

Danville/Boyle County Economic
Development Partnership

**ORGANIZATION
RECOMMENDATIONS**

**STRATEGIC ECONOMIC
DEVELOPMENT PLAN**

April 20, 2017

Presented By:

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AGENDA

- **Summary of Feedback**
 - Concerns
 - Threats
- **RKG Observations**
 - Foundations
 - Challenges
- **Moving Forward**
 - Recommendations
 - Administration
 - Responsibilities
- **Structure**
 - Board make-up
 - Notes
- **Discussion**

SUMMARY OF FEEDBACK

PARTNERSHIP CONCERNS

- **The current EDP structure is complex and confusing to the partners**
 - Having nine different organizations with different organizational missions, priorities and personnel rules is challenging to coordinate
 - The scope of the EDP is broad and there is no defining strategy to organize around
 - It is hard to understand purpose/value internally, which translates externally as well
- **The perception/reality of uneven implementation has created tension**
 - Large decisions being made unilaterally
 - Minutia dragging everyone into long discussions
 - EDP engaged in administrative decisions for multiple partners
 - Board members that vote 'against' their mission are criticized
 - Responsibility/authority of EDP staff

PARTNERSHIP CONCERNS

- **It's not what you say, but how you say it**
 - Communication frequency, quality, and tone need to improve
 - Staff member to staff member
 - Partner to partner
 - EDP to elected officials
 - Elected officials to EDP
 - EDP to public
 - Trust among the partners has broken down and must be reestablished in order to move forward
 - How do we get past the hurt feelings?
 - Can we get past the hurt feelings?
 - Future success depends on it
- **The EDP has become another entity, and not a unifying body**
 - The EDPs bottom-up approach has created more challenges than it has resolved
 - Sometimes partners get too involved in the business of other organizations, and it takes away from doing their job
 - There is a power struggle going on that is playing out in the EDP

PARTNERSHIP THREATS

■ **Partner Boards**

- Perception of low/no value
- Concerns about ‘favorites’ being picked
- Territorialism and mission overlap

■ **Public Sector**

- Real/perceived concerns about input and control
- Economic development as a priority

■ **Community**

- Lack of understanding of economic development
- Misinformation undermines credibility

■ **Staff**

- Resentment from real/perceived criticisms
- Emotional responses over professional ones

■ **Private Investors/Business Community**

- Not willing to financially support public sector-led economic development effort

RKG OBSERVATIONS

FOUNDATIONS TO BUILD UPON

- **EDP partners are engaged**
 - Everyone wants to see success
 - Public sector has come to the table; business community remains focused
 - Common goal to maintain and improve Danville/Boyle County as an attractive place to live, work, and play
- **Coordination of the partners the ‘best medicine’**
 - No one entity can easily do it on their own
 - Experience (good and bad) in coordinating and compromising
 - Setting ‘best’ engagement levels the key
- **Consensus that partnership getting better in recent years**
 - Improved communication
 - Efforts to better define mission/successes

CHALLENGES TO BE ADDRESSED

- **We have to get past our ‘territorialism’**
 - The way things have been done in the past are not sustainable
 - Private partners will not financially support a public-sector approach
 - ‘Going it alone’ not an advisable strategy or fiscally responsible
- **Each partner needs to focus on their mission but agree to work together when necessary**
 - Transfer certain core economic development responsibilities to EDP
 - Will require similar partnership coordination with less ‘formal’ ties
- **Past personality conflicts need to be resolved**
 - Take advantage of Jody’s existing skills sets
 - Augment with new staffing
- **Expectations and results are commensurate with the level of investment**
 - Current investment levels will not accomplish all goals
 - Additional staffing and operational resources are necessary

MOVING FORWARD

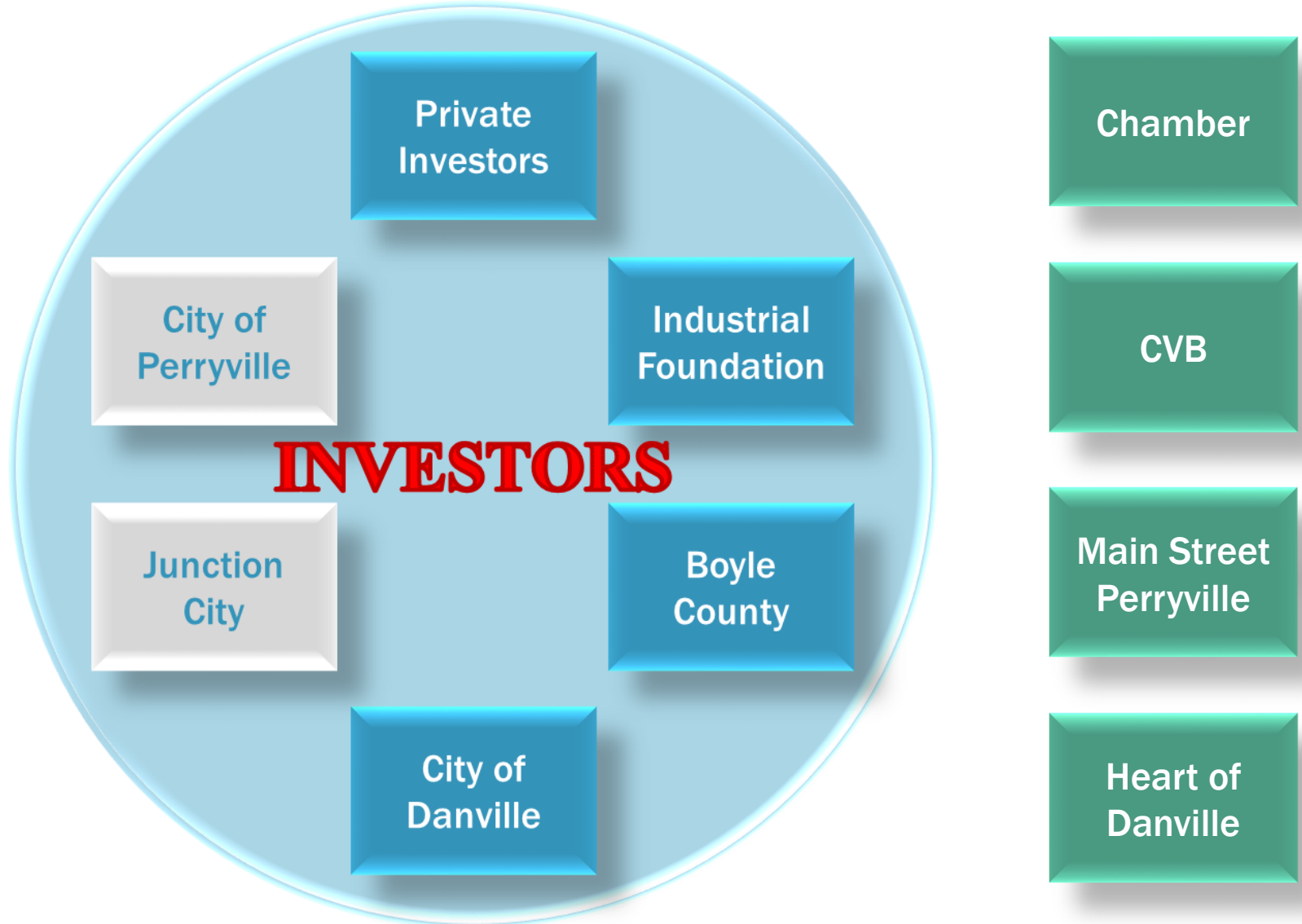
RKG ASSOCIATES DEFINITION

Economic Development is a series of strategic actions and investments made by a jurisdiction (or group of jurisdictions) with the intent of leveraging public assets to attract private investment targeted towards improving the financial, fiscal, and economic well being of the community.

OVERVIEW OF RECOMMENDATIONS

- **Centralize ‘core’ economic development activities into ‘EDP’**
 - Rename the organization
 - Recommend “Danville Boyle Development Corporation”
 - Retention, expansion, recruitment
 - Workforce development
 - Entrepreneurial development
- **Simplify administrative responsibilities**
 - Each partner needs to administer its own staffing and operations
- **Strengthen the public/private partnership**
 - Core business conducted at board meetings
 - Industrial Foundation becomes a investment partner, not an implementation partner
- **Staff for success**
 - ‘Rightsizing’ capacity with expectations

Danville Boyle Development Corporation



ADMINISTRATION

- **No longer address administrative policies for partner entities**
 - CVB, HOD, MSP, COC, BCIF
- **Funding for partner entities should not pass through ‘EDP’**
 - Already addressed CVB and COC pass throughs
 - Danville direct funds HOD (\$110,000 of current budget)
 - County direct funds MSP (\$35,000 of current budget)
- **DBDC policies address DBDC staff only**
 - See recommended staffing chart

ECONOMIC DEVELOPMENT RESPONSIBILITIES

- **‘Danville Boyle Development Corporation’**
 - Business recruitment, retention, expansion
 - Workforce development
 - Entrepreneurial development
- **Heart of Danville**
 - Downtown events, beautification, marketing, business advocacy
- **Main Street Perryville**
 - Downtown events, beautification, marketing, business advocacy
- **Convention and Visitors Bureau**
 - Tourism, recreation, and events promotion, marketing
- **Chamber of Commerce**
 - Business events, networking, and business advocacy
- **Boyle County Industrial Foundation**
 - Property development and management

STRUCTURE

BOARD OF DIRECTORS

■ **Business Community**

- 9 seats that serve on the Board
 - 6 are Industrial Foundation members
 - 3 - elected to three year terms, staggered every year

■ **Chairman's Circle donors**

- Up to three automatic seats (currently three donors)
- Additional Chairman Circle donors will require group vote

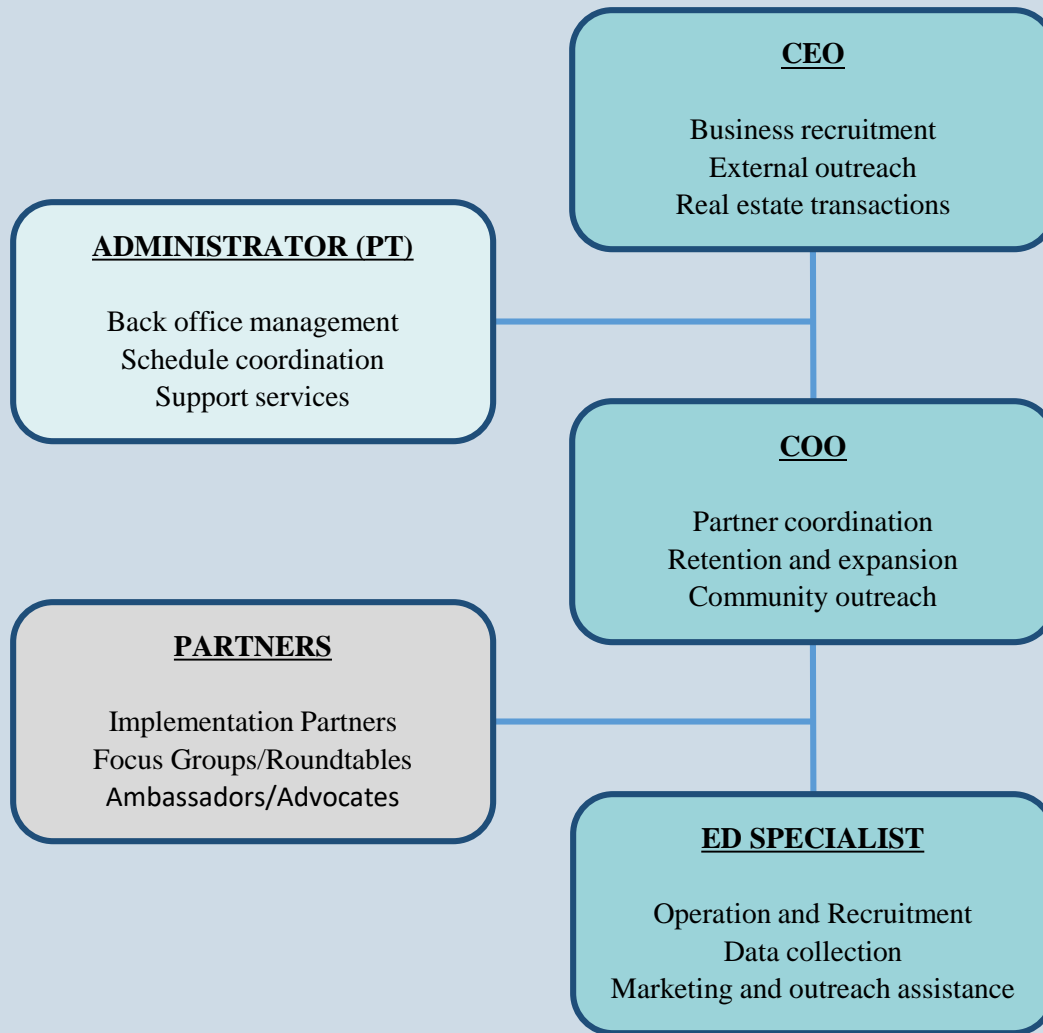
■ **Government**

- Danville and Boyle County each get three ex-officio voting seats
- Junction City and Perryville each get one ex-officio voting seat
- **Seat remains open without funding**

■ **Partner Organizations**

- The four partner organizations get one ex-officio non-voting seat
- Recommended to be chairperson of that board

Organizational Chart



DBDC BOARD

- 9 – Business Community
- 6 – *Industrial Foundation*
- 3 – *At-large members*
- 3 – Chairman Circle Donors
- 3 – Danville
- 3 – Boyle County
- 1 – Perryville
(Contingent on funding)
- 1 – Junction City
(Contingent on funding)

IMPORTANT NOTES

- **This organization structure is a first step**
 - DBDC board should review structure every few years to determine appropriateness of voting mix
- **Long-term potential to integrate Industrial Foundation**
 - Become a land holding entity for the DBDC
 - Will require substantial relationship building
- **Staffing level needs may change if mission changes**
 - Broadening scope
 - Increasing investment