



Kentucky
League
of Cities

DANVILLE CITY COMMISSION

STRATEGIC WORKPLAN
2023-2026



Prepared by the Kentucky League of Cities
Community and Economic Development Team

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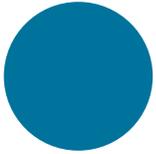
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Introduction



City of Danville Board of Commissioners

- James “J.H.” Atkins, Mayor
- Kevin Caudill, Commissioner
- Jennie Hollon, Commissioner
- Donna Peek, Commissioner
- Rick Serres, Commissioner



City Administration

- Earl Coffey, City Manager

EXECUTIVE SUMMARY

In 2023, the City Danville Board of Commissioners, led by a new mayor and two new city commissioners, embarked on a journey to create a new strategic work plan to guide the city. The mayor and commissioners conducted a series of three work sessions to evaluate the city’s current condition, discuss their vision for the future,

and determine a set of broad goals to move the city forward. The results of those discussions are reflected in this strategic workplan and will guide the city government in determining its budgeting priorities to implement its vision. The city commission engaged the Kentucky League of Cities (KLC) to lead them through the planning process.



Purpose of the Strategic Work Plan

The city commission desires to create a strategic workplan to identify its goals and budget priorities to move the city forward. The strategic workplan is a visioning document and road map that will guide the mayor, commissioners, city manager, and staff in the development of the city's budget. The city will continually evaluate its progress and modify its priorities, as needed, to accomplish its goals.

WHAT DOES THE CITY COMMISSION WANT TO ACHIEVE?

1. A better understanding of the city commission's collective goals
2. Funding priorities for the next five years
3. Budget timelines
4. Creation and implementation of the city commission's strategic work plan



Vision 2050

The mayor and commissioners took a bold 20-year approach in creating their vision for the city's future by identifying three top priority areas.

1. Economic development and infrastructure
2. Quality of life
3. Workforce development and housing

CURRENT AND ONGOING PROJECTS

The mayor and commissioners began the process by identifying the city's major current and ongoing projects.

- Work on the city's Comprehensive Land Use Plan update and the development of the city's future land-use map
- Complete sewer plant
- Complete streetscape and downtown development
- Launched a new Economic Development Authority; Collaborate with the current Economic Development Corporation to start making progress on economic development opportunities
- Parks Master Plan
 - o Aquatics – splash pads or swimming pool opportunities
 - o Parks and recreation projects
 - Pickleball courts
 - Tennis courts
 - Horseshoe pits
- Cemetery committal shelters
- Public works building
- Collaborate on housing and homelessness issues with community housing agencies within the city
- Community website landing page that connects activities into a community calendar and provides links to city and county government, the convention and visitors bureau, and other community agencies; ensure the website is linked back from Facebook; improve website accessibility; ensure the website is the source for real information
- Bluegrass Community and Technical College (BCTC) connection to local students linked; education and workforce development missions and curriculum aligned; trade skills and crafts opportunities linked to local job opportunities
- New business development – all sizes and types
- Collaborate with community agencies to prevent drug use and provide treatment options
- More communication and transparency across all government and community agencies
- Coordination of community events
- Safe sidewalks
- Secure funding for the trail alliance
- Move forward with Jennie Rogers Community Center
- Code enforcement to address blighted properties
- Address stormwater issues
- Wayfinding signage
- Provide and implement diversity, equity, and inclusion training
- Provide CPR and Narcan training

7 Short-Term Strategic Goals Identified

The city commission identified its short-term strategic goals as a launching platform toward achieving its 20-year vision for the city.

1. Regionalism
2. Economic Development
3. Infrastructure - Water and Sewer
4. Parks and Recreation
5. Affordable/Market-Rate Housing
6. Workforce Development/Retention
7. Communication and Transparency



Strategic Areas

The city commission recognized strategic areas to be addressed to achieve each of the seven short-term goals.

REGIONALISM

- Housing of all types
- Parks and recreation
- Trained workforce
- Economic development
- Collaboration
- Promote regional tourism
- Transportation – road and trail systems, rail, and aviation
- See past the county and city boundaries and work with adjoining cities and counties
- “We’re all in this together” mentality

ECONOMIC DEVELOPMENT

- Downtown revitalization
- Collaboration between the new Economic Development Authority (EDA) and Economic Development Corporation (EDC) to make progress
- New business development – all types and sizes
- Quality of life as an economic development tool
- Start by collaborating with Boyle County and the other cities in the county, and then branch out regionally

INFRASTRUCTURE

- Airport and the aviation industry
- Expand water and sewer capacity
- Fix stormwater issues
- Cemetery pavilion
- Streets and roads
- Streetscapes
- Safe sidewalks
- Code enforcement to address blighted properties
- East/West Corridor; North/South Corridor

PARKS & RECREATION

- Aquatics – explore opportunities for splash pads or a swimming pool to provide access to the entire community
- Expand current Parks Master Plan – pickleball courts, tennis courts, horseshoe pits
- Jennie Rogers Community Center
- Secure funding for Trails Alliance
- Neighborhood parks
- Former fairgrounds redevelopment project
- More collaboration between schools, parks, and businesses
- Partnership with Centre College – indoor pool
- Grant opportunities
- Engage the adult and aging population to get more involved in community activities
- Explore connectivity – pedestrian trails through collaboration with Trails Alliance

Strategic Areas

AFFORDABLE/MARKET RATE/ WORKFORCE HOUSING

- Diversify housing stock within the city
- Create more housing options, especially for senior citizens
- Work together with community agencies to address housing and homelessness
- Growing young population – the city needs townhomes, patio homes, upper-story homes, and apartments
- Bring together the community's housing groups to collectively address homelessness, emergency housing, transitional housing, and foster care

WORKFORCE DEVELOPMENT, RECRUITMENT, AND RETENTION

- Job opportunities for youth
- Partner with public schools and BCTC for career paths
- Downtown connectors to Centre College and BCTC
- Recruit, develop, and retain a trained workforce
- Support/fund Shepherd's House and other community agencies that address substance abuse issues

- Explore the expansion of child care options
- Retain current city employees
- Review compensation packages for city employees
- Provide and implement training for all city staff - certificates; ethics, diversity, equity and inclusion, hospitality, and CPR and Narcan training
- Succession planning for city staff

COMMUNICATION AND TRANSPARENCY

- All community organizations and citizens work together – too many silos
- Coordination of community events calendar
- Landing page for the entire community, not just the city – website
- Evaluate the city's social media presence
- Engage the citizens through multiple means of communication; Creating a city newsletter and a "Dear Danville" newspaper column were mentioned
- Get the word out about the city; Share all that's going on, including the good and not-so-good news

Direct Budget Impacts

The mayor and commissioners identified areas that directly impact the city's budget.

- EDA and EDC (budget money and staff) - economic development umbrella
- Safety - fire department (more staffing and a new fire station) and police department (major renovations to the police station)
- Communications - bring all media platforms together and improve social media presence that will lead to preventing conflicts in scheduling
- Infrastructure - water and sewer
- Parks & Recreation - do the most with what we have. Quality of life infrastructure that directly benefits the city's current residents
- Retaining current employees; reviewing compensation package
- Comprehensive Land Use Plan update
- Explore project-tracking software that will provide timely project information to city leaders, staff, and public



City Budget and Timelines

The city commission reviewed the project lists and determined the projected timelines and budget impacts. They also ranked each project as a “critical,” “important,” or “want to” item.

Timeline: 2023-2024 Budget Year

Initiative/Priority	Budget Year to Begin	Estimated Completion Year
CRITICAL: Coordination, collaboration, cooperation, and communication; City and county have one voice	Current	Summer 2023; Ongoing
CRITICAL: Complete current projects by year's end	Current	End of 2023
CRITICAL: Community website/landing page	Current	End of 2023
CRITICAL: Comp plan update	Current	End of 2024
CRITICAL/IMPORTANT: Facilities - complete current projects; inventory/status and prioritize city facilities	Current	End of 2023

City Budget and Timelines

Timeline: 2024-2026 Budget Years

Initiative/Priority	Budget Year to Begin	Estimated Completion Year
CRITICAL/IMPORTANT: City employee compensation package update	July 1, 2023-June 30, 2024	2025-2026; Ongoing
CRITICAL/IMPORTANT: Strategic plan for parks & recreation/aquatics and connectivity with pedestrian trails through collaboration with Trails Alliance	July 1, 2023-June 30, 2024	2026
CRITICAL/IMPORTANT: Support strong economic development organization; Three full-time employees	July 1, 2023-June 30, 2024	Ongoing
CRITICAL/IMPORTANT: Code enforcement - blighted properties	July 1, 2023-June 30, 2024	Ongoing
CRITICAL/IMPORTANT: Safe sidewalks and walkability; Complete streets	July 1, 2023-June 30, 2024	By 2028; Ongoing
CRITICAL/IMPORTANT: BCTC training and implementation for all city staff; certificates; diversity, equity, and inclusion; CPR and Narcan training	July 1, 2023-June 30, 2024	Ongoing
Create a Vision 2050 Strategic Plan for the entire city	2023	2025

City Budget and Timelines

Timeline: Various Budget Years

Initiative/Priority	Budget Year to Begin	Estimated Completion Year
IMPORTANT: Engage the Department of Education to work with the Kentucky School for the Deaf campus for future land use	2023-2024	2023-2027
IMPORTANT/WANT TO: Build new fire station and EMS center on the northwest side of the city	2026	2026-2028
IMPORTANT/WANT TO: Review the city's organizational chart	2025	2025

Project Implementation, Tracking, and Accountability

Common issues with setting goals and identifying current and future projects, budgets, and timelines are accurate, real-time tracking and status reports. The city government should consider the creation of a digital project tracking system for the board of commissioners and city staff. The city will carefully consider the pros and cons of a tracking system, the cost in terms of time and monetary resources required for staff to update the status of projects, the determination of the frequency

of project updates, and the reliability of the information at any given time. The advantage of a tracking system for the mayor and commissioners is obvious. Their constituents frequently ask about particular projects, and they need to have accurate information. The city manager would also be able to provide complete and accurate project reports to the commissioners and staff monthly or whenever asked.



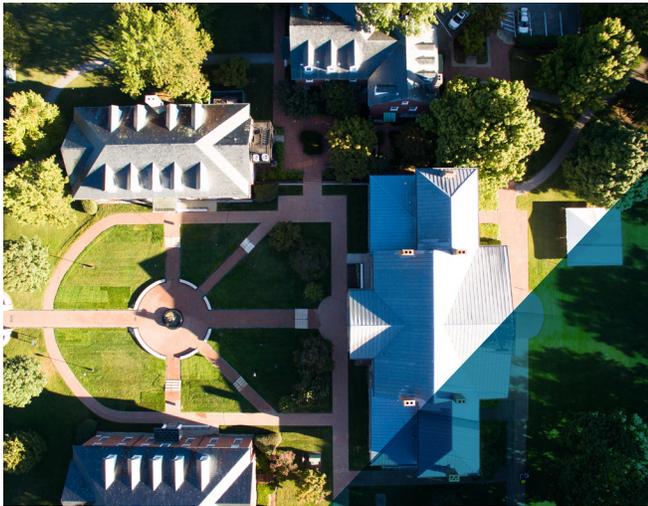
Summary

The City of Danville has created a bold and ambitious plan to move the city forward. While the lists of goals and projects are daunting, they reflect the moniker used by the city for many years of “Danville - The City of Firsts.” With a

visionary board of commissioners and a talented, experienced staff, the city is positioned to continue its well-earned status as one of the “Best Small Towns in America.”



From left are Commissioner Kevin Caudill, Commissioner Jennie Hollon, Mayor James “J.H.” Atkins, Commissioner Donna Peek, and Commissioner Rick Serres.



CITY OF DANVILLE
POLICE ♦ CITY HALL



DANVILLE CITY COMMISSION
STRATEGIC PLAN 2023-2026

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