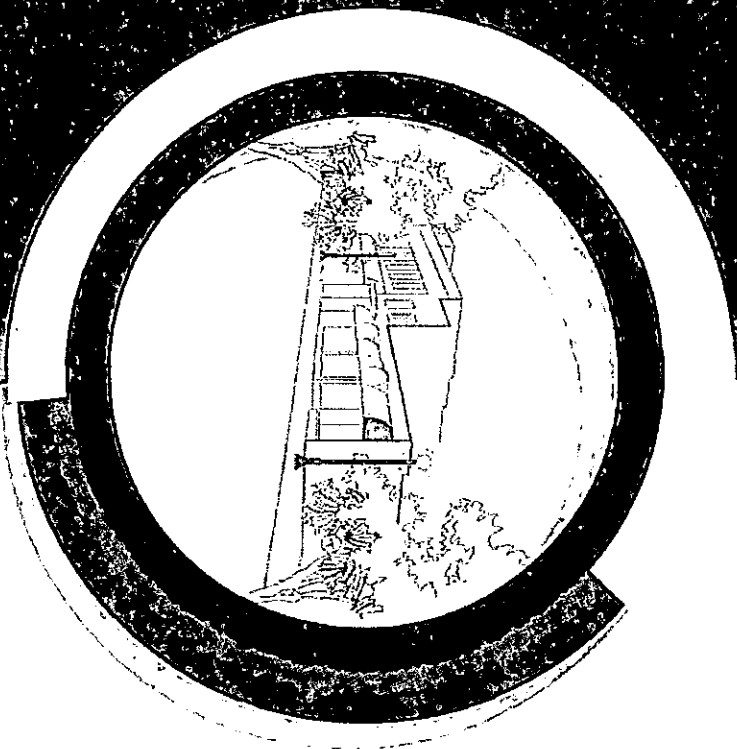
Health Care Cluster

- Backbone of the Danville area economy
- Similar to other communities as lifespans increase and the Baby Boomers retire, placing increased demand upon the healthcare system.
- Some key occupations are low-wage, low-skill occupations - the occupations are still critical as the entryway into healthcare career pathways.

Entrepreneurs and Innovation

- Critical for any community seeking economic prosperity and sustainability
- Significant entrepreneurs in retail and restaurant industries

Stakeholder Focus Groups and Interviews



Focus Groups and Interviews

- On-site visits in October and November 2017
- Four (4) focus groups and five (5) individual stakeholder interviews
- Common themes include:

1. Housing diversity

2. Infrastructure deployment

3. Quality of Place

4. Collaboration

5. Marketing

Survey

- November 13 - December 8, 2017
- Confidential – no personal contact info collected
- Available to all Danville area residents, workers, and visitors
Danville school corporation, various merchants, business leaders, community partners
- Purpose: to identify Danville's strengths and challenges, as well as future opportunities across the region
- 166 participants
- Ten (10) open-ended questions

Goals

Community and Neighborhood Development: To enhance the town experience by improving infrastructure, quality of place amenities, and a range of housing options

Economic Health and Prosperity: To advance a sustainable and vibrant economy supported by community values

Talent Sustainability: To educate and skill-up the existing workforce while attracting quality workers to the Danville region

High Performing Government: To deliver a collaborative, effective, and transparent town government

Objectives: Community and Neighborhood Development

Community and Neighborhood Development: To enhance the town experience by improving infrastructure, quality of place amenities, and a range of housing options

Objectives:

- Improve physical and social connectivity between business, residents, schools, and institutions to downtown and throughout Danville
- Explore cultural, art, and entertainment opportunities for growth and attraction
- Improve access to a broad range of quality housing that is accessible, affordable, and appropriate for all levels of income
- Evaluate options to alleviate traffic on U.S. 36
- Market and expand fiber infrastructure and access

Action Items: Community and Neighborhood Development

Objective: Improve physical and social connectivity between business, residents, schools, and institutions to downtown and throughout Danville

Action Item: Implement 2010 Thoroughfare Plan for trail connectivity

- Initiate a Bicycle and Pedestrian Master Plan Walkability
- Coordinate with Danville Parks Master Plan update
- Showcase additional accolades by the school system
- Coordinate with Visit Hendricks County - Main Street Cultural Trail

Objective: Explore cultural, art, and entertainment opportunities for growth and attraction

Action Item: Convene a focus group of students and young professionals

- Identify ways to encourage attraction and enhancement of quality of place amenities, such as restaurants, entertainment, trails, and parks

Objective: Improve access to a broad range of quality housing that is accessible, affordable, and appropriate for all levels of income

Action Item: Establish a task force to address housing needs

- Environmental assessment to understand housing needs, community support services, and best practices
- Communication campaign for resources to be distributed and understood
- Market/feasibility study to help identify housing market factors
- Focus on quality downtown housing
- Determine feasibility of creating tiny homes
- Hold roundtable with realtors and developers to gain understanding of assets and deficiencies in the market
- Catalogue/inventory vacant houses, building lots, and opportunities for infill development

Action Items: Community and Neighborhood Development

Objective: Improve access to a broad range of quality housing that is accessible, affordable, and appropriate for all levels of income

Action Item: Preserve the historical character of Danville

- Offer incentives for historical home rehab
- Encourage 'home improvement service days' for elderly/disabled homeowners
- Identify key character districts and promote
 - College campus/school/downtown (beyond historic district)
 - E. Main Street
 - W. Main Street live/work zoning district

Objective: Evaluate options to alleviate traffic on U.S. 36

Action Item: Establish a task force to identify needs and resources

- Develop relationships with state elected officials and state agencies

Objective: Market and expand fiber infrastructure and access

Action Item: Publicize information on fiber deployment to residents and businesses

- Endeavor marketing plan
- Continue to provide deployment of fiber to the home and businesses outside of existing plan

Objectives and Action Items: Economic Health and Prosperity

Economic Health and Prosperity: To advance a sustainable and vibrant economy supported by community values

Objectives:

- Grow Regional Collaboration
- Advance Business Attraction and Growth Initiatives

Objective: *Grow Regional Collaboration*

Action Item: **Expand partnerships with HCEDP, MPO, Visit Hendricks County, Indy and Danville Chambers to market the community's assets**

Out migration population trends
Tourism, talent, and economic development are all regionally linked
Strongly market the county seat

Objective: *Advance Business Attraction and Growth Initiatives*

Action Item: **Develop re-use concepts for strategic assets, including buildings and corridors**

Hold roundtable discussions with developers to understand their needs and market perspectives
Particular focus on end users' vs developers' needs
Determine feasible uses for targeted structures

Action Items: Economic Health and Prosperity

Objective: Advance Business Attraction and Growth Initiatives

Action Item: Develop research and marketing material on prospective targets (in partnership with Danville Chamber and HCEDP)

- Data reports, site marketing materials
- “Property Promotion Wednesday” to showcase available site or building each week on social media/newspaper/website
- Cost comparison reports to comparable communities

Action Item: Evaluate virtual spec building options

- HCEDP marketing grant from Duke
- Video rendering that includes the technical aspects of the site and proposed building
- Different plans provided to cater to multiple industries

Action Item: Fiber utilization and marketing the asset

- Public access Wi-Fi, especially downtown
- Case studies: Fort Wayne, Lafayette, South Bend, Madison
- Marketing plan – 3 months (Endeavor)
- Access will encourage youth and young professional engagement
- Encourage a digitally-inclusive community (develop guidelines and best practices for increasing broadband adoption and creating a digitally inclusive community)
- Explore ways to broaden Wi-Fi access throughout the community between school corporation and town efforts

Action Items: Economic Health and Prosperity

Objective: Advance Business Attraction and Growth Initiatives

Action Item: Expand Business Retention and Expansion program with HCEDP

- Volunteer-led program with following focus points:
 - Elevates the overall business climate
 - Establishes an early warning system
 - Markets resources for all types of businesses
 - Increase communication, collaboration, and transparency among workforce, education, and economic development organizations
 - Increased efficiency in delivery of services
- Explore shared Customer Relationship Management software share program with other communities and HCEDP

Action Item: Advance and market entrepreneurship and small business development

- Partner with HCEDP, ISBDC, Business Ownership Initiative (BOI)
- Market/promote partnership with Microlending program – HCEDP and BOI
- Recruit local SCORE-type volunteers
 - Help-desk for business problems
 - Expand culture of entrepreneurship (“fail-fest”)
- Create “one-stop shop” guide for new businesses
- Needs assessment for the types of entrepreneurs and resources available
- Succession planning for key businesses
 - Space for second-stage growth
- “Buy local” marketing campaign

Objectives and Action Items: Talent Sustainability

Talent Sustainability: To educate and skill-up the existing workforce while attracting quality workers to the Danville region

Objectives:

- Amplify Talent Pipeline Development
- Boost Talent Attraction Initiatives

Objective: *Amplify Pipeline Development*

Action Item: Targeted industry workforce training

Continue to partner with HCEDP and Hendricks College Network to market resources
Internship and apprenticeship program expansion
HS Career Connections Coordinator
General marketing
School district Communications Coordinator
Area 31 – Ben Davis

Action Item: Continue to develop public-private partnerships to support college and career counseling, training, and programs

Career Academies
Work Ethic Certificate – state promotional tool
Career Awareness Summit
Danville graduate outreach – ‘grow here’
Relocation incentives
Create an advisory group
Lilly Foundation

Objectives and Action Items: Talent Sustainability

Objective: Amplify Pipeline Development

Action Item: Establish a Business Roundtable Advisory Group

Town, K-12, businesses, chamber, economic development and workforce partners, and a facilitator

Objective: Boost Talent Attraction Initiatives

Action Item: Create a "Talent Ready" dashboard

- Educational attainment levels
- High school graduation rate
- Certificate holder figures
- Labor force participation rate
- Soft Skills participation (Work Ethic Certificate)
- Real-time job opportunities

Action Item: Create a Talent Attraction Tour initiative

Tour guides (particularly those who have relocated to the Danville themselves) will work with candidates, identifying what is most important to them and their significant others and/or families, and show them neighborhoods, schools and other areas of interest

Objectives and Action Items: High Performing Government

High Performing Government: To deliver a collaborative, effective, and transparent town government

Objectives:

- Develop a More Collaborative Town Council
- Reininvigorate the Danville Redevelopment Commission
- Evaluate Existing and Additional Funding Sources
- Engage Young Professionals

Objective: Develop a More Collaborative Town Council

Action Item: Creation of a Council Member Handbook

Standards of conduct, limitations, accountability
Newly elected officials training – Accelerate Indiana Municipalities
Indiana Basic Economic Development Course

Action Item: Increase transparency of town council decisions

Improve technological use and distribution of council mtgs
Training to use technology assets
Hire a Community Information Officer to help distribute information
Email listserv to send all public notices and Council agendas

Action Items: High Performing Government

Objective: Reinventorize the Danville Redevelopment Commission

Action Item: Activate membership of the RDC

Regional/local case studies (i.e. Lebanon, Brownsburg, etc.)

Action Item: Workshop and training for RDC members

Training with school board and RDC members collectively
Hold up-front conversations with school board/district

Objective: Evaluate existing and additional funding sources

Action Item: Evaluate existing and new appropriate uses for Host Fund and update existing policies

Focus on sustainability and economic development/quality of life

Action Item: Coordinate support for implementing a Food and Beverage Tax

Relationship development with state legislators and lobbyists
Engage business leaders and ambassadors

Action Item: Collaborate with the Town's financial advisors and RDC to identify the potential for establishing Tax Increment Financing areas

Identify needs and feasibility of utilizing TIF
Hold conversations in partnership with school board/district

Action Items: High Performing Government

Objective: Engage Young Professionals

Action Item: Encourage a platform for economic, social, and cultural growth with young professionals

Collaboration with:

- Hendricks County Young Professionals
- Leadership Hendricks County – youth program (connect with Danville)
- Chamber – Business Professionals Association to bring students to Chamber mtgs
- Town department internships – college/universities
- Community/Citizenship school examples

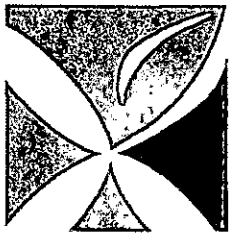
Action Item: Foster the development of a Danville Youth Council

Collaboration with:

- Danville Community High School
- Rotary – Interactor program
- Aim Youth Council Network
- AWWA Education Committee – youth program
- Kiwanis Key Club

Next Steps

- Public Input Session: Thursday, Feb. 8th at Town Hall gymnasium 4-7pm
- Drafting of full report beginning Feb. 12th
- Final draft end of February/early March



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Questions?
Contact Courtney Zaugg, CECD
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