

**NASHVILLE TOWN COUNCIL MEETING
THURSDAY, DECEMBER 12, 2019**

ATTENDANCE: Council members present – President Jane Gore, Vice President Alisha Gredy, Councilmember Nancy Crocker, Councilmember Anna Hofstetter and Councilmember Dave Rudd. Also in attendance – Clerk-Treasurer Brenda Young, Utility Manager Sean Cassiday, Police Chief Ben Seastrom, Town Attorney Jim Roberts, Brown County Volunteer Fire Department Chief Nick Kelp and Municipal Operations Consultant Dax Norton.

COUNCIL BUSINESS – 7:00pm

1) CALL TO ORDER by President Gore at 7:01pm.

2) DISCUSS VEHICLE LEASE PROGRAM FOR PUBLIC SAFETY AND PUBLIC WORKS VEHICLES

Municipal Operations Consultant Norton stated that he and Police Chief Seastrom have been working on a vehicle lease program and wanted to place this item on the agenda to begin council discussion. Municipal Operations Consultant Norton asked the Council to decide if new police and utility vehicles are a need. President Gore asked if this was what the Council was discussing during the budget discussion. Municipal Operations Consultant Norton stated yes and advised that with this police department fleet lease the entire fleet would be replaced at a cost of \$45,000 annually. Discussion ensued.

Councilmember Hofstetter asked if there is a mileage cap with the lease program and asked about the officers using the vehicles for personal use. Vice-President Gredy asked if personal use for police vehicles is normal. Municipal Operations Consultant Norton stated IMPD charges a monthly fee if an officer wants to use the police vehicle for personal use. Municipal Operations Consultant Norton advised he had a lease cost spreadsheet created. Discussion ensued.

Councilmember Hofstetter stated that she would like the department to consider using bicycles for policing. Discussion ensued.

President Gore discussed placing the vehicle lease discussion on the December 21, 2019 Town Council agenda. Discussion ensued.

3) DISCUSS FIRE TERRITORY/DISTRICT AND FULL TIME FIRE SERVICE

Municipal Operations Consultant Norton suggested that the Council consider the creation of a hybrid fire department. BCVFD Chief Kelp stated he would desire a fire department with a staff of 15. President Gore asked if the discussions included ways to pay for the department. Municipal Operations Consultant Norton stated that the Town could create a fire territory and create a fire tax rate. Municipal Operations Consultant Norton informed the Council that the County Commissioners must approve being removed from the current district. BCVFD Chief Kelp stated that he was in favor of creating a fire territory. Municipal Operations Consultant Norton and BCVFD Chief Kelp discussed the steps to create a territory. President Gore commented that this has been in discussions for years. Councilmember Hofstetter asked about absolute minimum amount of staff needed. BCVFD Chief Kelp discussed OSHA requirements and stated 14 would meet the OSHA requirement. Municipal Operations Consultant Norton advised that due to the nature of Nashville's structures, a fire territory is needed more than other

communities. Councilmember Hofstetter asked about next step. Municipal Operations Consultant Norton advised that next step would be a feasibility study by a financial consultant to determine what would be generated by a property tax. Councilmember Hofstetter asked about the district. BCVFD Chief Kelp explained the current district structure. He stated his desire to form a territory because for the first 3 years it isn't subject to levy controls. Town Attorney Roberts asked a question regarding state statute requirements if the two units merge. Discussion ensued.

Councilmember Hofstetter asked if it would be jumping the gun to approach the Township Trustee and County Commissioners prior to a feasibility study. Municipal Operations Consultant Norton suggested it would be jumping the gun. Councilmember Hofstetter asked if someone would take on the task to approach a financial firm. Municipal Operations Consultant Norton stated he would do so. Councilmember Hofstetter commented that this discussion should be a priority.

4) STRATEGIC DIRECTION WORKSHOP

Municipal Operations Consultant Norton presented the Council with a brief description of the Strategic Doing process using a PowerPoint presentation and outline (attached). He presented the Council with the four questions asked during the strategic doing process. Discussion ensued.

Municipal Operations Consultant Norton reviewed important stats that he presented during the first workshop. The numbers were presented via PowerPoint presentation (attached). Discussion ensued.

Municipal Operations Consultant Norton presented the Council with an outline. He explained that the goal of this meeting is to gather enough information from the Council to be able to write an executive summary and move forward with the action items to be discussed during the next meeting. Municipal Operations Consultant Norton stated that each focus area would have bullet points which were his thoughts, but he wanted the Council to form their own thoughts.

The focus areas:

A. Responsive Government.

Municipal Operations Consultant Norton presented his thoughts to the Council about how to be more responsive and asked for additions or subtractions. Councilmember Rudd suggested social media. Councilmember Crocker suggested a comprehensive master calendar working with HCI and Community Foundation. Vice-President Gredy asked the public what they would like. Councilmember Hofstetter gave an example of a citizen that needed to contact the Town and suggested better ways to contact the Town in an emergency situation. Municipal Operations Consultant Norton suggested the Council be proactive and solve the problems from the top down. He advised that he has worked with towns that have the very best PR departments and websites, yet they are still maligned by the public for not giving out enough information or communicating. Municipal Operations Consultant Norton reiterated that the Council should be proactive regarding responsiveness. Vice-President Gredy was in favor of an App. Councilmember Hofstetter asked about the suggestion to create a PR Department. Municipal Operations Consultant Norton stated that this didn't have to be a department but should be a directive from the Council down to staff. Municipal Operations Consultant Norton reminded the Council that Records Clerk Jones does an excellent job with the communication and website, but she is not a Council employee rather an employee of the Clerk-Treasurer and has other responsibilities as well. Clerk-Treasurer Young told the Council that the Clerk staff funds the website out of their own pockets and then receives a reimbursement. Clerk-Treasurer Young stated that the Clerk-Treasurer's office created

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the website on their own. Municipal Operations Consultant Norton stated that the Town could have a staff member focused on PR full time. Councilmember Hofstetter suggested website accessibility. Councilmember Rudd reiterated the use of an app. Vice-President Gredy suggested that spending money on a new website should be a priority. Clerk-Treasurer Young stated that she met with companies at AIM that develop municipal websites. Discussion ensued.

Councilmember Hofstetter asked about internal and external communication plans. Municipal Operations Consultant Norton gave an example of internal communication and external communication. He suggested the action item for this area of focus should be to focus on the development of communication plan and place all suggestions into the plan. Municipal Operations Consultant Norton gave examples of what goes into communication plans. Discussion ensued.

Municipal Operations Consultant Norton discussed the interactive agenda and the live streaming of meetings. He stated the live stream would likely cost around \$3,000 for the camera. Councilmember Hofstetter asked if the interactive agenda could be added into the communication plan.

Municipal Operations Consultant Norton stated that he sent the Council an email with questions to consider. He read the questions from the email sent to the council.

B. Economic and Social Brand.

Municipal Operations Consultant Norton discussed the economic history and brand of Nashville. He stated that the brand and reason for economic existence really hasn't changed which is unusual. Municipal Operations Consultant Norton explained that part of this plan should be to identify the new reason for economic existence. He asked what Nashville's reason for economic existence is now, can it be maintained and if not, what changes should be made. Councilmember Crocker stated that based on an IU study the good news is the art colony brand and tourism. Municipal Operations Consultant Norton stated that policy should be made to prevent Nashville from becoming Gatlinburg. Councilmember Hofstetter asked to hear from people in the audience. Vice-President Gredy asked why people would think Nashville is becoming Gatlinburg. Discussion ensued.

Councilmember Hofstetter asked for a show of hands from people that live in town limits. She asked people to give reasons why they live in Nashville. Clerk-Treasurer Young gave many good reasons including people take care of each other. She stated that nature was given to the residents of Nashville and the residents should take care of it. Councilmember Crocker discussed the parade as an example why it is great to live in Nashville.

Municipal Operations Consultant Norton discussed the average age of town residents and asked if young people were moving in to replace the aging population. He asked if the Town government had a plan to help maintain the population by convincing new residents to move in. BCVFD Chief Kelp mentioned that the average age hurts law enforcement. Municipal Operations Consultant Norton discussed the investments made by the private market that sell products focused on the new consumer. He asked the Council if they should be focused on identifying and establishing Nashville's brand. Councilmembers Crocker and Rudd stated yes. Vice-President Gredy stated that the Council's focus should be on getting people to live in Nashville. Municipal Operations Consultant Norton stated that based on Council comments, the Nashville brand has changed, Nashville is a venue, not just a place. He asked if the residents of Nashville are ambassadors of the Nashville brand. Councilmember Crocker stated that the

Council will need the resident's input to help develop the brand. Municipal Operations Consultant Norton asked if a town hall type meeting should be scheduled. Councilmember Crocker stated yes. Municipal Operations Consultant Norton suggested inviting youth to a branding meeting. Additional discussion ensued.

C. Community Planning.

Municipal Operations Consultant Norton stated that the Nashville Comprehensive Plan was outdated. Town Attorney Roberts said that boiler plate plans are a problem. Councilmember Crocker said the brand is the key. Municipal Operations Consultant Norton asked if anything should be added to the planning bullet points on the presentation (attached). Discussion ensued.

D. Economic Development.

Municipal Operations Consultant Norton stated that the new County Economic Development Strategic Plan is very broad. He stated that the Council needs to look at specific, ground level economic development policy. Councilmember Crocker discussed the sustainability of economic development and stated that any economic development depended on the brand. Municipal Operations Consultant Norton stated that economic development is strategic and transactional. Councilmember Crocker stated that within the marketing are parameters for the types of things the town wants. Councilmember Crocker suggested policies that encourage families and retirees to live side by side.

Municipal Operations Consultant Norton asked the Council if they had ever read the resolution that created the EDA/TIF area. He stated that the EDA/TIF/RDC was one of the most important tools for the town government to use and that the current TIF was collecting no revenue. He stated that if he was on the council he would ask why. Vice-President Gredy asked if anyone had the answer. Municipal Operations Consultant Norton suggested that the Council needs to ask and find answers. He stated that the town was missing out because the allocation area wasn't collecting increment from places like Big Woods which was in the TIF. President Gore asked if the companies not asking for TIF was the reason increment wasn't being captured. Municipal Operations Consultant Norton stated that companies don't ask for increment to be captured. It is automatically captured so long as there is a reason to capture increment. He asked if the council had reviewed the economic development plan attached to the EDA resolution. He suggested that trails could be built using increment. Discussion ensued.

Councilmember Crocker asked if the only way to do this was new development. Municipal Operations Consultant Norton explained that you can't capture increment on existing or base assessment. He stated that any new AV inside the EDA after the resolution was adopted could be captured. Clerk-Treasurer Young stated that to be fair, she didn't think there was enough education about TIF. Municipal Operations Consultant Norton stated that if the EDA was set up at 0 percent capture then that is why no increment is being captured. Brown County Democrat Editor Sara Clifford commented that the lack of increment capture is likely due to a decrease in the base. Town Attorney Roberts stated that property doesn't need to be new from ground up. He stated that you can capture AV on substantial improvements. Municipal Operations Consultant Norton agreed and commented that if the Council is thinking strategically it will use the RDC. Councilmember Crocker suggested that this Council needs to empower the RDC. Municipal Operations Consultant Norton suggested the RDC is on the presentation to encourage the use of the RDC. Vice-President Gredy suggested education. Municipal Operations Consultant Norton suggested that the Council is underusing the TIF tool. Councilmember Crocker suggested looking at business license fees. Vice-President Gredy stated that everything needs an update.

President Gore suggested a RDC/TIF seminar. Municipal Operations Consultant Norton suggested a business support policy. He explained primary and secondary employers. Councilmember Crocker stated that Nashville is full of secondary employers. Municipal Operations Consultant Norton suggested creating policy to create gap financing. He suggested TIF is good to use for gap financing. Additional discussion ensued.

E. Public Safety.

Municipal Operations Consultant Norton stated that the Council needs to drive the 5-year growth plan for the PD and FD. He suggested that the Council should understand the PD SOPs. Councilmember Crocker suggested the Town/County relationship should be a priority. Additional discussion ensued.

F. Human Capital Amenities, Retention and Attraction.

Municipal Operations Consultant Norton suggested the Council consider whole life community or diversity in housing policies. Councilmember Crocker asked how to discourage the use of single-family homes for vacation rentals. Town Attorney Roberts suggested that the courts will decide soon. Town Attorney Roberts suggested tourist homes are heavily restricted in Nashville and Brown County. Vice-President Gredy has talked to people that turned homes into short term rentals because they couldn't deal with managing a long-term rental any longer. Councilmember Rudd suggested changes to residential zoning and lot and home size. Municipal Operations Consultant Norton suggested multi-family and mixed use. Additional discussion ensued.

G. Build Drain.

Councilmember Hofstetter stated that brain drain will be a big issue and challenge. She suggested that this should be something that the Council focuses on. Municipal Operations Consultant Norton described homecoming grant programs to eliminate student loan debt. He stated that whole life policies are needed to eliminate brain drain. Councilmember Hofstetter suggested it would be helpful to have a focus group of youth including IU students. Municipal Operations Consultant Norton stated that he didn't put amenities in the list. Police Chief Seastrom stated it goes back to the brand. Additional discussion ensued.

H. Main Street.

Municipal Operations Consultant Norton stated that parking is an item to consider. He indicated it was not a problem now, but policy should be considered. He commented that he is pro-historic preservation and suggested establishing a historic preservation commission and conservation district. He stated that the guidelines are important. Municipal Operations Consultant Norton suggested building owner assistance including façade grant programs. He asked if the food and beverage priorities need to change.

I. Culture, Recreation and Public Health.

Municipal Operations Consultant Norton suggested policy be discussed to enhance the art identity and brand. He suggested a digital arts brand. The group discussed parks and park funding. Brown County Democrat Editor Clifford suggested some communities use the growth factor to fund parks. Municipal Operations Consultant Norton discussed environmental sustainability. Utility Manager Cassidy asked how to get something from the state park. Municipal Operations Consultant Norton discussed writing a letter to ask the state if they would give Nashville a payment in lieu of taxes. Discussion ensued.

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J. Infrastructure.

Municipal Operations Consultant Norton discussed a lack of sidewalks at the music center. He suggested that the Council consider development policy that would require sidewalks. Vice-President Gredy asked about ADA compliance. Additional discussion ensued.

K. Closing.

Municipal Operations Consultant Norton closed his presentation and suggested that the next meeting should focus on two focus areas and action items for each. Municipal Operations Consultant Norton suggested that the Council take the outline and focus on action items for focus areas.

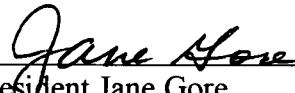
The group discussed next steps and the use of the strategic doing questions to accomplish the goals and action items. The group discussed the live streaming of meetings and interactive agendas. Municipal Operations Consultant Norton suggested focusing on the areas of responsiveness and economic development and create action items for the next strategic meeting. Municipal Operations Consultant Norton stated that the Governor had a legislative agenda and asked the Council if they had a legislative agenda. The Council suggested that the interactive agenda begin in January. Municipal Operations Consultant Norton suggested that the Council should create a parliamentary procedure manual. Additional discussion ensued.

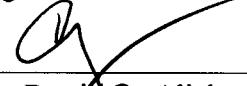
5) ADJOURNMENT

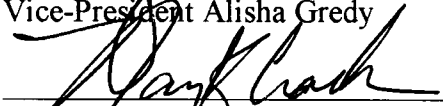
Councilmember Rudd moved to adjourn. Vice-President Gredy seconded the motion. Motion carried. Meeting adjourned at 9:35 pm.

The audio recording made at the Town Council meeting on 12-12-19 is retained in the office of the Town Clerk-Treasurer.


Clerk-Treasurer Brenda K. Young


President Jane Gore


Vice-President Alisha Gredy


Councilmember Nancy Crocker


Councilmember Anna Hofstetter


Councilmember Dave Rudd

Proposed Agenda Items for the Strategic Directions Workshop 12-12-2019

1. Discuss Vehicle Lease Program for Public Safety and Public Works Vehicles
2. Discuss Fire Territory/District and Full Time Fire Service

Workshop:

1. Kick Off Meeting Review
2. Policy Focus Areas (Economic and Social Sustainability)
 - A. Responsive Government
 1. Communication
 - a. Develop an Internal/External Communication Plan
 - b. Establish a PR Department
 - c. Utilize Social Media
 - d. Develop a new website/app
 2. Council Action
 - a. Develop an Interactive Agenda for all Public Meetings
 - b. Live Stream all Public Meetings
 - B. Community and Economic Development
 1. Identity
 - a. Identify and Establish Nashville's Economic Identity/Brand
 - b. Identify and Establish Nashville's Social Identity/Brand
 - c. Identify and Establish Nashville's Tourism Identity/Brand
 1. Community Planning
 - a. Update the Town's Comprehensive Plan to Match the Brand
 - b. Develop an Infill Development Plan/Strategy
 - c. Review and Update Planning and Building Fees
 2. Strategic and Transactional Economic Development (Attracting New Investment)
 - a. Develop a Marketing Business Plan
 - b. Identify and create the process to invest in high-risk/reward growth opportunities
 - c. Utilize the TIF Tool and update the Town/RDC (EDA) Economic Development Plan.
 - d. Reduce Red Tape – Identify Restrictive Local Regulations
 3. Existing Business Retention and Support
 - a. Establish a strong support network for entrepreneurs (primary and secondary employers)
 - b. Establish Incentive Programs to Assist with Gap Financing (TIF)
 - c. Reduce Red Tape – Identify Restrictive Local Regulations
 - C. Public Safety (Police and Fire)
 1. Police
 - a. Develop a Comprehensive, 5 year Business/Growth Plan
 - b. Assess all Equipment

- c. Establish a Rotating Vehicle Lease Project (Commence 2020)
 - d. Review and Update all SOPs
 - 2. Fire
 - a. Identify short term funding sources for the NVFD
 - b. Develop Comprehensive, 5 Year Plan for the NVFD
 - c. Conduct a Feasibility Study to determine the government's ability to establish and fund a full time fire district/territory
 - d. Identify Mutual Goals and Collaborate with the County Commissioners and all other departments in Brown County to enhance efforts in a cost effective manner
- D. Human Capital Amenities, Retention and Attraction
- 1. Attainable Housing
 - a. Establish Diversity in Housing Policy (Whole Life Community Policy)
 - b. Encourage High Density Single Family/Multi-Family Housing
 - c. Establish Residential Tax Abatement Programs
 - d. Discourage Use of Single Family homes for Vacation Rentals
 - e. Incentivize the Home Development Community
 - 2. Reverse Brain Drain
 - a. Establish Homecoming Grant Programs
 - b. Enhance the Youth Council
 - c. Collaborate with BCS to Develop Home Grown Entrepreneur Programs
 - 3. Attraction
 - a. Establish Student Loan Forgiveness Program (Similar to Homecoming Program)
- E. Main Street/Central Village/Downtown
- 1. Improve Parking
 - a. Paid Parking
 - b. Parking Structure
 - 2. Historic Preservation
 - a. Establish a Historic Preservation Commission
 - b. Establish a Conservation District
 - c. Establish Reasonable and Economically Feasible Set of Preservation Standards
 - 3. Building Owner Assistance
 - a. Establish a Façade Grant Program – TIF, USDA, Food and Beverage, EDIT
- F. Culture, Recreation and Public Health
- 1. Arts
 - a. Establish Art Identity and Brand
 - b. Develop/Combine national and local public art programs
 - 2. Parks
 - a. Develop Connectivity Plan for Green Space
 - 3. State Park Collaboration

4. Environmental Sustainability
 - b. Establish Sustainability Commission
 - c. Consider Local Regulations
 - d. Encourage Recycling and Use of Natural Products
5. Mental Health

- G. Infrastructure (Road, Pedestrian, Parks and Utility)
 1. Develop a long term Capital Improvement Plan
 2. Develop a Comprehensive Infrastructure Maintenance Plan
 3. Develop a Bicycle Pedestrian Master Plan
 4. Develop a long term Transportation Master Plan
 5. Develop a long term Sanitary Sewer Master Plan
 6. Develop a long term Water Master Plan

Nashville Town Council

Strategic Direction Workshop 2

12/12/2019

-
- What could we do? What are all the possible opportunities before us, based on the resources that we currently have, that would help us move toward the future we'd like to see?
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- What should we do? We can't do everything – which opportunities, out of all the possibilities, should we pursue right now?
-
- What will we do? What commitments are we going to make to one another to start pursuing that opportunity that we've identified as the best one?
-
- What's our 30/30? When are we going to get back together (usually about 30 days from now) to talk about what we've learned, to adjust our direction based on those lessons if needed, and to set our course for the next 30 days?

Numbers

- \$132,000,000
- 59.7
- 40%
- 65 or Older
- 1067 – (825, 803)

Challenges

- Financial Resources
- Attainable Housing
- Changing Consumer
- Cost to Modernize Infrastructure
- Declining Population
- Real Estate (Condition and Availability)

Administration Strategic Direction

Areas of Focus

- Responsiveness and Transparency
- Safe Community
- Sound Fiscal Management
- Economic and Social Sustainability
- Community Development/Quality of Place
- Modernize Infrastructure
- Environmental Sustainability
- Sunsetting Business Ownership

Areas of Focus

- Responsive Government
- Community and Economic Development
- Public Safety (Police and Fire)
- Human Capital Amenities, Retention and Attraction
- Main Street/Central Village/Downtown
- Culture/Recreation and Public Health
- Infrastructure (Road, Pedestrian, Parks and Utility)

Responsive Government

Communication

- Develop an Internal/External Communication Plan
- Establish a PR Department
- Utilize Social Media
- Develop a new website/app

Responsive Government

Council Action

- Develop an Interactive Agenda for all Public Meetings
- Live Stream all Public Meetings

Community and Economic Development

Identity

- Identify and Establish Nashville's Economic Identity/Brand
- Identify and Establish Nashville's Social Identity/Brand
- Identify and Establish Nashville's Tourism Identity/Brand

Community and Economic Development

Community Planning

- Update the Town's Comprehensive Plan to Match the Brand
- Develop an Infill Development Plan/Strategy
- Review and Update Planning and Building Fees

Community and Economic Development

Strategic and Transactional Economic Development (Attracting New Investment)

- Develop a Marketing Business Plan
- Identify and create the process to invest in high-risk/reward growth opportunities
- Utilize the TIF Tool and update the Town/RDC (EDA) Economic Development Plan.
- Reduce Red Tape – Identify Restrictive Local Regulations

Community and Economic Development

Existing Business Retention and Support

- Establish a strong support network for entrepreneurs (primary and secondary employers)
- Establish Incentive Programs to Assist with Gap Financing (TIF)
- Reduce Red Tape – Identify Restrictive Local Regulations

Public Safety

Police

- Develop a Comprehensive, 5 year Business/Growth Plan
- Assess all Equipment
- Establish a Rotating Vehicle Lease Project (Commence 2020)
- Review and Update all SOPs

Public Safety

Fire

- Identify short term funding sources for the NVFD
- Develop Comprehensive, 5 Year Plan for the NVFD
- Conduct a Feasibility Study to determine the government's ability to establish and fund a full time fire district/territory
- Identify Mutual Goals and Collaborate with the County Commissioners and all other departments in Brown County to enhance efforts in a cost effective manner

Human Capital Amenities, Retention and Attraction

Attainable Housing

- Establish Diversity in Housing Policy (Whole Life Community Policy)
- Encourage High Density Single Family/Multi-Family Housing
- Establish Residential Tax Abatement Programs
- Discourage Use of Single Family homes for Vacation Rentals
- Incentivize the Home Development Community

Human Capital Amenities, Retention and Attraction

Reverse Brain Drain

- Establish Homecoming Grant Programs
- Enhance the Youth Council
- Collaborate with BCS to Develop Home Grown Entrepreneur Programs

Human Capital Amenities, Retention and Attraction

Attraction

- Establish Student Loan Forgiveness Program (Similar to Homecoming Program)

Main Street/Cental Village/Downtown

Improve Parking

- Paid Parking
- Parking Structure

Main Street/Central Village/Downtown

Historic Preservation

- Establish a Historic Preservation Commission
- Establish a Conservation District
- Establish Reasonable and Economically Feasible Set of Preservation Standards

Main Street/Central Village/Downtown

Building Owner Assistance

- Establish a Façade Grant Program – TIF, USDA, Food and Beverage, EDIT

Culture, Recreation and Public Health

Arts

- Establish Art Identity and Brand
- Develop/Combine national and local public art programs

Culture, Recreation and Public Health

Parks

- Develop Connectivity Plan for Green Space

Culture, Recreation and Public Health

State Park Collaboration

Environmental Sustainability

- Establish Sustainability Commission
- Consider Local Regulations
- Encourage Recycling and Use of Natural Products

Mental Health

Infrastructure (Roads, Pedestrians, Parks and Utilities)

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- Develop a long term Capital Improvement Plan
- Develop a Comprehensive Infrastructure Maintenance Plan
- Develop a Bicycle Pedestrian Master Plan
- Develop a long term Transportation Master Plan
- Develop a long term Sanitary Sewer Master Plan
- Develop a long term Water Master Plan