



Investing in Danville

A Public-Driven Plan

For Best Use Of Casino Revenues

December 2020

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Agenda

PROJECT OVERVIEW

POTENTIAL REVENUE OVERVIEW

**EQUITY MAPPING &
CONSIDERATIONS**

**PUBLIC SURVEY & TOWN HALL
FEEDBACK**

**INVESTMENT
RECOMMENDATIONS**

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Project Overview



Investing in Danville: Overview

- ◆ On November 3, Danville voters approved development of a resort casino at the former Dan River Mills industrial complex at the Schoolfield property.
- ◆ The signed development agreement with Caesars Entertainment outlines one-time and ongoing income for the City of Danville:
 - One-time upfront payment of \$20 million*
 - Recurring annual payment to the City from Caesars estimated to be \$12 million
 - Caesars estimated and City consultants confirmed that by the third year of operation, the casino is projected to generate more than \$26 million in annual tax revenue for the City:
 - \$22 million per year in gaming tax revenue
 - \$4.2 million in meals, sales, hotel/motel, and property taxes
- ◆ Estimated total annual City revenue from the casino is more than \$38 million

**Casino Resort Development Agreement, signed and dated September 3, 2020*

Source: All figures based on estimates provided by Caesars and reviewed by Convergence Strategy Group



Investing in Danville Overview

- ◆ Danville's challenge – **identify the best ways to invest an estimated \$138.4 million for a better Danville through 2026** – sparked the Investing in Danville process.
- ◆ The process was established to identify thoughtful, equitable and community-driven solutions to use funds in a way that will make the most positive impact in Danville's neighborhoods and communities.
- ◆ The City initiated the process in August 2020 as a proactive measure to support and enable quick decision-making if the referendum were to pass. This allowed the City ample time to create forums to engage the community for input and feedback.



Investing in Danville Process Overview



Convene Investing in Danville Advisory Committee and three public online town hall meetings



Quantify each investment area and make recommendations on funding source



Administer public survey



Finalize data analysis and research for each potential investment area for review by Investing in Danville Citizens' Advisory Committee



Analyze responses and feedback from town hall meetings and public survey



Deliver a final report that includes an outline of investments and their fiscal impacts, an overview of community feedback, and specific recommendations for investment priorities



Investing in Danville Process Overview

◆ Potential investment areas include:

- City infrastructure improvements
- Economic development
- Improving community health
- Public education
- Public safety
- Quality housing
- Quality of life amenities
- The City's long-term financial stability

◆ All are important to any city, but Danville's needs are unique





Role of Citizens Advisory Committee

- The City and PFM convened an 11-member Investing in Danville Citizens Advisory Committee made up of residents, local stakeholders and community leaders to inform, guide and champion the Investing in Danville process.
- The Citizens Advisory Committee's role included:
 - Provide input on potential revenue investment opportunities
 - Advise City leadership on the impacts of various policy choices on the community
 - Attend all meetings and review community member input from online town hall meetings as well as online survey feedback
 - Support City leadership in explaining investment opportunities and ensuring community is engaged and well-informed regarding potential investment choices and proposals
 - Inform budgeting priorities for casino-generated revenue with a focus on economic sustainability and addressing equity issues in the community



Citizens Advisory Committee Members

- ◆ **Ann Stratton**, Executive Director, Smart Beginnings Danville Pittsylvania
- ◆ **Crystal Cobbs**, Chairwoman, Danville Public Schools School Board
- ◆ **Frank Wickers**, Danville-Pittsylvania Community Services Board
- ◆ **Greg Hairston**, Attorney and Counselor at Law
- ◆ **Joy Wood**, Branch Manager, Movement Mortgage LLC; Chairwoman of Danville Neighborhood Development Corporation
- ◆ **Kenny Lewis**, Executive Director, Danville Church-Based Tutorial Program
- ◆ **Kristin Barker**, Founder, Center for Pediatric Therapies and Building Blocks Center for Children with Autism; IDA member
- ◆ **Matt Switick**, Owner, Cottontail Weddings & Events
- ◆ **Paul Liepe**, Executive Director, Friends of the Old West End
- ◆ **Porchia Russell**, Instructor, Rockingham Community College; Middle Border Forward Board Member
- ◆ **Sheila Williamson-Branch**, City Treasurer, City of Danville



Investing in Danville Guiding Principles

The PFM team identified key considerations to inform how City leadership could consider and prioritize recommendations for funding. Those principles include:

◆ Goals identified by City Council:

- Education
- Economic development
- Public safety

◆ Additional priorities identified by City staff and Advisory Committee:

- Good, safe homes and neighborhoods
- Parks and community centers
- Reduce poverty
- Improve health outcomes

◆ Targeting neighborhoods and people for equity and resiliency by considering:

- What inequities or barriers currently exist?
- How do we support our most vulnerable populations?
- What projects will help address systemic inequities?



Investing in Danville Guiding Principles

- Use one-time revenue for one-time expenses
 - Meet current obligations before creating new ones
 - Emphasize return on investment (money and quality of life)
 - Take good care of what we build and own
 - Identify the desired outcomes and intended beneficiaries of investments
- Where possible, the City should:
 - Use casino revenues to invest in organizations with specialized expertise and capacity that further the City's goals
 - Use casino dollars as match funding to maximize the impact of financial investments
 - Use funds to ignite collaboration among existing programs and institutions



Potential Revenue Overview



Investing in Danville: Potential Revenue

- The City expects one-time and ongoing income associated with the casino
- “Up front” money (one-time revenue):
Caesars pays City \$20 million
- Ongoing revenue: Three years after opening, Caesars projects recurring income of up to \$38.2 million per year if fully operational. Revenue sources include:
 - An annual payment from Caesars of \$12 million
 - Gaming revenue guaranteed to be at least \$5 million annually but is projected to be \$22 million
 - Revenue from hotel rooms, meals, sales, and property tax is projected to be \$4.2 million



**Casino Resort Development Agreement, signed and dated September 3, 2015
Source: All figures based on estimates provided by Caesars and reviewed by Convergence Strategy Group*



Overview of Revenue Sources

| Overview of Revenue Sources | Total |
|--|--|
| Contracted One-time Revenue: | |
| Caesars One-Time Payment Amount: | \$20,000,000 |
| Total One-time Revenue: | \$20,000,000 |
| Projected Recurring Revenue Sources: | |
| Caesars Annual Payment Amount: | \$12,000,000 |
| Annual Gaming Tax Revenue: | \$22,000,000 (minimum of \$5 million) |
| Annual Other Tax Revenue: (Sales, Hotel, Meals, Property) | \$4,200,000 |
| Total Projected Recurring Revenue: | \$38,200,000 |

Source: Casino Resort Development Agreement, signed and dated September 3, 2020
Source: All figures based on estimates provided by Caesars and reviewed by Convergence Strategy Group



Overview of Revenue Sources

- ◆ The casino contract provides for a one-time payment of \$20 million by the end of 2020 with the passage of the casino referendum.
- ◆ Recurring revenue is expected to begin in 2023 with the opening of the casino. After the first year of operations, Caesars projects casino revenue to steadily increase to the full projected revenue amount of \$38.2 million by its third full year of operations in 2026. At minimum, the City would receive \$6.9 million in annual recurring revenue based on the negotiated minimum guarantee and the site's property taxes.

| | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 |
|----------------------|--------------------------------|-----------------|-----------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|
| | Casino Referendum Passes | Build Casino | Build Casino | Year 1 of Casino Operation | Year 2 of Casino Operation | Year 3 of Casino Operation | Year 4 of Casino Operation |
| One-time Revenue | \$20.0 million | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Recurring Revenue | \$0 | \$0 | \$0 | Up to \$15.1 million | Up to \$30.3 million | Up to \$34.8 million | Up to \$38.2 million |

Source: Casino Resort Development Agreement, signed and dated September 3, 2020
Source: All figures based on estimates provided by Caesars and reviewed by Convergence Strategy Group



Proposed Investments – Caesars One-Time Payment

| | | |
|---|--|---------------------|
| Caesars One-Time Payment Amount: | | \$20,000,000 |
| Contractually Obligated or Planned Uses: | | |
| Upfront Payment to Purchase Schoolfield Site From IDA* | | \$5,000,000 |
| New Police Headquarters Down Payment | | \$5,924,000 |
| Available One-Time Payment After Contractually Obligated or Planned Uses | | \$9,076,000 |

| | | |
|---|--|-------------|
| Other Proposed Uses for One-Time Payment | | |
| Riverfront Park Investments | | \$4,000,000 |
| Redevelopment of White Mill | | \$3,000,000 |
| Neighborhood Revitalization | | \$2,000,000 |
| Airport Renovation Funding Match | | \$1,000,000 |

*Contractual obligation with receipt of recurring revenue

Source: Casino Resort Development Agreement, signed and dated September 3, 2020
Source: All figures based on estimates provided by Caesars and reviewed by Convergence Strategy Group



Proposed Investments – Projected Recurring Revenue

| | | |
|---|--|---------------------|
| Projected Annual Recurring Revenue: | | \$38,200,000 |
| Planned Uses: | | |
| Schoolfield Area Fund/Reinvestment to West Main Street Corridor (5 percent of annual payment for years 1-10)* | | \$350,000 |
| Police Headquarters Project (annual lease payment) | | \$1,511,976 |
| Available Recurring Revenue After Contractually Obligated Uses | | \$36,338,024 |

*Contractual obligation with receipt of recurring revenue. Five percent of a portion of the annual payment from Caesars to the City would go into a fund for the Schoolfield area for the first 10 years. (\$350,000 per year) The following 15 years, that amount would be 3 percent. (\$210,000) By mutual agreement afterward, it would either end or continue.

Note: At minimum, the City would receive \$6.9 million in annual recurring revenue based on the negotiated minimum guarantee and the site's property taxes.

Source: Casino Resort Development Agreement, signed and dated September 3, 2020

Source: All figures based on estimates provided by Caesars and reviewed by Convergence Strategy Group



Potential Revenue Impact

- ◆ After contractual obligations, Caesars projects the City of Danville to have about **\$9.1 million** in 2020 one-time funds and **\$36.3 million** in annual recurring revenue by 2026 to invest in City programs and fund priorities.
- ◆ This means Caesars projects the casino will generate **\$138.4 million** in revenue for the City through 2026, inclusive of one-time and recurring revenue, to be available for investment after contractual obligations are met.
- ◆ These funds present a unique opportunity for Danville:
 - An additional \$138.4 million over the next six years would allow the City to ensure a strong overall financial outlook and address structural budget shortfalls.
 - The funds also give the City a rare opportunity to strategically address a wide range of needs by funding key priorities and programs that could not otherwise be funded.

Source: Casino Resort Development Agreement, signed and dated September 3, 2020
Source: All figures based on estimates provided by Caesars and reviewed by Convergence Strategy Group



Revenue and Investment Considerations

- ◆ Gaming, hotel, meals, sales and property tax revenues are all contingent upon performance of the casino.
- ◆ Guaranteed funds include the up-front \$20 million one-time payment in 2020 and the guaranteed \$5 million recurring annual payment from Caesars directly to the City.
- ◆ Because non-guaranteed revenue will depend upon project performance, the City should not make long term spending commitments based upon it.
 - For example, unlike guaranteed revenue, it should not be budgeted to support debt or recurring costs.
 - The City might consider re-evaluating this approach once a predictable flow of revenue is established.
 - The City should develop contingent investment strategies based on projected non-guaranteed revenue.



Equity Mapping & Considerations



Key Equity Considerations

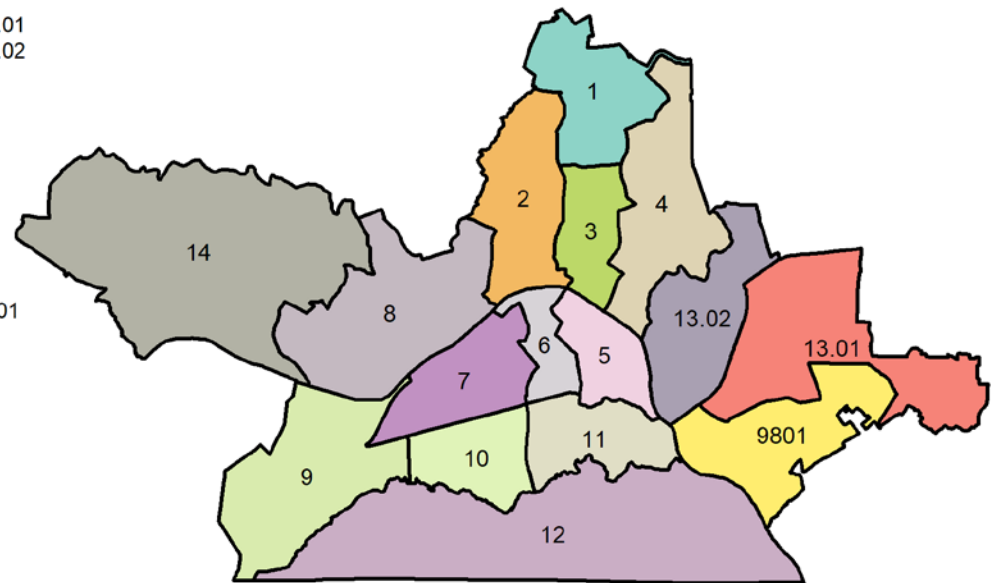
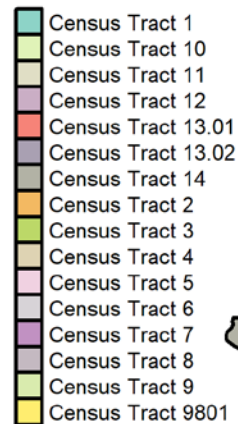
- ◆ The City should consider existing inequities in Danville when allocating casino revenue dollars.
- ◆ Danville, like many cities across the country, has geographically concentrated pockets of inequity. Often aligned by race, certain areas of the city have lower socioeconomic status, educational attainment and access to quality housing, health and opportunity.
 - Danville residents enjoy differing quality of life that varies with their race and where they live.
 - The City should consider an approach that addresses these inequities by targeting investments.
 - The Danville Neighborhood Development Corporation (DNDC) has identified many of these same areas for its development and investment efforts.
- ◆ In particular, four census tracts (4, 5, 6, and 10) in central and north/northeast Danville have the highest concentrations of poverty.



Overview of Equity Mapping

- ◆ To inform discussion of potential investment areas and regions where the City should target investment, the PFM team compiled a series of demographic and social indicators.
- ◆ These indicators are mapped by census tract and analyzed to demonstrate varying levels of need for areas and populations within Danville.

Census Tract





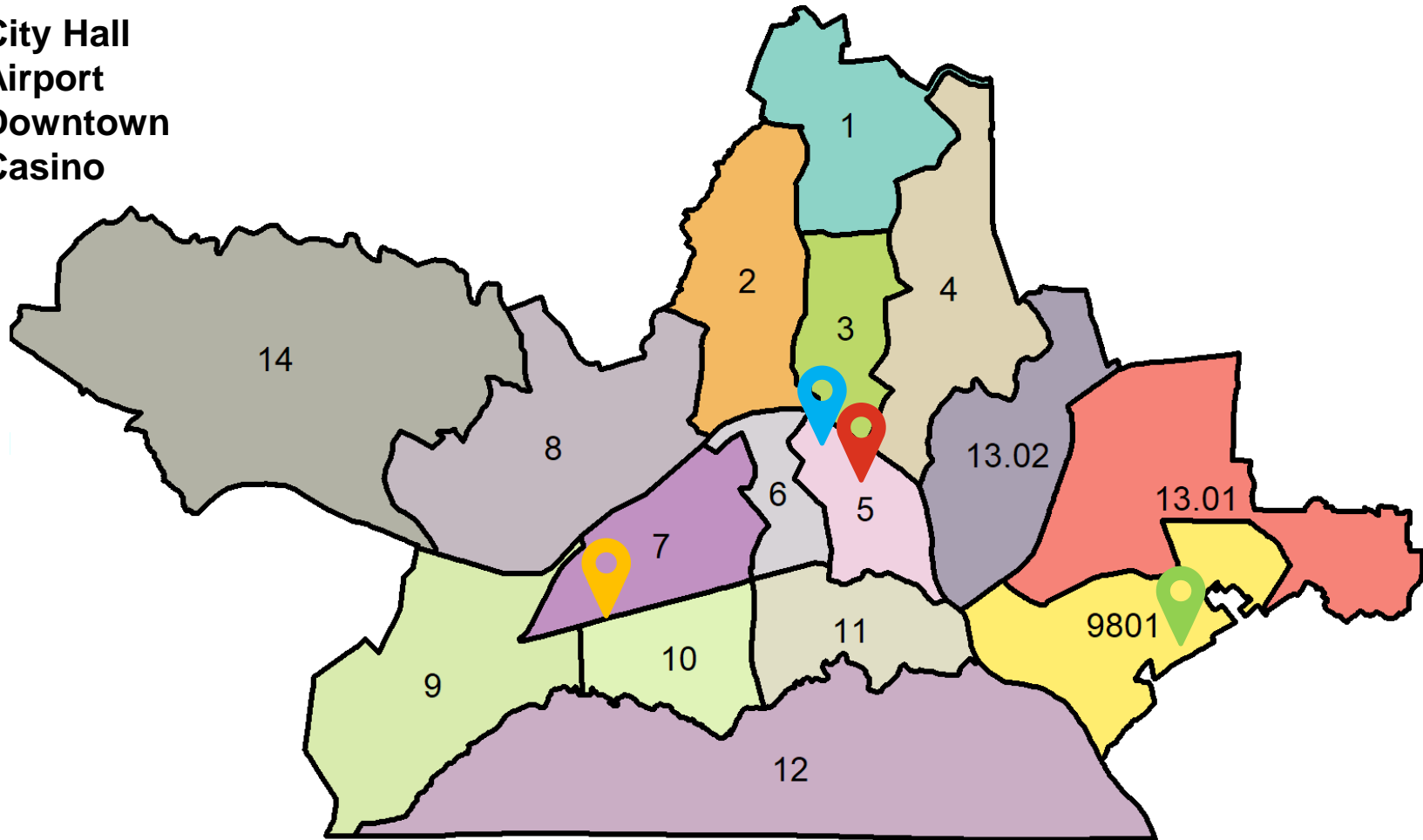
Overview of Equity Themes

- The PFM Team used data from the Census Bureau's 2018 American Community Survey five-year (2014-2018) data set to examine demographics including:
 - Race and ethnicity
 - Poverty
 - Unemployment
 - Educational attainment
 - Home value
 - Housing characteristics
- The team also compiled educational data from the state and Danville Public Schools.
- Additionally, PFM examined indicators such as proximity to public health clinics, healthy food, and outdoor health amenities like parks and trails to inform findings around community health and well-being.



Landmarks: Contextualizing the City Map by Census Tract

-  City Hall
-  Airport
-  Downtown
-  Casino





Overview of Equity Analysis Findings

- Race is concentrated in specific census tracts
 - Census tracts 3, 4, 5, 6, 10 and 11 are more than 60 percent Black.
 - Census tracts 14 and 7 are more than 60 percent White.
- The census tract with highest concentrations of White residents (14) has the greatest concentration of owner-occupied units, the second-highest concentration of residents with at least a bachelor's degree, and the highest median home value in the city.
- The central and northeastern areas of the city -- census tracts 3, 4, 5, 6, and 10 -- have higher concentrations of poverty, lower educational attainment, less homeownership and lower home values
 - Census tracts 4, 5, and 10 have the highest poverty levels in the city and some of the lowest rates of educational attainment.
 - More half of residents in census tracts 4, 5, 6, and 10 have either no high school diploma or a high school/equivalent diploma in addition to the lowest homeownership rates and home values.



Public Survey & Town Hall Feedback



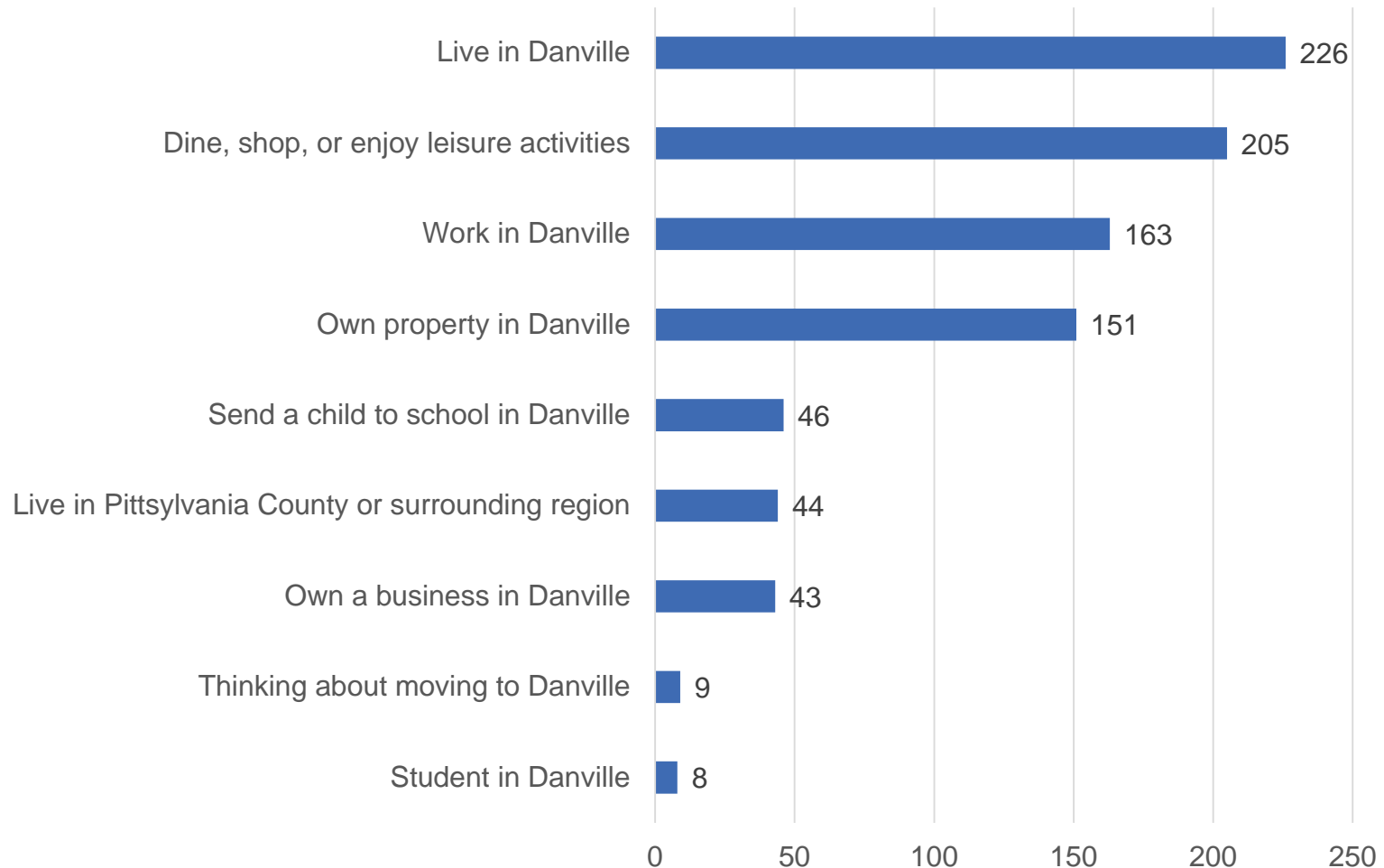
About the Survey and Town Halls

- To better understand citizen and stakeholder ideas and priorities, the City of Danville and PFM hosted three virtual town hall events and created an online survey.
- Respondents to the online survey were asked to rank the importance of different investment areas and were given the opportunity to leave open-ended responses with additional investment ideas and feedback.





Survey Question: **What is your connection to Danville?**



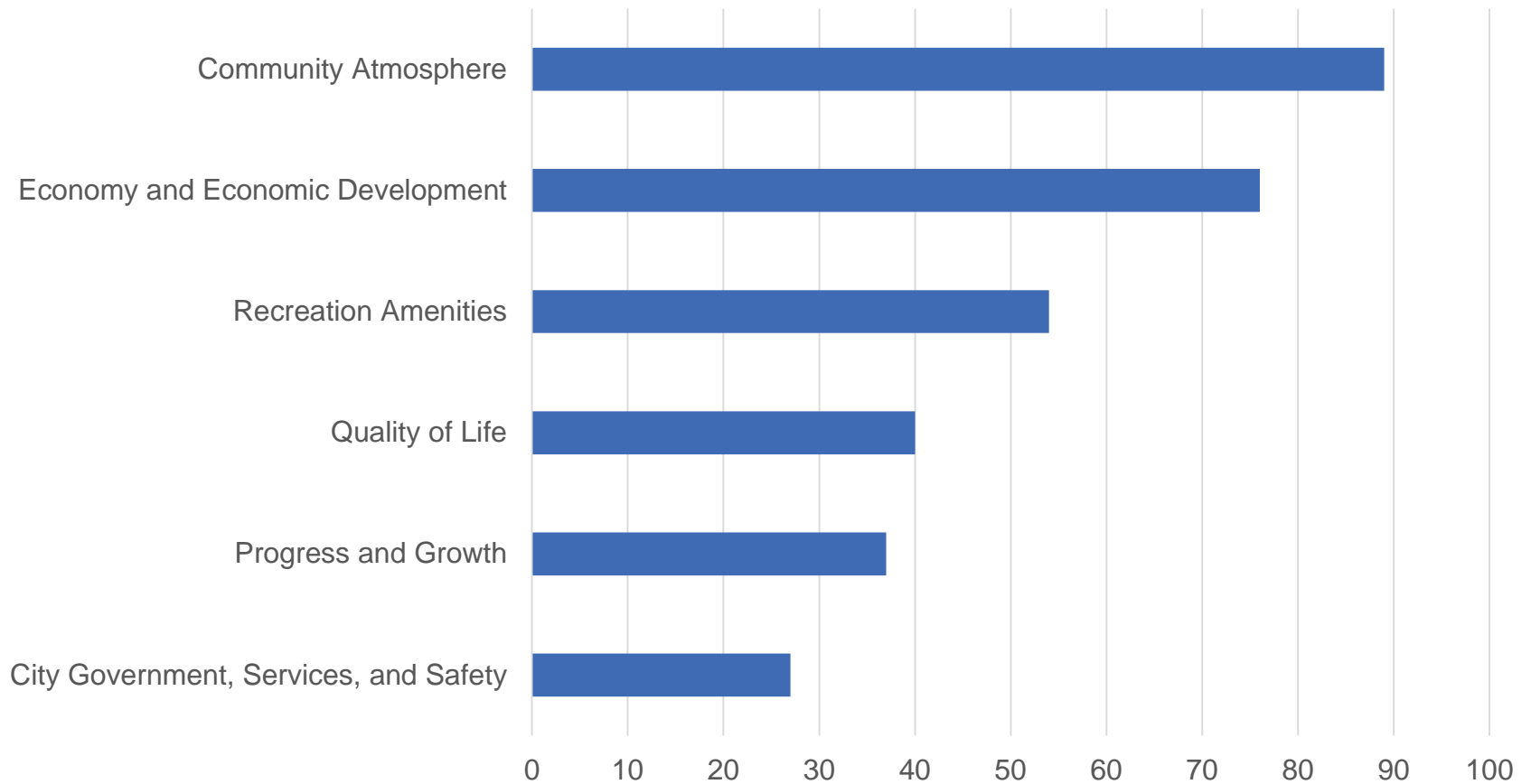


Survey Question: What do you like about Danville? Please describe what aspects of the City make you proud or that you think the City does well.

- ◆ Responses to this open-ended question were tagged based on recurring themes. Out of the 201 responses, some common themes emerged:
 - Community Atmosphere
 - Economy and Economic Development
 - Recreation Amenities
 - Quality of Life
 - Progress and Growth
 - City Government, Services, and Safety



Survey Response Tags: **What do you like about Danville?**





What survey respondents said they like about Danville

“It is a city with a **small town feel** with amenities like the **Riverwalk Trail**, parks for families, a **beautifully revitalized downtown**, a great library and a government that cares about its citizens. I'm proud of their accomplishments such as being named an **All-American City** and the various other recognitions that the public doesn't always see.”

“Low cost of living, **great amenities** (downtown, library, Riverwalk, variety of businesses) no traffic! I've lived here for almost seven years and am pleased with the many improvements I've seen in that time.”

“The area is beautiful. There is a lot of **great outdoor recreation**. The downtown is starting to have some **new and exciting features** and businesses.”

“I like that Danville is managing to thrive and build in spite of the loss of manufacturing. I like that it's **developing the downtown** area and trying to attract businesses. It was already a pretty good place for children or a place to retire and now it's becoming more **attractive to young people** and the career crowd.”

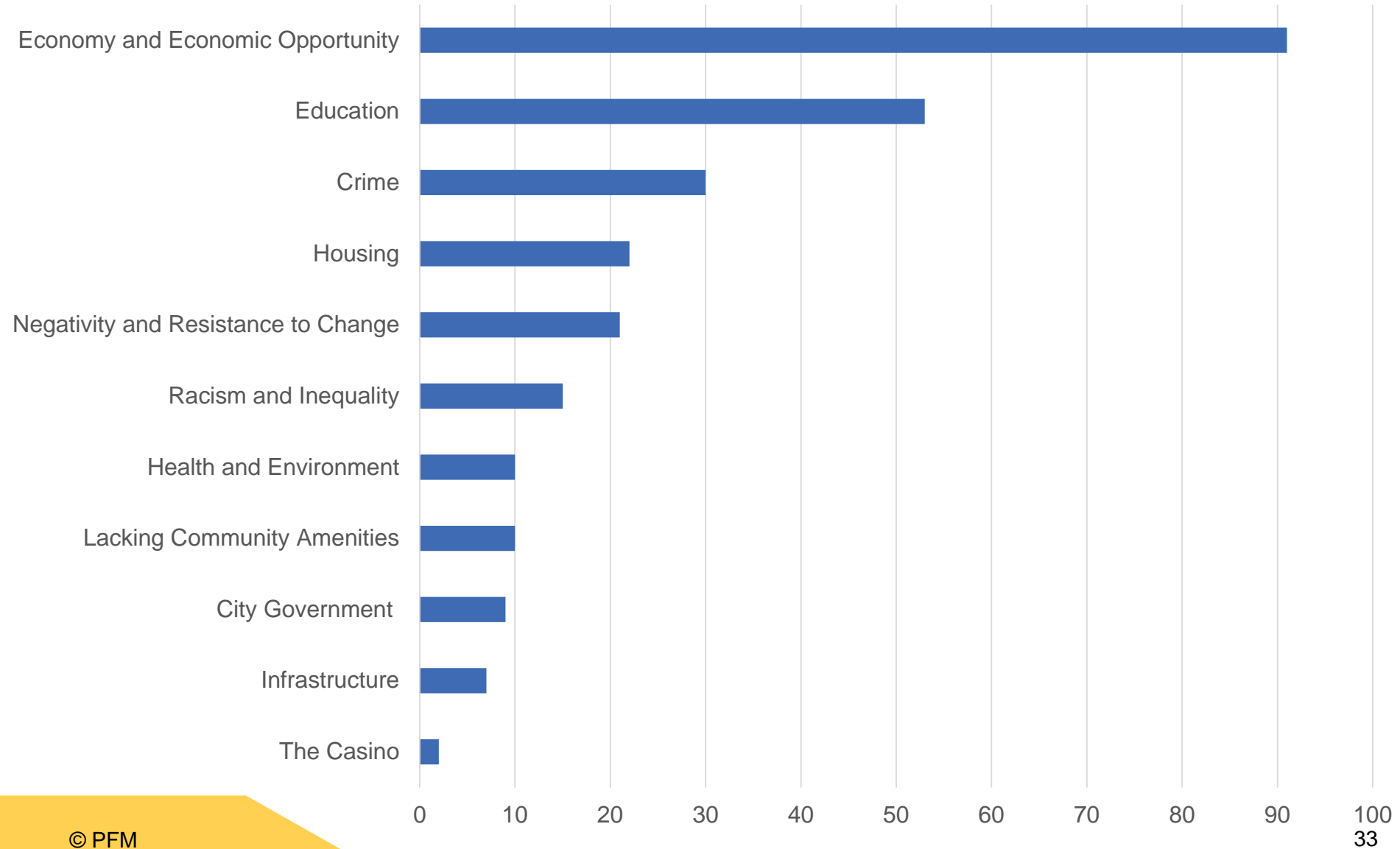


Survey Question: What is the greatest or biggest challenge facing Danville?

- Respondents were given an additional open-ended question, this time asking them about Danville's perceived weaknesses. From 96 responses, some common themes emerged:
 - Economy and Economic Opportunity
 - Education
 - Crime
 - Housing
 - Negativity and Resistance to Change
 - Racism and Inequality
 - Lacking Community Amenities
 - Health and Environment
 - City Government
 - Infrastructure
 - The Casino



Survey Response Tags: What is the greatest or biggest challenge facing Danville?





What survey respondents said are Danville's challenges

"The biggest challenge is related to **poverty** and its societal impacts like **school performance, crime, and economic opportunity.**"

"I think the greatest challenge facing Danville is racism and the **extreme racial disparities** it has produced. This has impacted our **community's health, education, workforce, and quality of life.** I worry that the City does not focus enough on developing policy and systems changes that would improve equity. I fear that the **lack of attention to this issue will continue to make us vulnerable** to health, environmental, and economic changes."

"The **weakness of our public schools.** If we continue to cultivate an uneducated population, we will have no future."

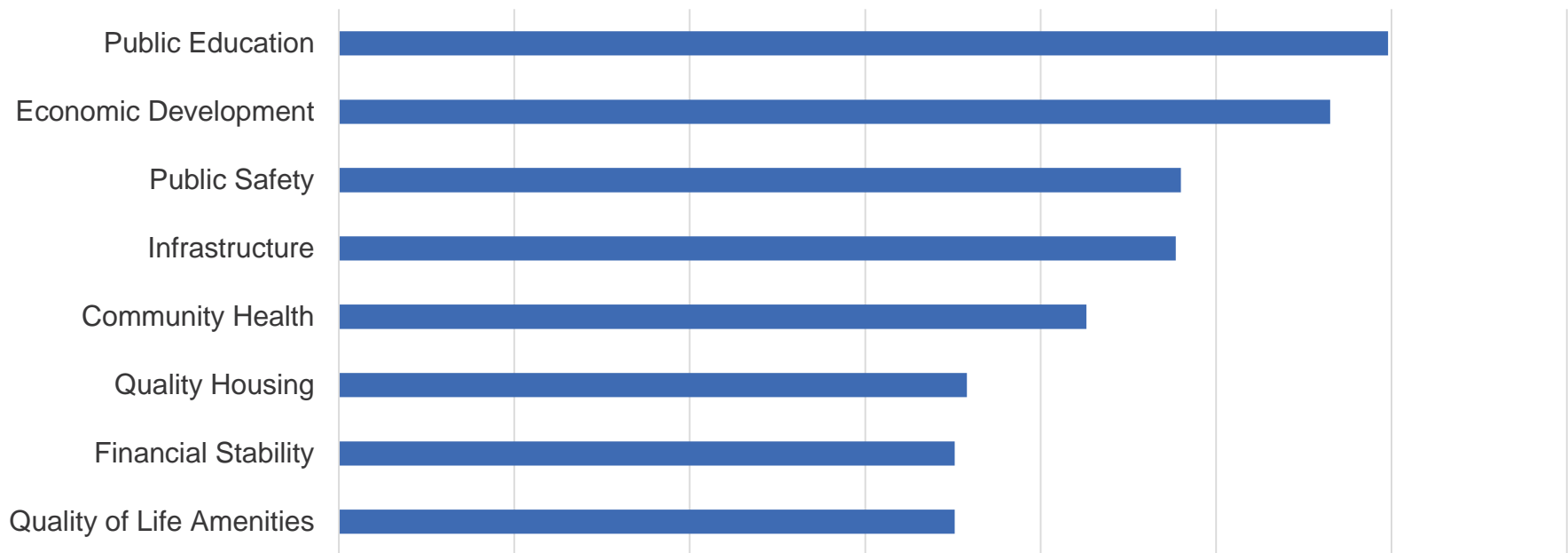
"The biggest challenge I see is **changing mindsets** and becoming more progressive in what we want our city to look like."



Investing in Danville: Overall Priority Rankings

- ◆ Respondents were asked to rank investment areas from greatest to least importance to Danville.
- ◆ In rankings and open-ended responses, respondents highlighted education and the importance of a strong regional economy.

Weighted Ranking of Priorities



Responses: 200, Skipped: 1



Overall Ranking of Seven Investment Areas

- Though public safety was ranked third overall, infrastructure improvements and financial stability were ranked first more often. Interestingly, financial stability ranked last by weighted average, but open-ended responses and raw data indicate a small group that prioritizes it above all other investment areas.

Rank Frequency of Responses by Investment Area

| Ranking: | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | Overall Ranking |
|------------------|-----------------------------|----|----|----|----|----|----|----|----|-----------------|
| Investment Areas | Public Education | 57 | 45 | 21 | 24 | 21 | 10 | 9 | 6 | 1 |
| | Economic Development | 49 | 29 | 36 | 21 | 24 | 14 | 11 | 8 | 2 |
| | Public Safety | 18 | 24 | 33 | 38 | 34 | 16 | 17 | 14 | 3 |
| | Infrastructure Improvements | 27 | 25 | 24 | 36 | 17 | 22 | 23 | 17 | 4 |
| | Community Health | 7 | 28 | 30 | 23 | 29 | 34 | 21 | 23 | 5 |
| | Quality Housing | 8 | 13 | 21 | 14 | 28 | 38 | 46 | 26 | 6 |
| | Quality of Life Amenities | 6 | 16 | 17 | 23 | 24 | 32 | 43 | 36 | 7 |
| | Financial Stability | 23 | 14 | 12 | 16 | 17 | 27 | 25 | 65 | 8 |

Responses: 200, Skipped: 1



Public Education Overview

- ◆ Public education is one of three focus areas established by City Council to make Danville a more attractive place to live and work.
- ◆ Public education was ranked first of the priority areas by citizens in the Investing in Danville Public Survey.
- ◆ Survey responses and town hall comments recognize that many of Danville's public schools have struggled with state accreditation and the school's capital infrastructure requires renovation and reinvestment.
- ◆ Under the general heading of improving public education, survey respondents were asked to prioritize:
 - After-school programs for youth
 - Classroom education
 - Extracurricular activities
 - Improvements to school buildings
 - Investment in school amenities



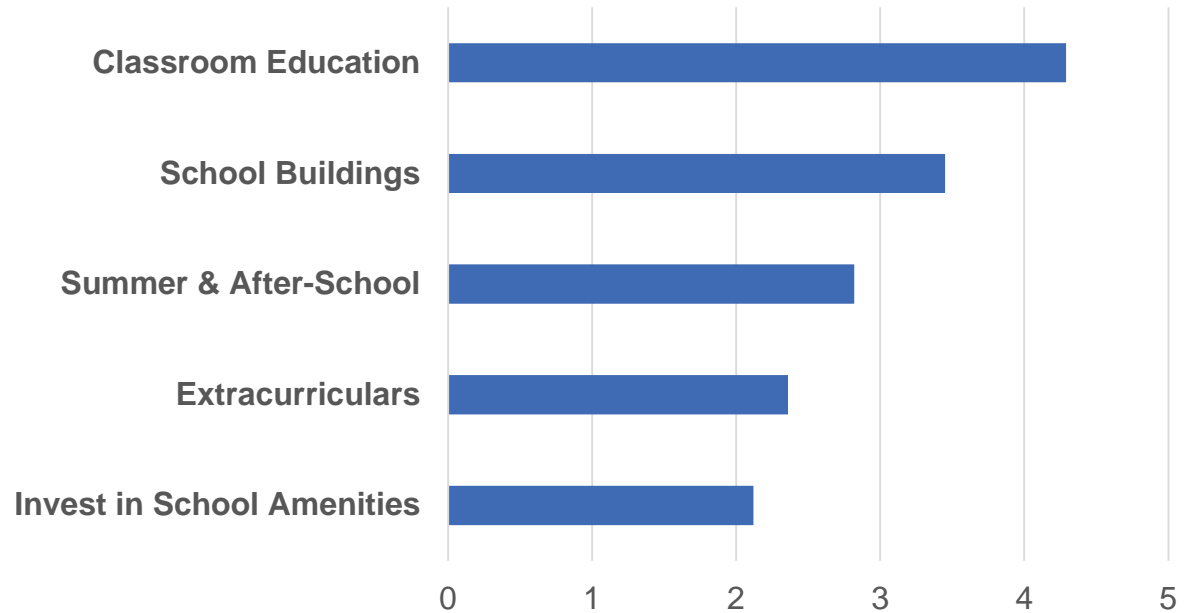


Public Education

Answered: 169

Skipped: 32

Public Education Survey Results





Other Education Investment Ideas

- ◆ **Wraparound services**
- ◆ **Pre-K** for disadvantaged families
- ◆ STEAM-H (Science, technology, arts, engineering, math, health) related programs
- ◆ Increase **parent involvement** in schools
- ◆ Hire **education consultants** to improve schools
- ◆ Increase teacher salary
- ◆ **Modernize technology** in schools (school issued laptops or tablets)
- ◆ Consider magnet or charter schools
- ◆ **Four-year state college**
- ◆ **Youth commission on race relations, poverty, and LGBTQ+ issues**, to promote tolerance and acceptance
- ◆ Convert some schools into community centers
- ◆ Adult education and **parental training/life skills training** through DPS
- ◆ **Hospitality or culinary programs** at the high school that integrate well with programs at DCC and Averett
- ◆ **Support for special education students**
- ◆ Improve school sports facilities
- ◆ Encourage exchange student and study abroad programs



Economic Development Overview

- ◆ City Council identified, “Grow Danville”, as one of its focus areas.
- ◆ Survey respondents ranked economic development second-highest among the eight investment priorities.
- ◆ Survey respondents, town hall attendees, and City Council recognize the importance of continuing to grow, diversify, and strengthen the City’s economy.
- ◆ Under the general heading of economic development, survey respondents were asked to prioritize:
 - Business recruitment
 - Business retention
 - Create programs to reduce poverty
 - Support for minority- and women-owned businesses (MWBE), small businesses, and entrepreneurs
 - Tourism development
 - Workforce development



Economic Development

Answered: 165

Skipped: 36

Economic Development Survey Results





Other Economic Development Investment Ideas

- ◆ Programs to **retain youth**, like service projects that create work opportunities and a connection to the community
- ◆ Retain higher-income citizens
- ◆ Expand **apprenticeships and internships** as part of education/vocational training
- ◆ Prevent Danville from becoming a “one-economy” town; diversify the local economy
- ◆ **Ensure investment in the city is equitable** and not lopsided, invest in neighborhoods outside the Old West End and River District
- ◆ Invest more in the parts of the city that are successful, the Old West End and River District
- ◆ **Revolving business loan program**
- ◆ Affordable spaces for new businesses
- ◆ **Small business incubators**



Other Economic Development Investment Ideas

- ◆ **Tourism marketing**
- ◆ **Upfront tax exemptions and payments are too generous** to companies that relocate to Danville, should only be made available to companies after they spend a substantial amount of money
- ◆ Focus less on industrial parks, particularly the Berry Hill Park
- ◆ **Build shopping and dining options** on the vacant lot between 1121 West Main St to 1015 West Main, between the dentist office and The Schoolfield Restaurant
- ◆ **Improve look of existing buildings** (Old Dutch Shopping Center, Danville Mall, Southside Brake and Towing, Executive Inn, Economy Inn, Valero station and convenience store)
- ◆ **Market to retirees**
- ◆ **Financial literacy courses** for residents
- ◆ More attractive retirement options and pay for City employees to attract and retain talent



Other Economic Development Investment Ideas

- ◆ Many survey respondents noted specific ideas for amenities the City should explore for investment of anticipated casino-generated revenues. Those ideas include:
 - ◆ **Sports complex** – soccer, softball, basketball
 - ◆ **Water park** (indoor or outdoor)
 - ◆ **Amusement park**
 - ◆ Laws favorable to tourism and Airbnb
 - ◆ **Aquarium**
 - ◆ Artist colony
 - ◆ **Arena or convention center**
 - ◆ Zip line over the river
 - ◆ **Kayaking course** on the river, emphasize outdoor tourism
 - ◆ Non-casino tourism like **outlet shopping**
 - ◆ **Airport improvements**
 - ◆ **Minor league baseball**



Public Safety Overview

- ◆ City Council identified reduction of violent crime as one of its three focus areas.
- ◆ Survey respondents ranked public safety third of the eight investment priorities.
- ◆ Under the general heading of improving public safety, survey respondents were asked to prioritize:
 - Expand community policing
 - Improve emergency medical response
 - Invest in crime reduction programs
 - Reduce youth gang participation



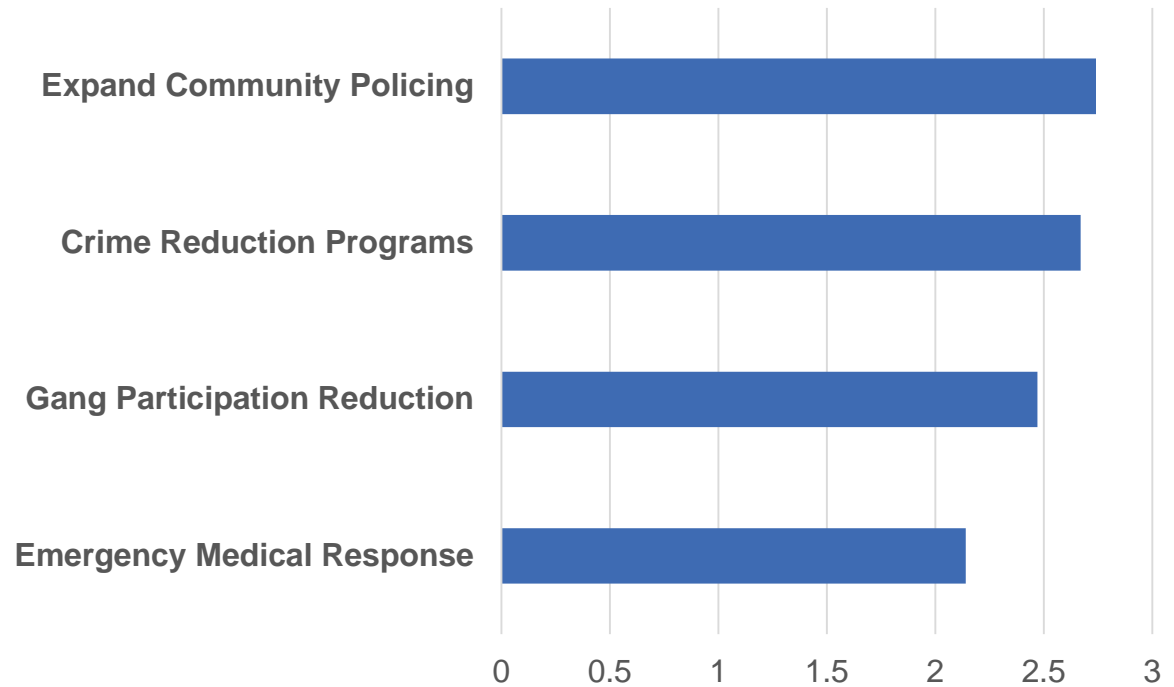


Public Safety

Answered: 161

Skipped: 40

Public Safety Survey Results





Other Public Safety Investment Ideas

- ◆ Individual neighborhood police departments
- ◆ Hire **more police officers**
- ◆ Programs to **reduce inmate population**, especially for non-violent offenders
- ◆ Teach citizens how to work with law enforcement, how to intervene in a situation safely
- ◆ Create programs that **promote youth engagement with law enforcement**, build relationship between youth and police
- ◆ Increase police salary
- ◆ Invest in programs to **help those with criminal records rebuild their lives**
- ◆ **Install new traffic signals and signage** at Holcomb and West Main Street, and River Oak Drive and West Main Street
- ◆ Install **streetlights and security cameras** in higher-crime areas



Infrastructure Improvement Overview

- ◆ Infrastructure improvement was ranked fourth out of eight investment priorities by survey respondents.
- ◆ Open-ended responses and town hall comments emphasized the need for improving infrastructure, especially for the purpose of increasing mobility and safety (e.g., sidewalks for neighborhoods that do not have them).
- ◆ Under the general heading of improving infrastructure, survey respondents were asked to prioritize:
 - Improve drainage
 - Improve or expand street lighting
 - Improve public transportation
 - Invest in sidewalks
 - Improve streets



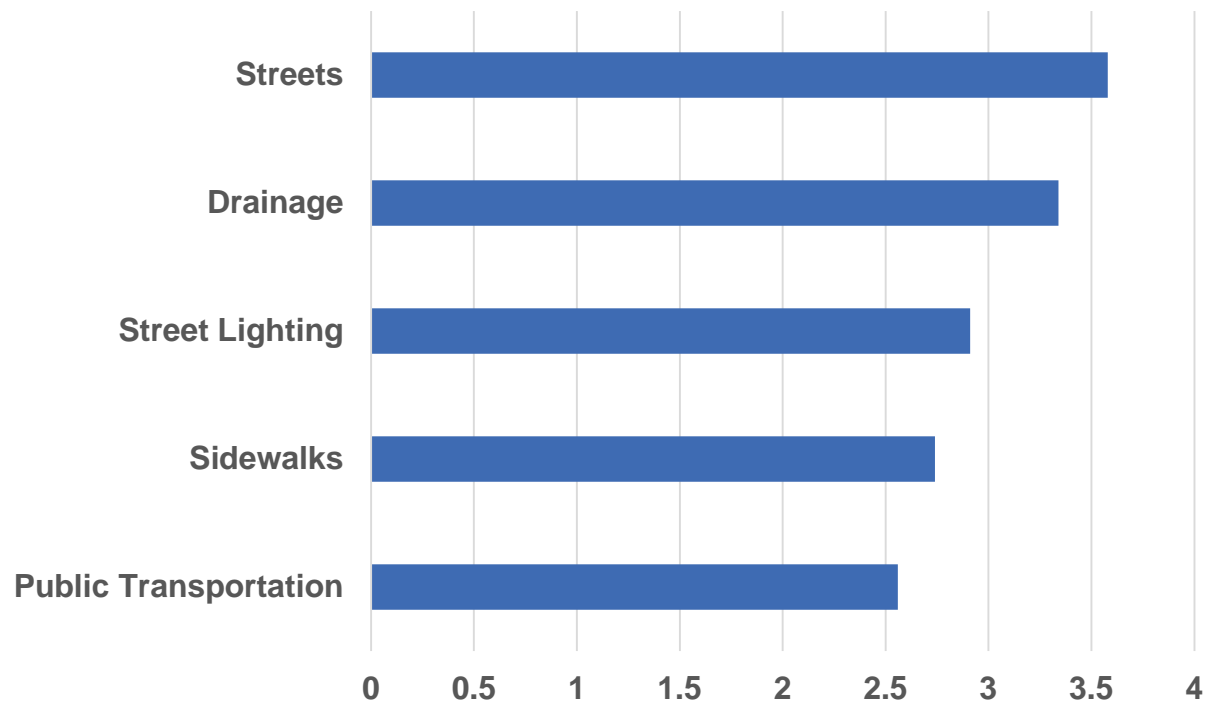


Infrastructure Improvements

Answered: 167

Skipped: 34

Infrastructure Improvements Survey Results





Other Infrastructure Improvement Ideas

◆ **Underground utilities**

- ◆ Expand **broadband access**, make Internet more reliable

- ◆ Railroad noise barrier

- ◆ Invest in **green energy**

- ◆ Address aging infrastructure

- ◆ Downtown **parking garage**

- ◆ **Sidewalks** in neglected neighborhoods

- ◆ Amtrak stop in front of casino

- ◆ **Install curbs** for the Almagro community and a new drainage system for the Five Forks area

- ◆ Redevelop the old Wicks Lumber yard and the area around it along U.S. 29 entrance and Old Mayfield Road

- ◆ **Sidewalks and drainage** in Stokesland

- ◆ Repair potholes

- ◆ Repair/replace windows on the Parks and Recreation Department (City Auditorium) building

- ◆ Use dams to generate energy for the City

- ◆ Allow for competition in utility providers to lower prices



Community Health Overview

- ◆ Community health was ranked fifth out of eight investment priorities by survey respondents.
- ◆ Comments from town halls and survey responses emphasized the importance of increasing access to health-related programming for underserved members of the community.
- ◆ Under the general heading of improving community health, survey respondents were asked to prioritize:
 - Expand access to healthy foods
 - Expand access to trails, greenways, and other areas for physical exercise
 - Expand health services offered by public clinics
 - Expand mental health services offered by public clinics



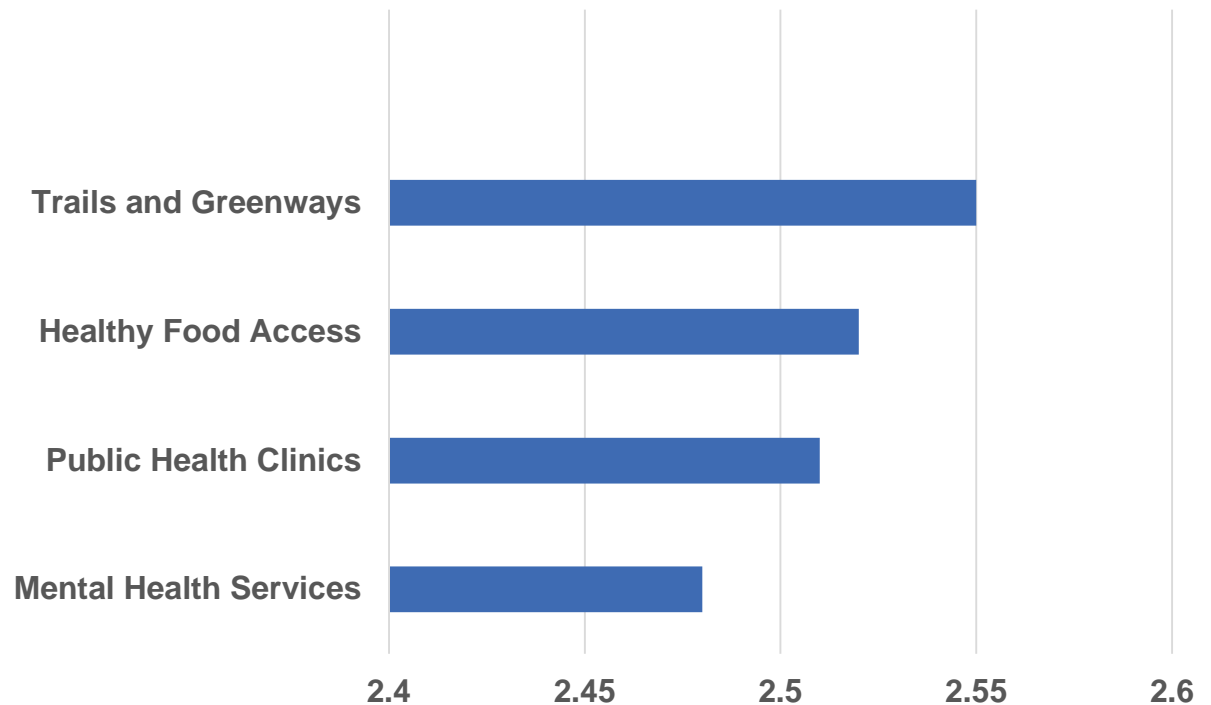


Improving Community Health

Answered: 161

Skipped: 40

Community Health Improvements Survey Results





Other Community Health Investment Ideas

- ◆ **Mental health crisis response team**
- ◆ More community health workers
- ◆ Community Supported Agriculture(CSA)/farmers market, **better food options**
- ◆ Addiction and domestic violence programs
- ◆ **Meal program for seniors and kids**/Meals on Wheels
- ◆ Funding for **public healthcare and dentistry** clinics
- ◆ Programs aimed at **reducing or preventing obesity**



Housing Overview

- ◆ Quality and affordability of housing was ranked sixth out of eight investment priorities by survey respondents.
- ◆ Survey responses and town hall comments focused on the need to improve the variety and desirability of housing in Danville, viewing housing as part of the strategy to attract more residents.
- ◆ Within the housing investment area, survey respondents were asked to prioritize the following:
 - Expand programs to increase the energy efficiency of homes
 - Increase homeownership
 - Prevent dislocation of current homeowners because of rising property values
 - Provide more opportunities for safe, decent, affordable homes (owned and rented)
 - Reduce quantity of abandoned and unsafe properties



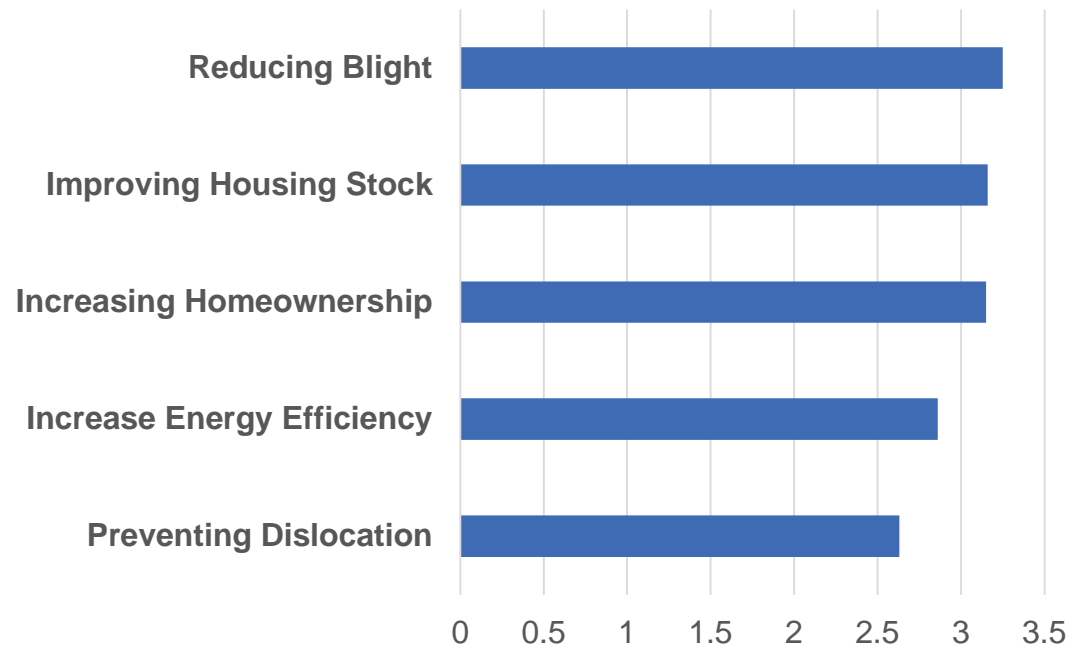


Quality Housing

Answered: 159

Skipped: 42

Quality Housing Survey Results





Other Housing Investment Ideas

- ◆ **Contractor training program**, train more people to fix blighted and abandoned properties
- ◆ More **funds to Danville Neighborhood Development Corp.** to repair unsafe housing
- ◆ Stop demolishing buildings, turn into affordable housing
- ◆ First time **homeownership programs**
- ◆ More townhome options for potential home buyers
- ◆ Partner with **Habitat for Humanity**
- ◆ Use the same strategy that was used to preserve Old West End homes in the rest of the City, where buildings were stabilized and renovated, **invest in historic properties**
- ◆ **Ensure renters do not get priced out** of living in the city



Quality of Life Amenities Overview

- ◆ Investment in quality of life amenities was ranked seventh out of eight investment priorities by survey respondents.
- ◆ Survey respondents and town hall attendees expressed approval for existing community quality of life amenities, particularly the Riverwalk Trail and the need to focus on smaller projects in neighborhood parks and community centers.
- ◆ Within the quality of life amenities investment area, survey respondents were asked to rank the following approaches:
 - Invest in arts and entertainment
 - Invest in community centers
 - Invest in historic preservation
 - Invest in neighborhood and/or entryway beautification
 - Invest in neighborhood park improvements
 - Invest in Riverfront Park



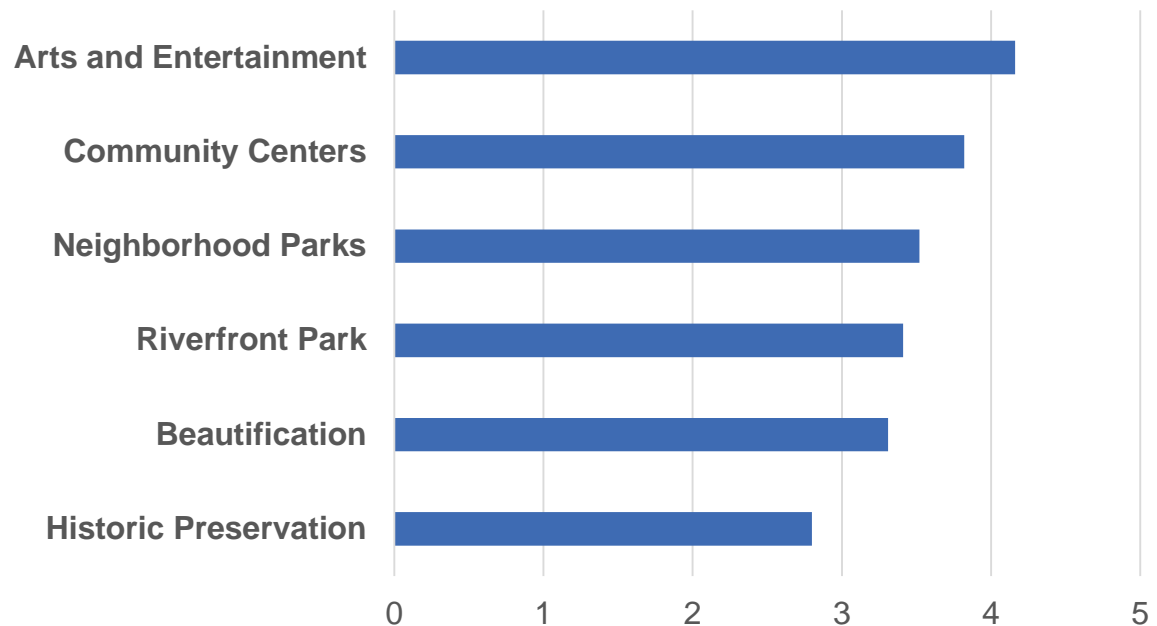


Quality of Life Amenities

Answered: 164

Skipped: 37

Quality of Life Amenities Survey Results





Other Quality of Life Investment Ideas

- ◆ Connect White Mill covered bridge to River Walk Trail
- ◆ **Increase accessibility to parks for people with disabilities**
- ◆ Senior center, **programs for senior citizens**
- ◆ **Sports multiplex** for indoor sports
- ◆ Improvements to parks, particularly Ballou
- ◆ Invest in **parks in under-resourced neighborhoods**
- ◆ Community gardens
- ◆ **Civic center**
- ◆ **Beautification** in old Neapolis corridor and at the North Carolina border
- ◆ **“Welcome to Danville” signage**
- ◆ Local **historic society**/preservation organization
- ◆ City arborist
- ◆ Remove Confederate flags
- ◆ **Remove debris and logs from the river** and banks, would make an excellent location for fishing if cleaned up
- ◆ Clean up creeks and streams
- ◆ Greater investment in **arts and cultural events**



Financial Stability Overview

- Investment in financial stability was ranked last out of eight investment priorities by survey respondents.
- Some survey respondents and town hall attendees expressed concern that the City would overspend based on optimistic projections and noted that the projected casino revenues provide an opportunity for the City to ensure its long-term financial sustainability.
- Within the financial stability investment area, survey respondents were asked to rank several options:
 - Budget stabilization fund (set aside money to provide a cushion against unexpected emergencies or economic downturns)
 - Capital reserve fund (setting aside money for a pay-as-you-go approach to major investments)
 - Reduce City debt



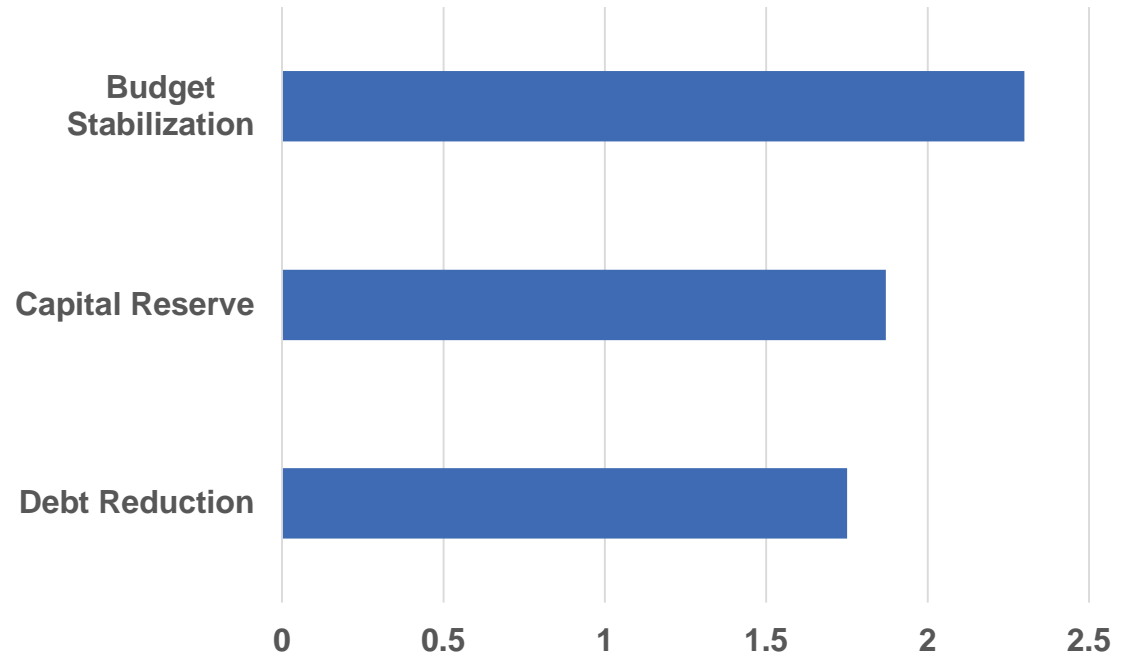


Financial Stability

Answered: 160

Skipped: 41

Financial Stability Survey Results





Other Financial Stability Investment Ideas

- ◆ Be **careful about incurring debt**, casino may not be lucrative for the City forever
- ◆ City spends too much already
- ◆ **Fears the City will spend based on best-case projections** before revenue is in hand
- ◆ Police station may be needed but is a bad financial decision
- ◆ **Create a trust with new revenue** and only spend the interest



More Investment Ideas

- ◆ The final survey question asked respondents to note any other projects or programs that they felt were missing from the investment areas.
- ◆ Outlined below are a subset of other themes residents and stakeholders identified as candidates for exploration and funding through casino revenues.
- ◆ **Social Justice**
 - Study what citizens need, do not allow well-resourced interests in the City to direct how funds are spent.
 - Direct improvements and programs toward marginalized populations.
 - Help the homeless and those living below the poverty line.
 - The things the wealthier residents in the City are asking for will not feed or house the poor and those living paycheck to paycheck. These communities have heard empty promises in the past, and the way the City invests speaks louder than words.
 - Infrastructure, a new park, and entertainment venues will not help people feed their families or pay their bills if they are struggling



Investment Recommendations



Investing in Danville Recommendations

- PFM has outlined investment recommendations from City leadership, the Advisory Committee, town hall meetings and survey responses.
- PFM reviewed each of the ideas and outlined considerations for investment based on the guiding principles discussed earlier in the presentation.
- Each investment idea notes an estimated fiscal impact based on data and information as of December 2020. For each investment PFM noted:
 - Whether the investment is one-time or recurring
 - The total cost through 2026
 - The annual cost; and
 - The beginning year of investment.
- City staff should continue to refresh the estimated figures annually through the budget process and as new or updated information becomes available.



Investing in Danville Recommendations

- Danville's biggest challenges – education, economic opportunity, crime and poverty – drive many of the ideas put forth by the public and City for investment. Survey respondents prioritized education, economic development and public safety for investment.
- While not reflected in the rankings, fiscal stability is essential to long-term sustainability.
 - Before committing to any additional investments, the City needs to assure that it has enough resources for its day-to-day operations.
 - Based on the FY 2020 adopted budget, the City has an annual structural gap of \$4.0 million currently funded by unreserved fund balance.



Investing in Danville Recommendations

- ◆ At the conclusion of the Investing in Danville Process, members of the Citizens Advisory Committee were asked to prioritize investment ideas as high, medium, or low priority.
- ◆ PFM assigned points to each priority ranking to determine the investment priority using the below point system.
 - High Priority = 3 points
 - Medium Priority = 2 points
 - Low Priority = 1 point
- ◆ Investment ideas that did not receive any ranking show (0) and ideas that were not available for the Advisory Committee to rank are noted by N/A.



Investing in Danville Recommendations

◆ Based on the ranking scale, the top five investments identified through this process are:

- | | |
|-------------------------------|-----------------------------|
| 1) School Infrastructure (20) | 4) Wraparound Services (19) |
| 2) Affordable Housing (20) | 5) Gang Prevention (19) |
| 3) Capital Reserve Fund (20) | |

◆ Seven investment ideas tied for sixth place.

- | | |
|--|---|
| 6) Economic Development Fund (18) | 10) Workforce Training and Development (18) |
| 7) Expand Pre-K (No Waiting List) (18) | 11) Reduce Utility Bills (18) |
| 8) Invest in Tourism Marketing (18) | 12) Riverfront Park (18) |
| 9) Support MWBE (18) | |

◆ The total cost of the above top ranked investment ideas through 2026 is approximately **\$90.4 million** (inclusive of a 20 percent contingency assumption). The total cost of all 27 investment ideas through 2026 is approximately **\$170.9 million** (also inclusive of a 20 percent contingency assumption).



Investing in Danville Recommendations Overview

◆ The following slides detail the rationale for each of the below recommendations.

| Recommendation | Investment Area(s) | Fiscal Impact Through 2026 | Fiscal Impact Annually | Priority |
|--|--|------------------------------|---|------------------------------|
| Invest in Schools Infrastructure | Public Education | \$25.2 million | Specific annual amount noted in DPS CIP | High: 6 Medium: 1 (20) |
| Invest in Quality Affordable Housing | Quality Housing & Quality of Life | \$4.5 million | \$750,000 (Beginning in 2021) | High: 6 Medium: 1 (20) |
| Create Capital Reserve Fund | Financial Stability | \$23.0 million (one-time) | - | High: 6 Medium: 1 (20) |
| Wraparound Services | Public Education | N/A | N/A | High: 5 Medium: 2 (19) |
| Maintain Gang Prevention Program | Public Safety | \$501,000 | \$167,000 (Beginning in 2024) | High: 5 Medium: 2 (19) |
| Fund Economic Development & Eliminate Reliance on Fund Balance | Financial Stability and Economic Development | \$16.0 million | \$4.0 million (Beginning in 2023) | High: 4 Medium: 3 (18) |



Investing in Danville Recommendations Overview

| Recommendation | Investment Area(s) | Fiscal Impact Through 2026 | Fiscal Impact Annually | Priority |
|---|--|-------------------------------------|---|-------------------------------------|
| Invest in Tourism Marketing | Economic Development | \$800,000 | \$200,000 (Beginning in 2023) | High: 4 Medium: 3 (18) |
| Support Small, Local, Minority and Women Owned Businesses | Economic Development | \$100,000 | Year 1 program income to subsidize future years | High: 4 Medium: 3 (18) |
| Invest in Workforce Training and Development | Economic Development | \$800,000 | \$200,000 (Beginning in 2023) | High: 4 Medium: 3 (18) |
| Reduce Utility Bills Through Energy Efficiency | Quality Housing & Economic Development | N/A | N/A | High: 5 Medium: 1 Low: 1 (18) |
| Invest in Riverfront Park | Community Health, Economic Development & Quality of Life | \$4.0 million (one-time in 2021) | - | High: 5 Medium: 1 Low: 1 (18) |
| Expand Danville Pre-K Program – Universal Pre-K | Public Education | \$3.3 million | \$1.1 million (Beginning in 2024) | High: 4 Medium: 2 Low: 1 (17) |
| Partnership Opportunities with Pittsylvania County | Economic Development | \$1.0 million | \$1.0 million (Beginning in 2026) | High: 4 Medium: 2 Low: 1 (17) |



Investing in Danville Recommendations Overview

| Recommendation | Investment Area(s) | Fiscal Impact Through 2026 | Fiscal Impact Annually | Priority |
|--|--|---|--|-------------------------------------|
| White Mill Investments | City Infrastructure & Economic Development | \$4.0 million (one-time in 2021) | - | High: 2 Medium: 5 (16) |
| Sidewalk, Curb and Drainage Expansion Study | City Infrastructure Improvements & Quality of Life | \$4.1 to \$20.1 million | \$1.0 to \$5.0 million (Beginning in 2023) | High: 2 Medium: 4 Low: 1 (15) |
| Invest in Tourism Amenities: City Auditorium Renovations | Economic Development & Quality of Life | \$9.6 million (one-time) | - | High: 3 Medium: 2 Low: 2 (15) |
| Expand Danville Farmers' Market | Community Health, Economic Development & Quality of Life | \$400,000 | \$100,000 (Beginning in 2023) | High: 2 Medium: 4 Low: 1 (15) |
| Invest in Neighborhood Parks and Community Centers | City Infrastructure Improvements, Community Health, Economic Development & Quality of Life | \$2.0 million | \$500,000 (Beginning in 2023) | High: 2 Medium: 4 Low: 1 (15) |
| Fund Airport Renovations | City Infrastructure & Economic Development | \$550,000 (one-time) | - | High: 1 Medium: 5 Low: 1 (14) |
| Dedicate Funds to Strategic Retail Expansion | Economic Development & Quality of Life | \$25,000 to \$35,000 (one-time in 2025) | - | High: 1 Medium: 5 Low: 1 (14) |



Investing in Danville Recommendations Overview

| Recommendation | Investment Area(s) | Fiscal Impact Through 2026 | Fiscal Impact Annually | Priority |
|--|--|---|--|-------------------------------------|
| Shell Building Funding Match | Economic Development | \$2.5 million (one-time) | - | High: 1 Medium: 2 Low: 4 (11) |
| Invest in DPS Funding Needs | Public Education & Financial Stability | \$11.8 million | \$3.9 million (Beginning in 2024) | N/A |
| Fund DCC for DPS High School Graduates | Public Education | \$6.6 million | \$2.2 million (Beginning in 2024) | N/A |
| Fund City Government Building Improvements and Space Needs | City Infrastructure | \$1.0 to \$2.0 million (one-time in 2023) | - | N/A |
| Invest in K-3 Reading Program | Public Education | \$2.1 million | \$700,000 (Beginning in 2024) | N/A |
| Establish a Take-Home Patrol Vehicle Program | Public Safety | \$1.2 million | \$20,580 to \$61,740 (Beginning in 2024) | N/A |



Education



Education Overview

- Education was the highest priority for investment and was cited as Danville's second-greatest challenge by survey respondents. Although ranked after economic development, education is a key contributor to improving to economic opportunity and poverty.
- The public prioritized classroom education and school infrastructure as the top areas for investment.
- Funding gaps currently exist in both priority areas.
 - DPS multi-year plan showed growing structural gap to \$12.1 million by FY 2024
 - DPS 2021 to 2026 Capital Improvement Plan shows \$25.2 million in unmet capital funding.

| | 2018-19 | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 |
|---------------------|--------------|---------------|---------------|---------------|----------------|----------------|
| | Budget | Projected | Projected | Projected | Projected | Projected |
| Total Revenues | \$65,774,613 | \$63,811,539 | \$63,629,779 | \$63,688,799 | \$64,284,016 | \$64,347,943 |
| Total Expenditures | \$65,774,613 | \$68,006,244 | \$70,089,618 | \$72,194,850 | \$74,323,248 | \$76,521,524 |
| Surplus / (Deficit) | \$0 | (\$4,194,705) | (\$6,459,839) | (\$8,506,051) | (\$10,039,231) | (\$12,173,582) |



Education Overview

- The City should consider equity when making investments in DPS.
- DPS is planning to begin a public-driven strategic planning process.
- While investment of casino funds should reflect public feedback from the Investing in Danville process, the future DPS strategic planning process can gather additional information and guide decision-making for the City's strategic investments in education.
- The following slides outline possible areas for consideration in funding annual operations related to improved performance based on town hall feedback and survey results:
 - Infrastructure improvements, especially those that improve student and staff health and wellbeing
 - Addressing Funding Needs
 - Expanded school services for students and families
 - School readiness



Danville Public School: Invest in Schools Infrastructure

- ◆ The DPS multi-year financial plan suggested the below criteria for prioritizing projects:
 - Teacher and student health and safety
 - Basic building systems (roof/envelope, HVAC, etc.)
 - Avoidance of operational costs
 - Potential for operational savings
 - Availability of external funding (e.g., grants, gaming revenue)
- ◆ Investments in renewal, replacement and consolidation should be aligned with efforts to create innovative learning spaces.

| School Name | DPS 5 Year CIP Total |
|--------------|----------------------|
| G.W.H.S | \$4,958,010 |
| Bonner | \$3,163,729 |
| Galileo | \$0 |
| Gibson | \$2,076,673 |
| Forest Hills | \$122,000 |
| Johnson | \$707,188 |
| Grove Park | \$544,477 |
| Northside | \$0 |
| Westwood | \$630,738 |
| Park Ave. | \$235,316 |
| Schoolfield | \$212,123 |
| Woodberry | \$306,428 |
| Woodrow | \$384,734 |
| Langston | \$2,726,938 |



Danville Public Schools: Invest in Schools Infrastructure

- Based on community survey responses and town hall participation, residents are aware of and concerned with the state of DPS school buildings.
 - While some acknowledged that improved school buildings will not immediately improve student outcomes, DPS capital improvements still ranked high on residents' priorities.
- The \$16.1 million in projects in the DPS 2020-2026 five-year capital improvement plan address basic deferred maintenance from roof replacements to new HVAC systems in DPS buildings and not full facility renovations. An additional \$9.1 million is outlined in the plan to address maintenance, buses, and technology through 2026.
 - DPS has funding available through the 2020-2021 school year but planned project costs exceed available funds through 2026.
- PFM's multi-year financial plan indicated the need for a stable funding source for capital improvement projects. The City and DPS must collaborate on capital planning and budgeting to implement and manage the use of casino funds for much-needed capital improvements to school buildings.

Invest in Schools Infrastructure

Investment Area(s): Public Education

Fiscal Impact: \$25.2 million (through FY 2026)



Improve Education Outcomes: Basic Funding Needs

- The City of Danville could increase the total per pupil spending to put Danville Public Schools in the top five of city run school systems for total per pupil revenues (local, state, federal).
- In FY 2019, Danville was ranked 12 out of 36 City school districts in total per pupil funding and 22 out of 36 in local per pupil funding.
- In order to be in the top five for total revenue per pupil, the expenditure would need to increase by \$700 per student, or \$3,942,239 per year. Doing so, would put Danville's per pupil local cost at \$4,635, which is less than Charlottesville (\$12,925) and Roanoke (\$5,362) and more than Lynchburg (\$4,142) and Martinsville (\$3,911).
- The City could dedicate a portion of the guaranteed revenues towards the additional \$3.9 million. It would be important for the City Council and the School Board to work closely to make sure that this increase in funding is closely tied to programs that improve student outcomes.

Invest In Basic School Funding Needs

Investment Area(s): Public Education & Fiscal Stability

Fiscal Impact: \$11.8 million (through FY 2026) or \$3.9 million (annually beginning in FY 2024)



Improve Education Outcomes: Fund DCC for DPS High School Graduates

- The City could also leverage casino revenues towards higher education costs of DPS graduates through a program that guarantees that the first two years of tuition at Danville Community College (DCC) would be free (after any grants, scholarships, etc.) for all DPS high school graduates.
 - The cost to attend DCC per year is \$1,848 for 12 credits and \$2,772 for 18 credits.
- In the 2019 school year, DPS had 391 graduates. If the City were to fund all 391 graduates attending DCC for two years, the total program cost would be up to \$4 million for each graduating class.
- In establishing this program, the City would also seek community and philanthropic support for the program and it would likely not have a 100% take rate.
- With further information and additional support from the community, this program could be expanded to include in-state university tuition for up to four years, similar to what is offered in communities that have offered place-based scholarship programs.

Fund DCC for DPS High School Graduates

Investment Area(s): Public Education

Fiscal Impact: Total of \$6.6 million (through 2026) or \$2.2 million (annually beginning in 2024)



Improve Education Outcomes: Expand Pre-K Program

- Town hall participants and city officials discussed investing a portion of projected casino revenues to expand the pre-K programs in the city with a specific focus on economically disadvantaged children.
- Danville Public Schools has two schools that offer full-day pre-K programs for residents.
 - To enroll in the program, children must be four years old and meet eligibility requirements.
- Early childhood education programs have been shown to have a positive impact on school performance, educational attainment, a student's earning potential, and in the community where the child lives.
 - Economically disadvantaged children and dual-language learners often find greater learning improvements from pre-K than their more advantaged or English-proficient peers.
 - Some studies have shown that full-day pre-K programs provide economic benefit to families, particularly working mothers able to reenter the workforce.



Improve Education Outcomes: Expand Pre-K Program

- The average cost per pre-K student is \$5,000. This figure includes teacher, operations, and overhead costs.
- The City's existing pre-K program has a set number of spots funded through state and county grants. The program typically has a waitlist of 20 children who are eligible for and have signed up for the program.
- The City could commit casino dollars to serve as a gap funder for waitlisted students, allowing all children who want to participate in the program to do so.

Expand Danville Pre-K Program – No Waitlist

Investment Area(s): Public Education

Fiscal Impact: \$400,000 (through 2026) or \$100,000 (annually beginning in 2023)



Improve Education Outcomes: Expand Pre-K Program

- ◆ There are approximately 150 pre-K eligible students in Danville who have not signed up for existing pre-K programs.
- ◆ Expanding pre-K to accommodate all eligible students between 3 and 4 years old would cost approximately \$1.1 million per year. This cost includes:
 - Total cost for 150 students: \$750,000
 - Funds for preparing and retrofitting buildings and facilities: \$250,000
 - Funds to market the program and recruit families to participate: \$75,000

Expand Danville Pre-K Program – Universal Pre-k

Investment Area(s): Public Education

Fiscal Impact: \$3.3 million (through 2026) or \$1.1 million (annually beginning in 2024)



Improve Education Outcomes: Invest in K-3 Reading Program

- Classroom education and improved outcomes for students was a recurring topic in Town Halls and survey responses.
- The Virginia Department of Education, School Quality Profiles shows DPS student reading performance as declined since 2017 and is consistently below the State average proficiency.
- DPS is looking to create an intensive reading program for kindergarteners to third-grade students to ensure that children are reading at grade level by third grade.
- The program calls for additional training for teachers, a community reading program, along with a birth to pre-K component that would involve providing children's books to new mothers.
- The program cost is estimated at \$700,000. The City and DPS would also look to include other local and philanthropic partners to fund and expand the

Invest in K-3 Reading Program

Investment Area(s): Public Education

Fiscal Impact: \$2.1 million or \$700,000 (annually beginning in 2024)



Expanded School Services: Wraparound Services

- Wraparound services at community schools are associated with better student achievement in reading and math, higher attendance and graduation rates, reduced disciplinary actions, higher parental participation, and benefits to the community such as expanded services for adults.
- Wraparound services go beyond what the school district can provide directly, and the school system recognizes they are only one partner in the provision of these services.
 - In a 2019 Danville City Council Special Budget Work Session, DPS noted a belief that there are enough service providers in Danville including social services, therapy-based agencies, the Danville Pittsylvania Community Services Board, non-profits and Medicaid-funded entities, to create an effective system of wraparound services.



Expanded School Services: Wraparound Services

- In special budgeting work sessions, DPS has expressed a desire to establish “community schools” with wraparound services, which would leverage regional and community resources to support students and their families.
- The National Education Association (NEA) defines wraparound services as a philosophy of care with defined planning processes used to build constructive relationships and support networks among students and youth and their families.
 - These plans are comprehensive and address multiple domains across home, school, and community, including living environment; basic needs; safety; and social, emotional, educational, spiritual, and cultural needs.
 - If interventions do not achieve the desired outcome, the team regroups to rethink the configuration of supports, services and interventions to ensure a student’s success at home, school and in the community.



Expanded School Services: Wraparound Services

- In its 2018-2023 strategic plan, DPS commits to implementing wraparound services following the Virginia Tiered Systems of Support (VTSS)/Positive Behavioral Interventions and Supports framework by 2022.
- This requires the school system to conduct annual needs assessments focusing on staff capacity related to trauma informed schools, constituent poverty issues, and awareness of student needs. After weaknesses are identified, the school system works to address capacity to meet needs in these focus areas.
- Establishing wraparound services also requires the school system to assess the availability of necessary services to address student and family needs through local agencies, providing information to families like location and funding assistance information for services.
- Making these services available and integrating them into the school setting ensure factors outside the classroom do not have an adverse impact on a student's performance and that each student has what they need to succeed in the classroom.

Wraparound Services

Investment Area(s): Public Education

Fiscal Impact: N/A



Economic Opportunity



Economic Opportunity Overview

- In open-ended responses, economic opportunity was mentioned most as Danville's biggest challenge and economic development was ranked the second-highest priority for investment.
- Recruitment and retention along with workforce development were the highest-ranked priorities within economic development.
- To achieve economic opportunity, the City also needs address efforts to increase access to quality affordable housing and take steps to reduce concentrated poverty.



Fund Economic Development Initiatives & Eliminate Reliance on Fund Balance

- Historically the City has used unreserved fund balance to account for its structural deficit, pay for one-time initiatives and make investments in economic development.
- In FY 2020 more than 90 percent of the projects leveraging unreserved fund balance were to support the City's economic development efforts.

| Category | Fund Balance Use | Amount |
|--------------------------------|--|--------------------|
| Economic Development | River District Investments (Property and Planning) | \$1,840,000 |
| Economic Development | Economic Development Grants & Incentives | \$1,660,950 |
| Operational Cost | Public Works – General Maintenance of Buildings | \$150,000 |
| Operational Cost | Blight Eradication | \$106,660 |
| Operational Cost | Public Works – Interior Painting of Buildings | \$100,000 |
| Economic Development | International Recruitment | \$100,000 |
| Total Fund Balance Uses | | \$3,957,610 |



Fund Economic Development Initiatives & Eliminate Reliance on Fund Balance

- Of the projected recurring casino revenue, the City should set aside a portion to fund current economic development efforts and other unfunded projects to eliminate the City's structural deficit and reliance on fund balance.
- Given the prioritization of investments in economic development, funding current and expanded economic development efforts through casino dollars would significantly reduce the City's structural deficit.
- The City would need approximately \$2.5 million annually to maintain its proactive investment to current economic development operations and another \$1.5 million to address other operational costs.
- Eliminating the City's reliance on fund balance will allow the City an opportunity to build up its reserves – improving the City's overall fiscal health – while expanding the city's ongoing investment in economic development.

Fund Economic Development Initiatives

Investment Area(s): Financial Stability and Economic Development

Fiscal Impact: \$16.0 million (through 2026) or \$4.0 million (annually beginning in 2023) (\$2.5 million for Economic Development & \$1.5 million for unfunded City maintenance costs)



Economic Opportunity: Partnership Opportunities with Pittsylvania County

- Survey responses from residents of Pittsylvania County suggested some of the revenue be invested in ways that would provide benefit to the County.
- The City and County currently partner on economic development projects and are looking to advance those efforts for the betterment of the region.
- The City suggests setting aside \$1.0 million of recurring revenues annually for regional economic development project with the County.
- The City is also considering using recurring revenues to match Tobacco Commission funds to construct a shell building in Cyber Park to serve as an incentive to recruit prospective manufacturing companies for \$2.5 million.

Joint Economic Development with Pittsylvania County

Investment Area(s): Economic Development

Fiscal Impact: \$1.0 million (through 2026) or \$1.0 million (annually beginning in 2026)

Shell Building Funding Match

Investment Area(s): Economic Development

Fiscal Impact: \$2.5 million (one-time)



Recruitment and Retention: Invest in Tourism Marketing

- The City's Economic Development Department is working to take ownership of and expand the City's destination marketing efforts from the Danville Chamber of Commerce. To manage the incoming tourism program, the City will be adding a tourism manager position.
- The City anticipates the tourism manager and associated expansion of the City's marketing efforts to cost \$200,000 annually.
- The City should consider leveraging its tourism marketing efforts with Caesars and encourage the casino to market the City as a well-rounded travel destination.
- The City could use a portion of the casino revenue funds to fund and expand its marketing efforts to promote Danville's unique amenities for potential residents as well as tourists.

Invest in Tourism Marketing

Investment Area(s): Economic Development

Fiscal Impact: \$800,000 (through 2026) or \$200,000 (annually beginning in 2023)



Economic Opportunity: Workforce Investment

- Survey respondents expressed an interest in expanded workforce training programs like apprenticeships and specialized skills training as learning opportunities and a means of retaining well-trained members of the workforce.
- Job training program participants should be offered skills that they can apply locally.
- Danville and the greater region have multiple workforce development assets, Including:
 - Danville Public Schools
 - Pittsylvania County Public Schools
 - Danville Community College
 - Averett University



Economic Opportunity: Workforce Investment

- The City has invested significantly in precision machining, robotics, welding, and information technology programs for both high school and middle school students in the last decade.
 - In these programs, students have exposure to career training as early as middle school, but a gap in these programs currently exists for ninth- and 10th-grade students.
- The City should consider expanding the training programming to ninth- and 10th-graders students to generate sustained interest and to better prepare students for career training programs available later in high school and beyond.
- For workers looking to earn credentials or switch careers, Danville Community College offers flexible classes and laboratory time.
- To better accommodate adult learners, the City and DCC should consider expanding the college's Helping Hands Child Development Center, so that DCC students with young children have access to reliable, quality childcare while they attend class.



Economic Opportunity: Workforce Investment

- ◆ In addition to expanding workforce development programs, the City can better market existing workforce development opportunities.
- ◆ Partnerships with a variety of local organizations, like the Dan River Region Collaborative, would connect more residents to career development resources and opportunities.
 - DRRC was founded in 2008 in partnership with the National Fund for Workforce Solutions to address workforce development in the region.
 - Utilizing a sector strategy approach, the DRRC promotes regional partnerships of employers, educators, workforce developers and other stakeholders to address the skills needs of regional employers.
 - The DRRC mission is to improve employment, training, and labor market outcomes for low-income individuals ultimately supporting the improvement of both the quality of jobs and capacity of workers across the region.

Invest in Workforce Training and Development

Investment Area(s): Economic Development

Fiscal Impact: \$800,000 (through 2026) or \$200,000 (annually beginning in 2023)



Recruitment and Retention: Support Small, Local, Minority- and Women-Owned Businesses and Entrepreneurship

- In addition to attracting larger retailers, supporting local entrepreneurs and small businesses is an important focus area for investment.
- Survey respondents and town hall attendees have expressed interest in expanding business loan programs, supporting MWBEs, creating small business incubators, and attracting more diverse retail options.
 - From the October 29 town hall meeting: “We need visionaries who can help minorities with beautifying and marketing their services and businesses.”
 - In survey responses, residents expressed interest in expanding shopping and dining options through attracting small, independently owned shops and restaurants in the River District and Schoolfield areas.



Recruitment and Retention: Support Small, Local, Minority- and Women-Owned Businesses and Entrepreneurship

- The City was awarded \$100,000 from the USDA's Rural Business Enterprise Grant Program to establish a revolving loan fund for small business owners. The revolving loan fund makes loans of \$10,000 to \$25,000 available to local small businesses.
 - Recipients of funds from the existing program must meet more stringent requirements than many entrepreneurs can initially meet. This prevents entrepreneurs and ideas with potential from moving forward.
- With a separate revolving loan fund, the City would have the flexibility to grant small business loans to start-up entrepreneurs, including minority- and women- owned businesses.
- Loan amounts comparable to the USDA-funded program would allow the City to take the best aspects of the existing program and make them more widely available, growing the business community and expanding retail options to all residents.

Support Small, Local, Minority and Women Owned Businesses

Investment Area(s): Economic Development

Fiscal Impact: \$100,000 (one-time in 2023, Year 1 with program income subsidizing future years)



Recruitment and Retention: Dedicate Funds to Strategic Retail Expansion

- Feedback from surveys and town hall participants indicated a desire to expand retail options in Danville.
- City officials have noted that previous efforts to recruit retail have been unsuccessful because of the region's relatively low population density and household incomes.
- With the resort and the anticipated influx of customers, the narrative around retail recruitment may change, making Danville a desirable location for additional retail, which would also create an additional source of revenue for the City.
- The City could engage consultants to assist in recruiting retailers to the City for \$25,000 to \$35,000.

Dedicate Funds to Strategic Retail Expansion

Investment Area(s): Economic Development & Quality of Life

Fiscal Impact: \$25,000-\$35,000 (one-time in 2025)



Economic Opportunity: Poverty Reduction

- Poverty alleviation programs were ranked lower than some other economic development ideas like business recruitment/retention and workforce development, but many survey respondents and town hall attendees expressed concern with poverty in the city and suggested that poverty reduction be prioritized.
- Based on the most recent projections from the 2018 American Community Survey, 21.9 percent of Danville residents live in Poverty.
- The following slides outline potential poverty reduction strategies as a key component to the City's economic opportunity investments.



Poverty Reduction: Quality Affordable Housing

- A 2014 housing study diagnosed housing as a challenge to economic development in Danville. Strengths including the vibrant River District, River Walk, downtown, and historic downtown architecture, represent great advances in economic development, but without improvements to the housing stock, the City's economic development progress is at risk of stalling.
- The City has excess inventory of dilapidated homes, where some have lost so much value that it does not make financial sense to invest in them. Many of these low-cost but undesirable homes have been bought by absentee landlords as rental property.
- Residents who have less discretionary spending capacity have less to reinvest in their properties as well as less to spend on goods and services, making it challenging for desirable businesses to operate in these areas.
- Retaining the existing population and attracting the young professionals Danville hopes to compete for requires more desirable housing stock in neighborhoods that have retail amenities and other upgrades like bike lanes and community parks.



Poverty Reduction: Quality Affordable Housing

- ◆ “Current and potential employees don’t see the housing product they want, and when they do find it, it’s often a home suffering from some amount of neglect...and if they do find a home they are willing to remake into their own, it frequently is on a street that has problems of some sort, and in any case, almost never comes with the array of neighborhood-scale retail amenities strong households demand today.” – CZB Housing Study, pg. 3
- ◆ The existing supply of homes needs to be upgraded, blighted stock needs to be rehabilitated or removed, and neighborhood amenities like bike lanes and neighborhood parks that once seemed optional need to be viewed as integral to retaining and attracting homeowners.
- ◆ In one survey response, a resident shared their challenge in finding desirable housing such as updated apartments, condos, and starter homes. This respondent indicated that they nearly took a job offer in another city because of the struggle to find quality affordable housing in Danville.
- ◆ The City cannot afford to lose potential residents because the quality of housing they expect cannot be found.



Poverty Reduction: Quality Affordable Housing

- Deferred maintenance decreases property values; to combat this, the 2014 CZB housing study suggested a home maintenance grant that would allow homeowners to make important basic repairs.
- The study suggested focusing intervention in areas with above-average housing stock near downtown. Given these areas' proximity to more affluent areas and that they are outside of target areas for equity consideration, the City should work to ensure a level of affordability for lower-income residents to also live and take advantage of the resources and amenities in the area.
- Properties that are beyond rehabilitation require demolition. Through DNDC's Land Bank, blighted and nuisance properties are acquired and made available for redevelopment. This program was started with seed money from the City but is not an official arm of City government.



Poverty Reduction: Quality Affordable Housing

- The DNDC works to improve quality of life through improving housing and neighborhood conditions throughout Danville. It works with neighborhoods and community associations to encourage investment, improve quality of life, and make neighborhoods and their residents thrive.
- DNDC commissioned a housing study from CZB, L.L.C., the same firm that conducted the City's 2014 housing study. The study concluded that many of the housing challenges that Danville faced in 2014 remain in 2020.
 - The weak housing market is caused by excess but largely undesirable residential housing options.
 - A weakened housing market discourages homeowners from making capital improvements that would increase the value of their homes.
- DNDC recognizes that new development alone cannot rescue the housing market because blighted properties surrounding new development will continue to depress values. Existing stock must be updated for new development to build equity.



Poverty Reduction: Quality Affordable Housing

- ◆ The following recommendations represent components of housing programs that the DNDC is asking the City and Danville Regional Foundation (DRF) to support.
- ◆ The DNDC proposes a three-year 50/50 partnership with the DRF to invest \$4.5 million into Danville neighborhoods.
- ◆ Pursuing this program with casino funds leverages revenues through a trusted partnership and matching program that amplifies the impact of the City's investment.

| | <u>Working Capital</u> | | | | | Renewable Three-Year Total |
|-------------------------|------------------------|-------------------------------|-------------------------|------------------|------------------|----------------------------------|
| | Operations | Home Repair/ Property Imp. | Development Planning | Land Bank | Annual Total | |
| DRF | \$500,000 | \$150,000 | \$100,000 | \$0 | \$750,000 | \$2,250,000 |
| City of Danville | \$0 | \$500,000 | \$0 | \$250,000 | \$750,000 | \$2,250,000 |
| Annual Total | \$500,000 | \$650,000 | \$250,000 | \$250,000 | \$1,500,000 | |
| Three-Year Total | \$1,500,000 | \$1,950,000 | \$300,000 | \$750,000 | | \$4,500,000 |



Poverty Reduction: Quality Affordable Housing

- ◆ DNDC plans to focus its efforts in the next six years on three areas in the city: the White Rock neighborhood (census tract 3) in the north, the Westmoreland (census tract 6) and Old West End neighborhoods north and south of Main Street, and the area surrounding Danville Community College in the south of the city (census tract 10).
 - The DNDC chose these areas because they have community assets but have seen an increase in absentee landlords and turnover. They also align with the areas of suggested investment based on equity considerations outlined earlier in this report.
- ◆ In these areas, the Land Bank and Danville Home Makeover Loan program can be used to acquire and improve housing stock, while additional funds will be used to improve neighborhood amenities like streetscapes and greenspace.
- ◆ In each of these areas, home repairs will be made to approximately 18 homes per year at a cost between \$15,000 and \$20,000 per home.
- ◆ On targeted streets, homes requiring minor repairs (less than \$25,000) will be acquired through the land bank, repaired, and sold or leased.

Invest in Quality Affordable Housing

Investment Area(s): Quality Housing & Quality of Life

Fiscal Impact: \$4.5 million (through 2026) or \$750,000 (annually beginning in 2021)



Quality Affordable Housing: Fund Danville Land Bank

- ◆ The DNDC Housing Study also proposed investments in land banking, which can turn formerly unproductive and unsightly real estate into an asset to the community by acquiring vacant, abandoned, deteriorated or nuisance properties for redevelopment.
 - Vacant homes can spur neighborhood disinvestment, vandalism, and crime.
 - The land bank can be used to sell parcels directly to responsible owners, sell non-buildable lots to adjacent properties, lease vacant lots to community groups for community purposes such as pocket parks and community gardens, or assemble smaller blighted parcels to be used for larger redevelopment projects.
- ◆ With seed funding from the City, the DNDC will operate its land bank. Though this program receives City funding, it is important to note that the land bank is not an official arm of City government.
- ◆ The City of Danville is expected to contribute \$250,000 to the DNDC Land Bank.

Fund Danville Land Bank

Investment Area(s): Quality Housing & Economic Development

Fiscal Impact: \$250,000 (annually)



Quality Affordable Housing: Fund Expansion of DNDC Home Repair Programs

- The City has existing programs incentivizing and encouraging home improvements, such as the Make Danville Shine Month encouraging residents to focus on home maintenance and to help their neighbors to do so, as well as the DNDC Home Repair Blitz providing materials and labor to vulnerable homeowners.
- The Home Repair Blitz program addresses deferred maintenance from owners who are unable to make necessary to maintain the safety of their homes and increase curb appeal.
- To expand this program, DNDC has proposed a Danville Home Makeover Loan to provide up \$50,000 to improve the marketability of the neighborhood through targeted home improvement. Initially, the loan will only be available to homes on blocks and streets designated as at-risk by the DNDC.
- Annual home repair and property improvement program costs are estimated at \$650,000, to be split between the City (\$500,000) and DRF (\$150,000). More funding could increase the number of loans DNDC is able to make.

Expand DNDC Home Repair Blitz Program

Investment Area(s): Quality Housing & Quality of Life

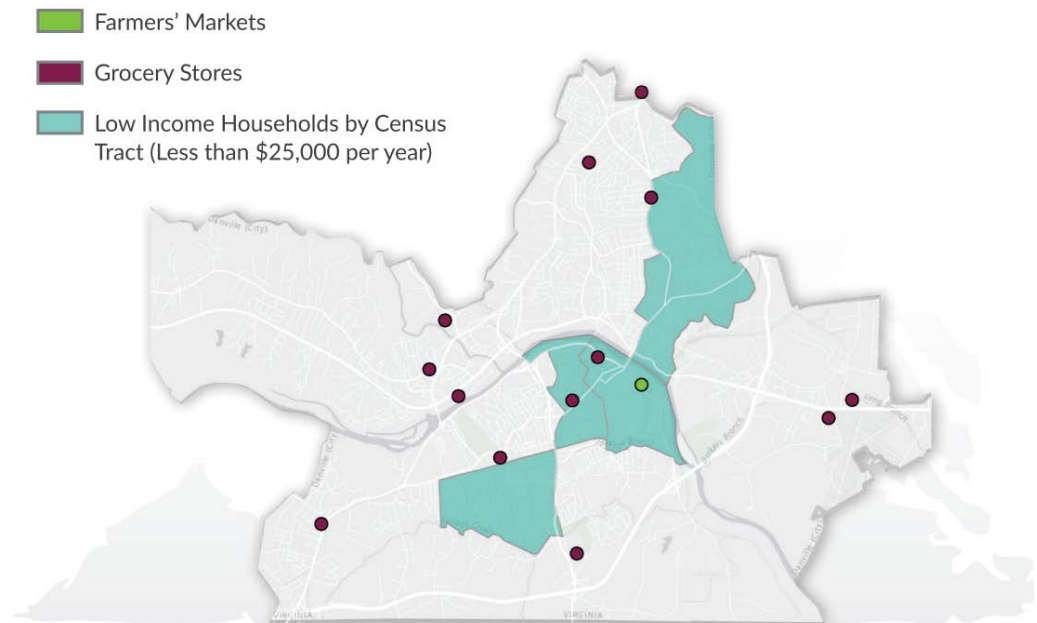
Fiscal Impact: \$500,000 (annually)



Poverty Reduction: Food Access in Danville

- According to the United States Department of Agriculture (USDA), in an urban community, living a mile away from a grocery store constitutes living in a food desert.
- More than one in five Danville residents (21.5 percent) are food-insecure, meaning they lack access to enough food for an active, healthy lifestyle; this is the second-highest rate in the state behind Petersburg City.
- The *Dan River Region Health Equity Report (2017)* identified five food deserts in Danville:
 - Census tract 1:** Afton Hills, Shadowwood, Danville Estates
 - Census tract 4:** North Main, Fruit Town, Camp Grove
 - Census tract 13.02:** Glenwood II
 - Census tract 12:** Southwyk Farms
 - Census tract 14:** Westover Hills, Wyndover Woods, Dan Hills

Map 2: Danville
(by Census Tract)





Food Access: Expand Community Farmers' Market

- The City of Danville operates a farmers' market open to the public on Saturdays.
- The existing Farmers' Market is located in downtown Danville and provides the community with access to fresh food and local vendors.
- Survey responses indicate a desire in the community for more grocery options including a co-op and expanded farmers market hours, but it is important to community health outcomes that this option is financially and geographically accessible and appropriately marketed to underserved residents.
- Virginia's Supplemental Nutrition Assistance Program (SNAP) Fresh Match Program doubles the value of a SNAP participant's benefit when shopping at participating Fresh Match farmers' markets and food stores.
- The Danville Farmers' Market is the only Fresh Match participant in Danville and is only open once a week, limiting low-income residents' ability to maximize their SNAP benefits on healthy food and limiting the program benefit to local farmers. The next closest Fresh Match participating location is 30 miles from Danville.



Food Access: Expand Community Farmers' Market

- The City could invest in food access to underserved regions of Danville while also providing local vendors and businesses additional opportunities to share their products.
- A relatively small investment of less than \$100,000 annually would support a City FTE position along with the marketing and operational costs and the cost of infrastructure needed to implement new locations (outdoor shelters, small improvements to buildings, etc.) in other areas of the community.
- If the existing farmer's market cannot expand hours and locations to accommodate lower income residents, the City should consider recruiting a co-op willing to participate in Fresh Match.
 - Three neighborhood grocery stores in Virginia participate in the program, located in Harrisonburg, Roanoke, and Richmond.

Expand Community Farmers Market

Investment Area(s): Community Health, Economic Development & Quality of Life
Fiscal Impact: \$400,000 (through 2026) or \$100,000 (annually beginning in 2023)



Poverty Reduction: Reduce Utility Bills Through Energy Efficiency

- ◆ Some survey respondents identified high cost of utilities as a priority; decreasing these costs can be achieved by increasing energy efficiency.
- ◆ City staff note that high energy consumption due to poor insulation is the primary driver of high utility bills. Reducing consumption through energy efficiency is a long-term solution to addressing high utility costs while also making critical investments in housing.
- ◆ Danville already has programs aimed at helping residents with utility costs:
 - Danville Division of Social Services provides access to fuel assistance, cooling assistance, and crisis assistance to address emergency heating needs during winter months through the replacement of heating equipment.
 - Neighbors Helping Neighbors seeks to provide energy assistance to low-income residents through collaboration with the United Way of Pittsylvania County.
 - The Custom\$ave energy efficiency rebate program has issued 175 rebates totaling \$550,937 since 2015, and the Home\$ave program has issued 2037 rebates totaling \$376,283 since 2015.



Poverty Reduction: Reduce Utility Bills Through Energy Efficiency

- Investment in energy efficiency would also yield short-term employment opportunities for local residents. “Green jobs” could be created from the accelerated design, installation, and maintenance of energy efficiency systems and retrofitting of Danville’s residential and commercial stock – these jobs often pay a higher wage than comparable construction jobs
- Danville should consider bolstering support to its local programs and promoting energy efficiency through these programs, such as seeking to replace faulty HVAC units with units that are more energy-efficient and adding weatherization to its local services.
- Doing so may address high utility bills while also investing in Danville’s housing stock.

Reduce Utility Bills Through Energy Efficiency

Investment Area(s): Quality Housing & Economic Development

Fiscal Impact: N/A



Public Safety



Public Safety Overview

- Crime was ranked as the third greatest challenge facing the City by survey respondents and public safety was ranked as the third highest priority area for investment by the City.
- \$5.9 million in funding is already planned for a new police headquarters to cover upfront capital costs and two years of lease payments.
- Within public safety, the public prioritized increased community policing and crime reduction.
- Based on analysis and findings from Danville's multi-year financial plan, there is no indication that Danville needs more police officers.
- However, non-law enforcement approaches to crime reduction could be considered and are often more cost effective in achieving crime reduction.



Take-Home Patrol Vehicle Program

- In November of 2020, Danville's police chief submitted a proposal for a take-home patrol vehicle program.
- The proposal suggests the program would be an asset in officer recruitment and retention and would increase the perception of police presence in the city's neighborhoods. This program would only be available to officers residing within the city limits, encouraging officers to live in the city they serve.
- For the program, the department would need to invest in five to 15 new police cars, costing \$73,647 per vehicle.
- Annual cost including cellular service, maintenance, fuel, and insurance would cost \$4,116 per vehicle.

Establish a Take-Home Patrol Vehicle Program

Investment Area(s): Public Safety

Fiscal Impact: \$1.2 million (through 2026) or \$369,225-\$1,104,675 (one-time in 2024) and \$20,580-\$61,740 (annually beginning in 2024)



Comprehensive Crime Reduction Plan

- The City has already launched a Comprehensive Gang Model, a set of strategies supported by the Office of Juvenile Justice and Delinquency Prevention and the National Gang Center to prevent and reduce gang violence.
- The 2018 multi-year financial plan recommended comprehensive crime reduction efforts including convening a criminal justice council focused on developing a comprehensive crime reduction plan that addresses prevention, policing, prosecution and punishment.
 - Elements of a prevention focus might include violence prevention, juvenile crime, gang activity, substance abuse, re-entry issues and family violence.
- The City could also invest casino funds in recommended non-law enforcement approaches to crime reduction and “force multiplier” technologies like cameras, shot spotter technology and license plate readers.
 - The “force multiplier” aspects of technology investment mean that the DPD can have greater coverage with fewer officers.



Maintain Gang Prevention Program

- In FY 2021 the City received a \$500,000 grant to expand the City's gang prevention program. The grant funding added a director of gang prevention, three outreach workers and funded related operational resources for the program.
- The three-year grant funding expires in FY 2024 leaving the City with funding needs to continue the program.
- The City could use recurring casino funds to maintain the program's funding after grant funding expires in FY 2024.
- The City could also use casino revenues to expand the Comprehensive Gang Model to include a Day Reporting Center and establish a drug court.
- Day Reporting Centers are nonresidential multiservice centers to facilitate parolee's reintegration back into the community. To implement the program, the City should leverage best practices and partner with local law enforcement as well as community-based service providers.

Maintain Gang Prevention Program

Investment Area(s): Public Safety

Fiscal Impact: \$501,000 (through 2026) or \$167,000 (annually beginning in 2024)



Infrastructure



Infrastructure Overview

- ◆ Ranked fourth as an area of investment, but unranked as a challenge in survey responses, infrastructure is an undervalued component that drives quality of life.
- ◆ As already discussed, the top infrastructure investment identified by town hall and survey respondents was for schools.
- ◆ City staff and survey respondents also identified other infrastructure investments related to quality of life and projects tied to economic development including:
 - Sidewalk, curb and drainage study
 - Fund priority neighborhood park investments in master plan
 - Riverfront Park
 - Civic Auditorium
 - White Mill
 - Airport renovations
 - City building improvements and space needs
 - Capital reserve fund



Create Capital Reserve Fund

- Capital reserve funds are an investment in the City's long-term financial vitality.
- Reserve funds provide a mechanism for legally saving money to finance all or part of future infrastructure, equipment, and other requirements.
 - Reserve funds can provide a degree of financial stability by reducing reliance on indebtedness to finance capital projects and acquisitions.
 - In uncertain or difficult economic times, reserve funds can provide officials with a budgetary option to help mitigate the need to cut services or to raise taxes. In good times, money not needed for current purposes can often be set aside in reserves for future use.



Create Capital Reserve Fund

- The Government Finance Officers Association (GFOA) suggests capital assets reserve, “Maintain a minimum ending balance equal to a dollar amount or a percentage of the five-year average of the entity’s annual capital budget. (The actual dollar amount or percentage should be set based on the particular entity’s capital needs and financial capabilities.)”.
- The Danville FY 2021-2025 Capital & Special Projects Plan outlines \$230.5 million of projects.
- The City could target a reserve at 10 percent of the total plan amount at \$23.0 million.

Create Capital Reserve Fund

Investment Area(s): Financial Stability

Fiscal Impact: \$23.0 million (one-time in 2023)



Invest in Tourism Amenities: City Auditorium Renovations

- The City has also explored investing in renovations to the City Auditorium to support economic development and add non-gaming amenities to visitors and residents.
- The City Auditorium is a historic Art Deco structure in the downtown district.
- The Auditorium has been in continuous use since its completion in 1932 and currently is home to the Parks and Recreation Department as well as multiple public recreation and wellness programs.
- The building was identified as an asset in the River District Redevelopment Plan and could become a home for theater performances, musical events, lectures, and expanded recreational programming should proper renovations be completed.
- Because the structure is on the National Register of Historic Places and lies within the Downtown Danville Historic District, restoration work could qualify for state and federal rehabilitation tax credits.



Invest in Tourism Amenities: City Auditorium Renovations

- ◆ The City had a building evaluation and master plan completed in 2015 for the auditorium that identified extensive restoration and modernization work needed throughout the building.
 - The plan recommended a five-phase approach, allowing the building to continue playing a vital role in the community throughout renovations.
 - Phase I's electrical upgrades have been completed, and the City's Five-Year CIP includes plans to fund Phase II's HVAC improvements.
- ◆ The City estimates \$9.6 million to complete renovations. The City could pursue a combination of casino revenue, state and philanthropic dollars to complete the project.

| Phase | I (Completed) | II (Funded) | III | IV | V | Total |
|-----------------------|------------------|----------------|-------------|-----------|-------------|--------------|
| Projected Cost | \$1,404,846 | \$1,448,929 | \$2,759,294 | \$890,532 | \$5,963,875 | \$13,279,356 |

City Auditorium Master Plan

Invest in Tourism Amenities: City Auditorium Renovations

Investment Area(s): Economic Development & Quality of Life

Fiscal Impact: \$9.6 million (through 2026)



Invest in Riverfront Park

- ◆ Redevelopment of Riverfront Park was listed as a priority in the River District Redevelopment Plan as an amenity that could attract visitors and economic activity.
- ◆ The City was awarded a \$4 million grant from the Danville Regional Foundation, \$1 million from Due Energy Coal Ash Spill Settlement Funds, and a \$300,000 grant from the JT Minnie Maude Charitable Trust, but the project is expected to cost \$10 million in total.
- ◆ Proposed facilities include:
 - Wet and dry play areas
 - Gathering and staging areas
 - River access points
 - A whitewater park on the Dan River



Invest in Riverfront Park

- An unfunded aspect of the park is the development of a whitewater park on the Dan River. The City had a design study completed to determine the most effective plan for creating the whitewater course; the cost of this project is estimated to be as much as \$2.7 million.
- Whitewater parks are a growing trend in the United States. These parks function both as community riverside parks and features that can become a destination for outdoor recreation-based tourism, playing host to events centered on slalom or freestyle competitions as well as community festivals.
- The City identified Riverfront Park as a potential investment from the \$20.0 million upfront payment. The City is looking to use a portion of the upfront revenue and put \$4.0 million towards investments in Riverfront Park.

Invest in Riverfront Park

Investment Area(s): Community Health, Economic Development & Quality of Life
Fiscal Impact: \$4.0 million (one-time in 2021)



White Mill Investments

- For many, the shuttered White Mill is the first thing they see when entering downtown Danville.
- The City has been approached with innovative reuse plans for the historic building, including an offer where the top three floors and basement would be redeveloped into housing and the Industrial Development Authority would retain ownership of the ground floor.
- In addition to reuse of the White Mill building, the covered bridge that once connected the White Mill and Long Mill could be integrated into the current Riverwalk, connecting both sides of the river.



White Mill Investments

- The White Mill bridge will require extensive restoration to be used for additional pedestrian crossing for the RiverWalk Trail.
- Funds are available to cover environmental abatement for lead paint and asbestos removal, but this is only the first step necessary to make the historic bridge usable again.
- Improving the bridge for pedestrian use as part of the Riverwalk Trail is projected to cost approximately \$4 million.



White Mill Investments

Investment Area(s): City Infrastructure & Economic Development

Fiscal Impact: \$4.0 million (one-time in 2021)



Sidewalk, Curb and Drainage Expansion Study

- In town halls and survey responses, residents pointed out many specific areas where they believe the curbs, drainage, and sidewalks need improvement.
- The City should conduct a sidewalk, curb and drainage study to identify and prioritize sidewalk needs.
- Sidewalks support healthy communities while also facilitating safe means for pedestrian travel. Sidewalks also enhance the quality of life and vibrancy of neighborhoods.
- Danville should assess sidewalk access and conditions across the city. The study and the City's investment should prioritize areas without existing sidewalk and curb infrastructure as well as areas with high pedestrian foot traffic.



Sidewalk, Curb and Drainage Expansion Study

- In town hall meetings and surveys, Danville residents noted the need for targeted sidewalk investment.
 - Survey response: “Drive around the unpopular areas and look at the streets and sidewalks and community green areas for children. Very disheartening. Move some money out of the River District to these other areas.”
 - Other responses indicate that some residents have the perception that higher-income areas of the city receive greater attention than less affluent areas.
- The City should pursue an impartial and objective study that will indicate where infrastructure improvements are most needed.
 - The equity considerations outlined earlier in this presentation should also inform where investments should be made.
 - The City should keep in mind that the most vocal residents may not be the residents with the greatest need for these improvements.



Sidewalk, Curb and Drainage Expansion Study

- The City is looking to pursue the sidewalk study if funding becomes available.
- Casino funds could be used to fund the study as well as the needed improvements based on the study findings.
- The City estimates the study costing no more than \$50,000. While cost estimates for the repairs depend on the study findings, the City could allocate funding recurring dollars to cover the cost.
- The City's FY 2020 Five-Year CIP outlines related sidewalk improvements for Holt Garrison Parkway, Lowes Drive, Piedmont Drive, Mt Cross Road and includes installation of pedestrian crosswalks on Piedmont Drive and Mt Cross Road.

Sidewalk, Curb and Drainage Expansion Study

Investment Area(s): City Infrastructure Improvements & Quality of Life

Fiscal Impact: \$4.1 million to \$20.1 million (through 2026) or \$50,000 (one-time), \$1.0 to \$5.0 million (annually beginning in 2023)

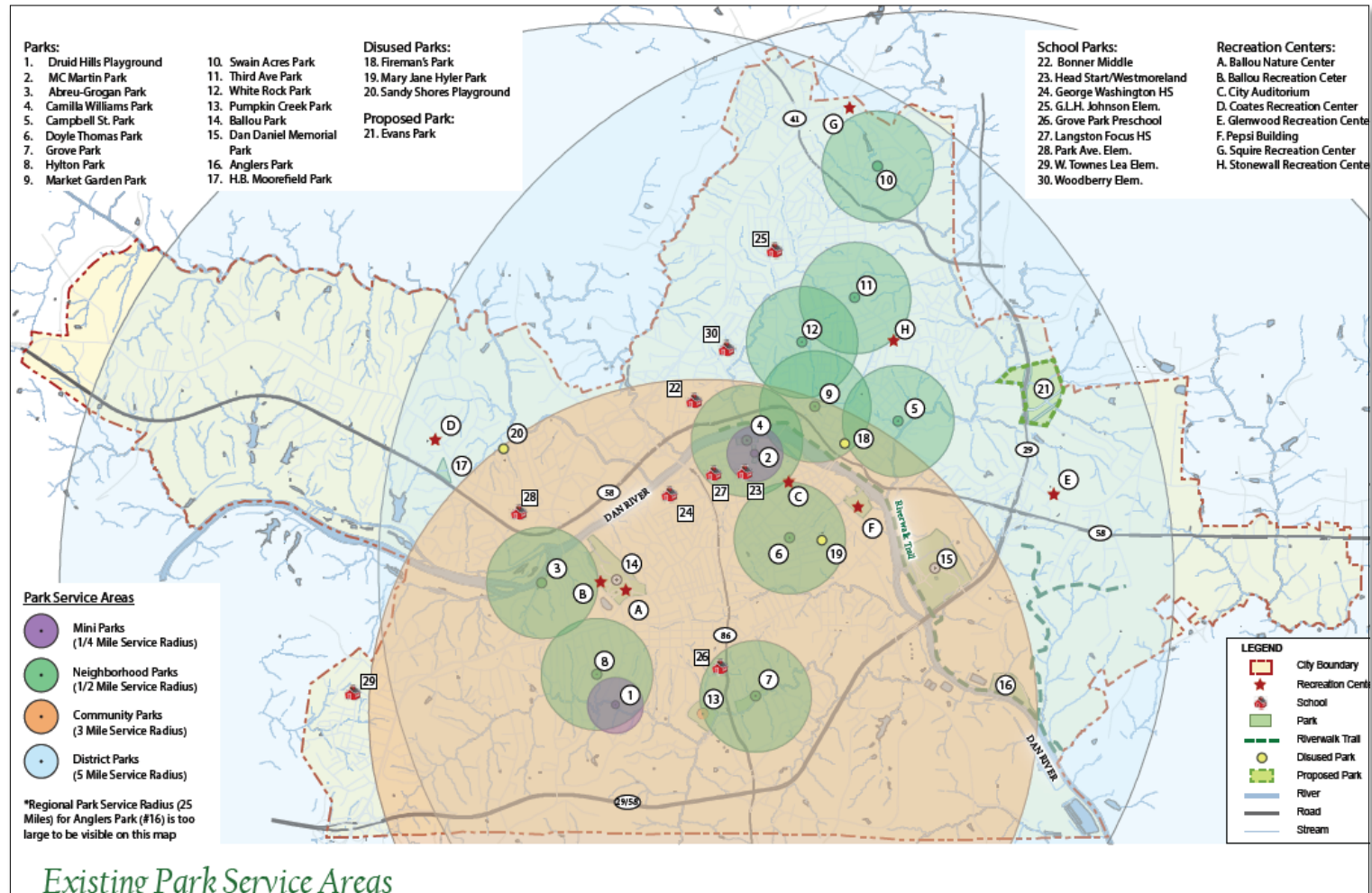


Invest in Neighborhood Parks and Community Centers

- Improving neighborhood parks, with an emphasis on revitalizing areas *outside* downtown, was repeatedly listed as a priority by survey respondents and town hall participants.
 - As with other neighborhood amenities, many residents expressed concern that investment would be made in neighborhood amenities like parks and community centers in the more affluent areas of the city while other areas are forgotten.
- The Parks and Recreation Department Master Plan identified neighborhood parks as an important and unmet need to the community, indicating that the City is under-served by neighborhood park acreage.
- Some short-term goals outlined in the master plan:
 - Improving linkages to adjacent neighborhoods
 - Preparing a Danville bicycle and pedestrian master plan
 - Developing and expanding multi-use path systems
 - Preparing a master plan for neighborhood parks



Invest in Neighborhood Parks and Community Centers





Invest in Neighborhood Parks and Community Centers

Westmoreland Park

- Given comments from town hall participants and survey responses, City staff noted potential unfunded park and community center projects aligned to target regions.
- Staff noted community organizations such as the Westmoreland Neighborhood Organization and the DNDC are working in partnership with the Parks and Recreation Department to revitalize neighborhood parks. This includes Westmoreland Park, a 3.6-acre greenspace in census tract 6, a predominately Black neighborhood and equity target area.
- The 2017 Westmoreland Park Plan report estimated \$1.0 million in needed renovations. The group has already secured \$408,972 in grant funding from the Danville Regional Foundation and continues to fundraise from other local, private and philanthropic partners.
- The City has also already awarded the project \$50,000 in grant funding and could consider providing additional dollars to fill unmet fundraising goals.



Invest in Neighborhood Parks and Community Centers

Old West End Commons

- ◆ Another ongoing renovation project promoting investment in neighborhood parks is the City's project to renovate Old West End Commons.
- ◆ Potential renovations include a parking area, a dog park, a walking trail, a serenity garden, community gardens, a rose garden tribute to First Baptist Church, and possibly restrooms.
 - The cost of these renovations is estimated at no more than \$400,000.

Citywide Investments

- ◆ Danville could also use casino revenue to fund other activities that provide community and green space to residents. These investments could include citywide renovations and enhancements of existing park playground infrastructure to create play spaces that are ADA accessible and inclusive to all users.

Invest in Neighborhood Parks and Community Centers

Investment Area(s): City Infrastructure Improvements, Community Health, Economic Development & Quality of Life

Fiscal Impact: \$2.0 million (through 2026) or \$500,000 (annually beginning in 2023)



Fund Airport Renovations

- ◆ Danville Regional Airport is one of Virginia's 21 general aviation regional airports, a system that sustains 1,400 jobs and \$160 million in economic impact throughout the state. The Virginia Airport System Economic Impact Study found that Danville Regional Airport generates about \$5.6 million in economic activity annually.
- ◆ PFM's 2018 Five Year Financial Plan suggested closing the regional airport, because the runway could not accommodate business transit. The casino requires reevaluation of this approach since it has potential to increase business and leisure travel to the city.
- ◆ At present, Danville Regional Airport is listed in the Aircraft Owners and Pilots Association database as a two-runway airport with the larger runway in good condition and the other smaller runway in poor condition. The City estimates that approximately \$550,000 in improvements are needed to modernize the airport.
- ◆ As economic development in the region progresses, the airport may continue to be an asset, as it enables easy access to business and leisure travelers.
- ◆ State matching funds are available for airport renovations, allowing the City to stretch its investment while improving the overall quality of the airport for business and leisure travelers.

Fund Airport Renovations

Investment Area(s): City Infrastructure & Economic Development

Fiscal Impact: \$550,000 (one-time in 2021)



Fund City Government Building Improvements and Space Needs

- ◆ The City conducted a city-wide space needs assessment in October 2016.
- ◆ The study's primary objective was to identify and assess current spaces and identify 10-year projected space needs. The study ultimately made 26 recommendations organized by level of need, suggestions to reuse space and suggestions to renovate and repurpose vacant space.
- ◆ The City could revisit the 2016 space needs study and invest in unfunded recommendations.
- ◆ City staff have already identified updates to the Primary Data Center at City Hall as high need investment. Updates to the Primary Data Center are estimated at \$1.0 to \$2.0 million and include room renovations and equipment updates.

Fund City Government Building Improvements and Space Needs

Investment Area(s): City Infrastructure

Fiscal Impact: \$1.0 - 2.0 million (one-time in 2023)



Conclusion



A Public-Driven Plan For Best Use Of Casino Revenues

- The passage of the casino referendum has provided Danville with an opportunity to thoughtfully fund priority projects and initiatives.
- The feedback, findings, and recommendations outlined in this report highlight the City's opportunity to improve quality of life while also ensuring fiscal stability for years to come.
- By following the Investing in Danville guiding principles and keeping an eye towards equity, the impact of the projected one-time and recurring funds could reap long-term benefits for City residents and the region.

Thank You!

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any questions or comments.



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Appendix



About PFM

What We Do

FINANCIAL MODELING

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FINANCIAL ADVISORY

transaction management
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strategies | capital
planning

ALTERNATIVE FINANCE

public private partnerships &
economic development |
developer selection &
negotiation | asset & real
estate portfolio analysis &
monetization | environmental
finance | tax credit & incentive
policies

ASSET MANAGEMENT

cash & liquidity
management | short &
intermediate term fixed
income | multi-asset class |
structured products

CONSULTING

**organizational efficiency &
effectiveness | fiscal planning &
budgeting | justice & safety
finance |** workforce strategy &
negotiation support

SPECIALIZED SERVICES

derivatives advisory | treasury
management consulting | payment
solutions | arbitrage rebate
consulting | retirement finance





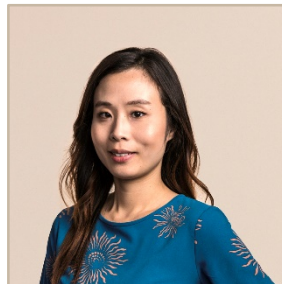
The PFM Team



Danielle Scott

Senior Managing Consultant

Project Manager for Strategic Planning Engagement, supported PFM's Multi Year Financial Plan for City



Kristy Choi

Senior Managing Consultant

Lead Project Manager for PFM's Financial Advisory Practice in Virginia



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Former AmeriCorps Vista member with a background in community development



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Dean Kaplan

Managing Director

Led PFM's Multi Year Financial Plan for Danville Public Schools



David Eichenthal

Managing Director

Led PFM's Multi Year Financial Plan for City of Danville & Executive Director of National Resource Network



PFM Understands Danville

PFM has a long-standing relationship with the City of Danville. The National Resource Network, led by PFM, leveraged federal funding to help the City of Danville and civic leaders launch the **Danville Neighborhood Development Corporation**, an organization working to improve Danville residents' quality of life and encourage local community investment.



With Arnold Foundation funding, the Network **created the City's first multi-year financial plan**. The plan projected General Fund revenues and expenditures over five fiscal years and addressed initiatives including:

- New revenue options
- Opportunities for efficiency savings
- Strategies for targeted investments



In 2018, the City enlisted the Network to create a **multi-year financial plan for the Danville Public Schools** based on the financial relationship between the City and the DPS. The Plan focused on priorities including:

- Provide and maintain top-of-the-line facilities
- Attract and retain highly effective teachers/staff
- Align education initiatives with workforce development needs



PFM Scope of Work

- PFM was engaged by the City to present a public-driven investment plan to City Council for consideration. To do so, the team:
 - Convened and facilitated opportunities for residents and stakeholders to provide feedback on what the City should consider as investments if the referendum passes
 - Reviewed fiscal impact projections developed by Caesars and the City's multi-year financial plans
 - Developed a portfolio of potential investments
 - Recommended investment priorities in the form of a final report that includes an outline of investments and their fiscal impacts, an overview of community feedback, and specific recommendations for investment priorities
- The plan presented in this presentation and supporting documents, draw from community needs and best practices for financial management and public investment.



Equity Mapping & Considerations



Key Equity Considerations

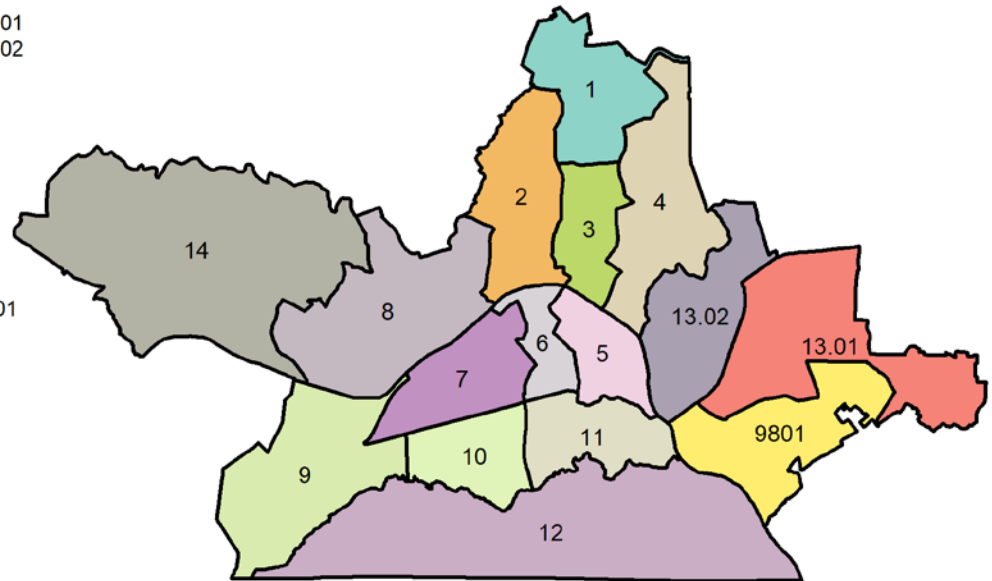
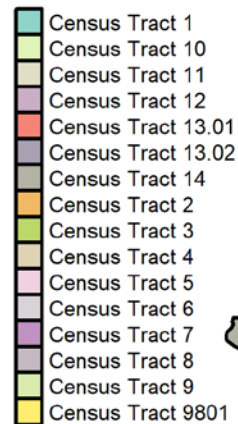
- ◆ The City should consider existing inequities in its community when allocating casino revenue dollars.
- ◆ Danville, like many cities across the country, has geographically concentrated pockets of inequity. Often aligned by race, certain areas of the city have lower socioeconomic status, educational attainment and access to quality housing, health and opportunity.
 - Danville residents enjoy differing quality of life that varies with their race and where they live.
 - The City should consider an approach that addresses these inequities by targeting investments.
 - The DNDC has identified many of these same areas for its development and investment efforts.
- ◆ Census tracts 4, 5, 6, and 10 have the highest concentrations of poverty in the City



Overview of Equity Mapping

- ◆ To inform the discussion of potential investment areas and regions where the City should target investment, the PFM team compiled a series of demographic and social indicators.
- ◆ These indicators are mapped by census tract and analyzed to demonstrate varying levels of need for areas and populations within Danville.

Census Tract





Overview of Equity Themes

- The PFM Team used data from the Census Bureau's 2018 American Community Survey five-year (2014-2018) data set to examine demographics including:
 - Race and ethnicity
 - Poverty
 - Unemployment
 - Educational attainment
 - Home value
 - Housing characteristics
- The team also compiled educational data from the state and Danville Public Schools
- Additionally, PFM examined indicators such as proximity to public health clinics, healthy food, and outdoor health amenities like parks and trails to inform findings around community health and well-being.




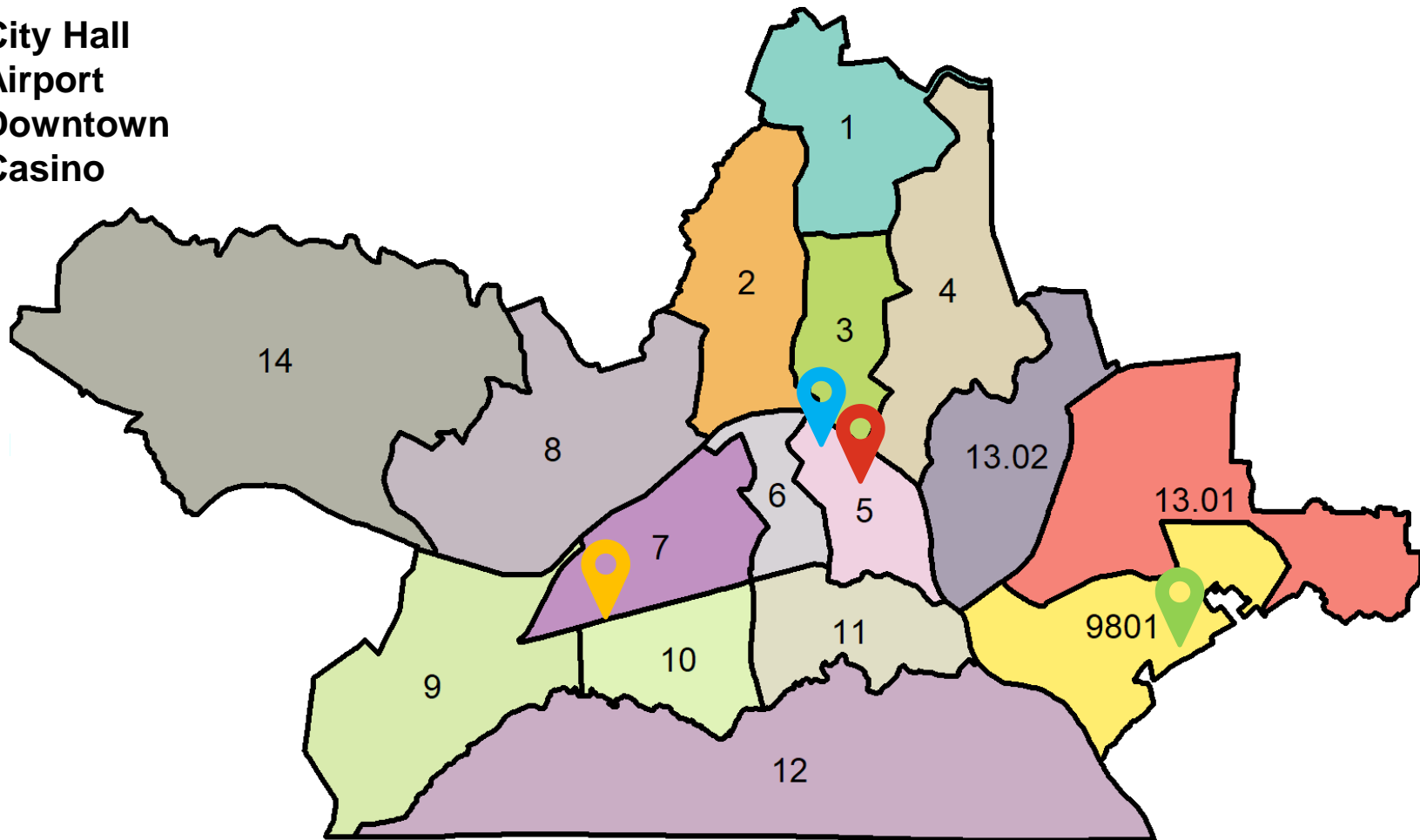
Overview of Equity Analysis Findings

- Race is concentrated in specific census tracts
 - Census tracts 3, 4, 5, 10 and 11 are more than 60 percent Black.
 - Census tracts 14 and 7 are more than 60 percent White.
- The census tract with highest concentrations of White residents (14) has the greatest concentration of owner-occupied units, the second-highest concentration of residents with at least a bachelor's degree, and the highest median home value in the city.
- The central and northeastern areas of the city -- census tracts 3, 4, 5, 6, and 10 -- have higher concentrations of poverty, lower educational attainment, less homeownership and lower home values
 - Census tracts 4, 5, and 10 have the highest poverty levels in the city and some of the lowest rates of educational attainment.
 - More than 50 percent of residents of census tracts 4, 5, 6, and 10 have either no high school diploma or a high school/equivalent diploma in addition to the lowest homeownership rates and home values.



Landmarks: Contextualizing the City Map by Census Tract

-  City Hall
-  Airport
-  Downtown
-  Casino



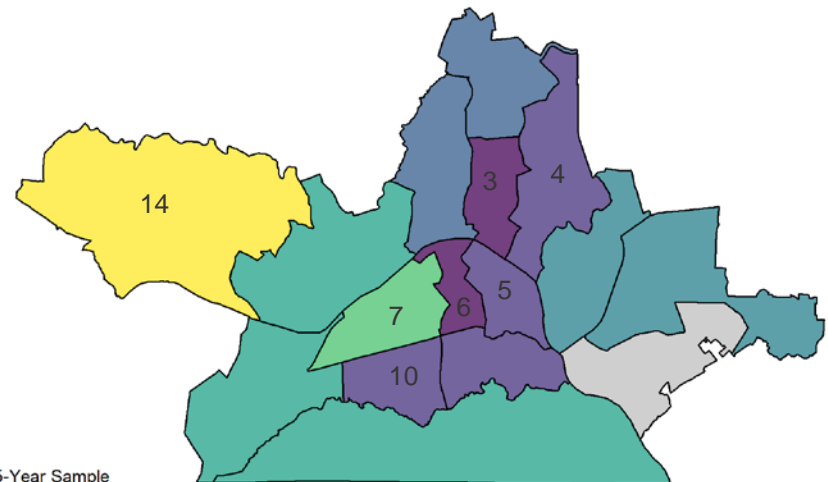
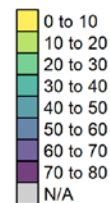


Race

- ◆ The City of Danville has a population of 41,512 according to the 2018 American Community Survey 5-Year Sample.
- ◆ In Danville, race is highly concentrated geographically in certain areas.
 - Census tracts 14 (84.2 percent) and 7 (68.6 percent) are mostly White
 - Census tracts 3 (72.5 percent), 4 (64.4 percent), 5 (65.4 percent), and 6 (71.1 percent) are overwhelmingly Black

- ◆ Of the total City population:
 - 48 percent are Black alone
 - 43 percent are White alone
 - 4.1 percent are Hispanic or Latino
 - 2.9 percent report two or more races

Black alone, not Hispanic (%)

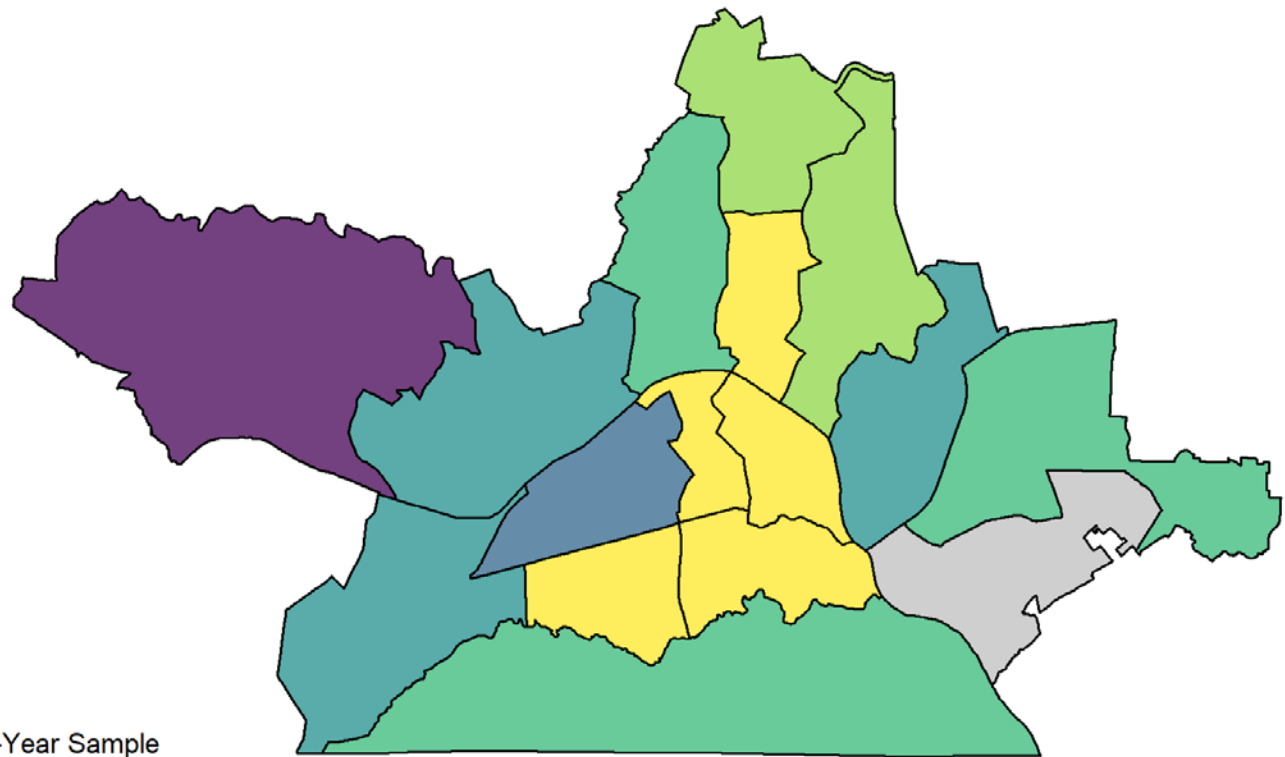
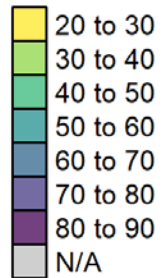


Source: ACS 2018 5-Year Sample



Demographics – White Alone

White alone, not Hispanic (%)

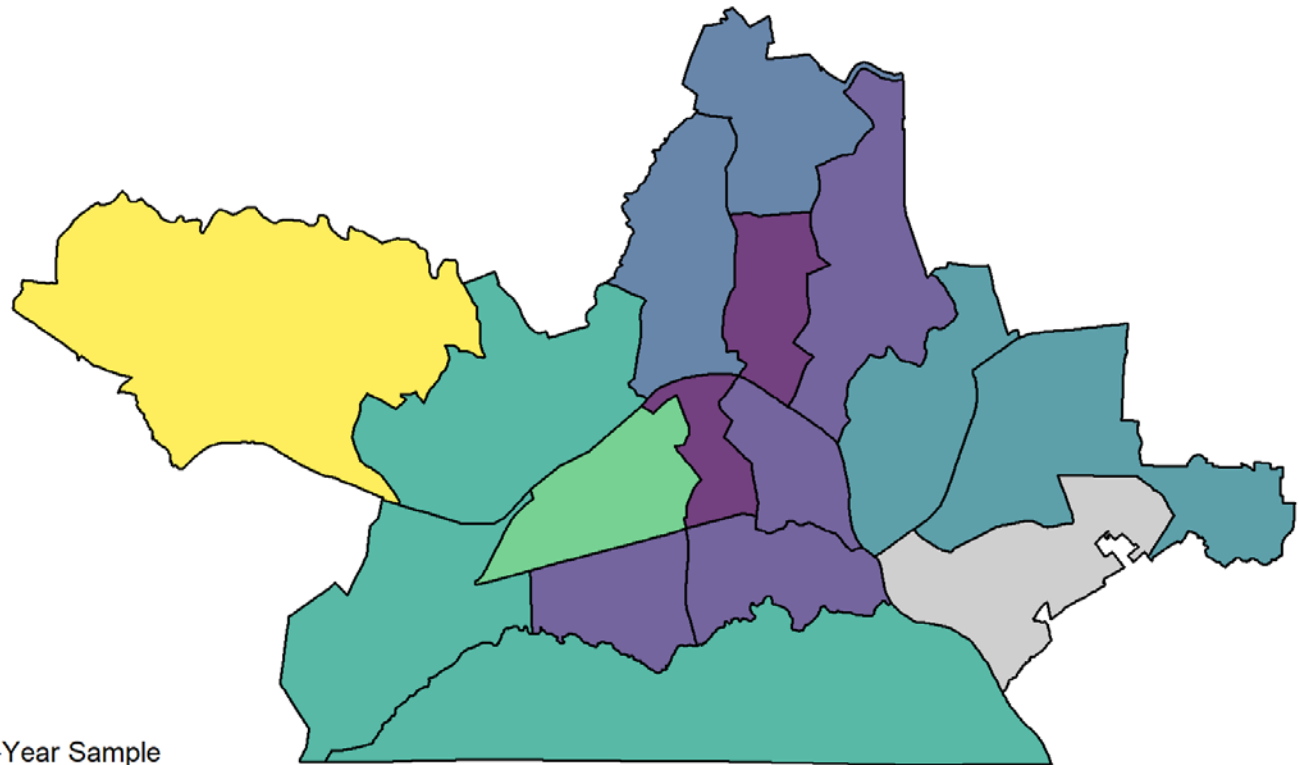
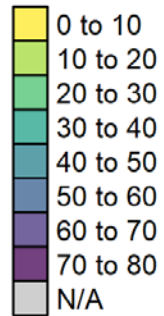


Source: ACS 2018 5-Year Sample



Demographics – Black Alone

Black alone, not Hispanic (%)

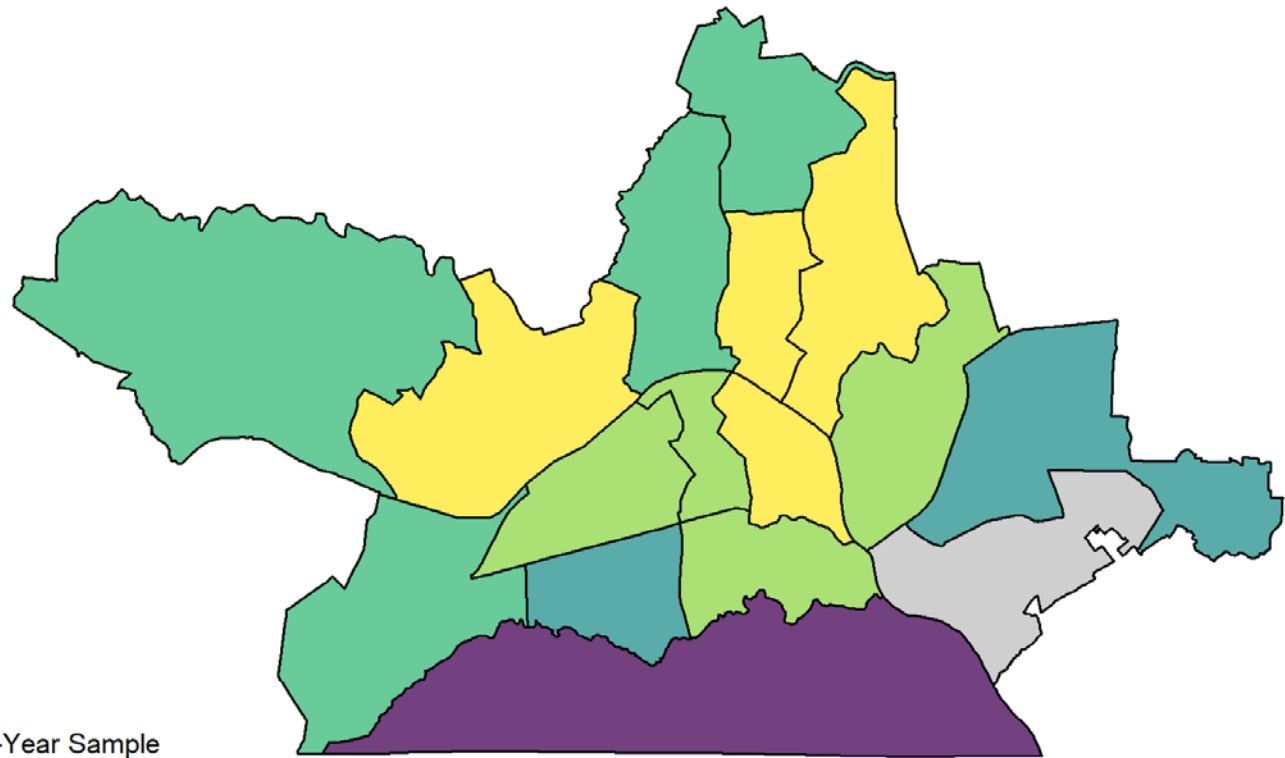
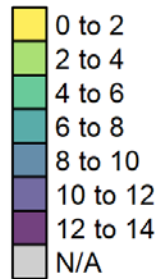


Source: ACS 2018 5-Year Sample



Race/Ethnicity – Hispanic or Latino (Any Race)

Hispanic or Latino (may be of any race) (%)



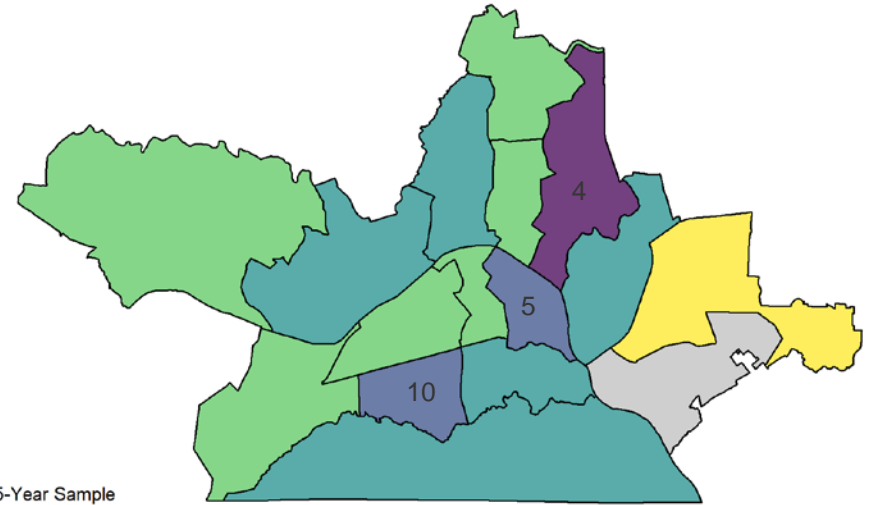
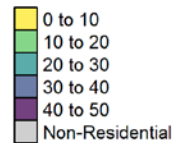
Source: ACS 2018 5-Year Sample



Poverty

- Like race, poverty is geographically concentrated in Danville.
- Nearly 22 percent of the City's population lives at or below the federal poverty line.
- The Census Tracts with the largest share of their population living in poverty are 4 (43.9 percent), 5 (31.9 percent), and 10 (38.2 percent).
- All of the aforementioned tracts are more than 60 percent Black.

Percent of Population

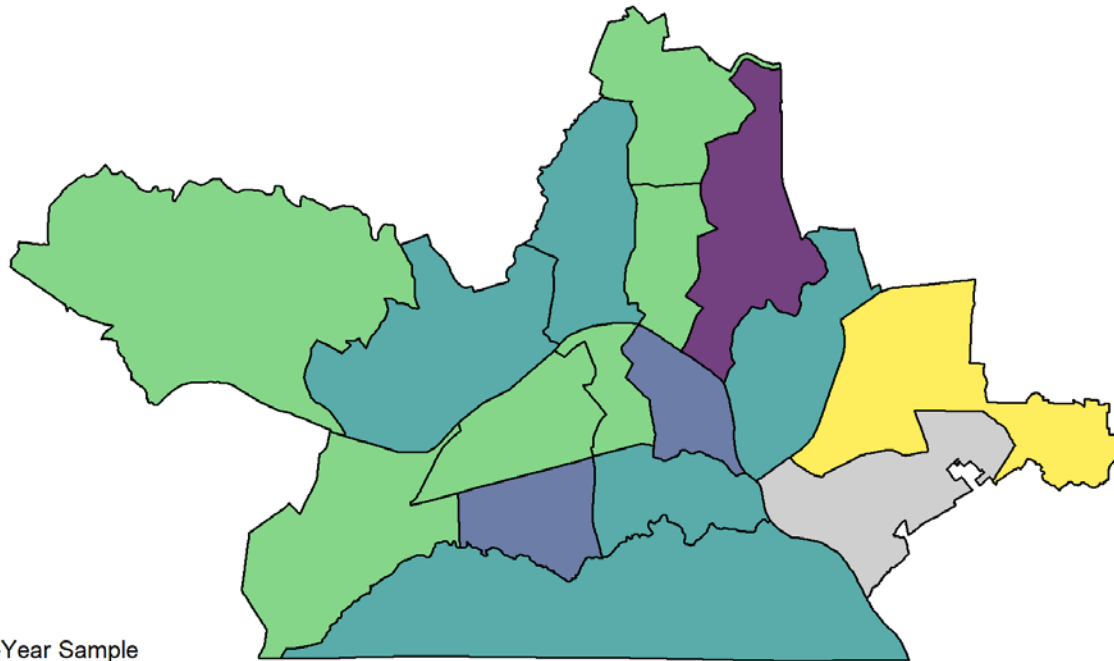
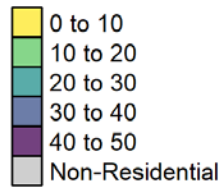


Source: ACS 2018 5-Year Sample



Poverty

Percent of Population Below Poverty Level



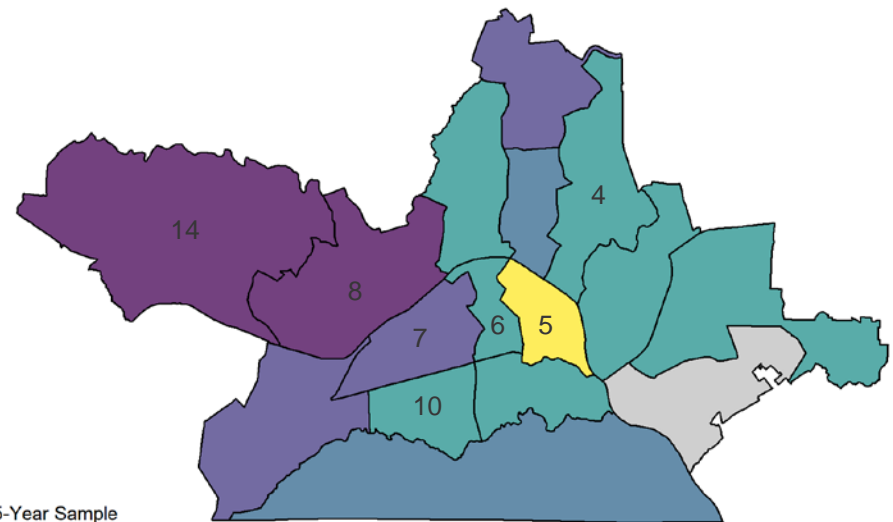
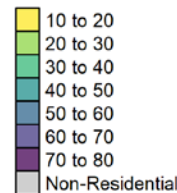
Source: ACS 2018 5-Year Sample



Homeownership – Owner-Occupied Units

- 53.5 percent of housing units in Danville are owner-occupied; these units are concentrated in specific areas.
- Tracts 7, 8, and 14 are over 60 percent owner-occupied.
- Census Tract 5 is 81.6 percent renter-occupied; tracts 4, 6, and 10 are nearly 60 percent renter-occupied.
- Tracts 7, 8, and 14 have the most owner-occupied units as well as the most residents with a bachelor's degree or more.

Percent of Occupied Housing Units that are Owner-Occupied

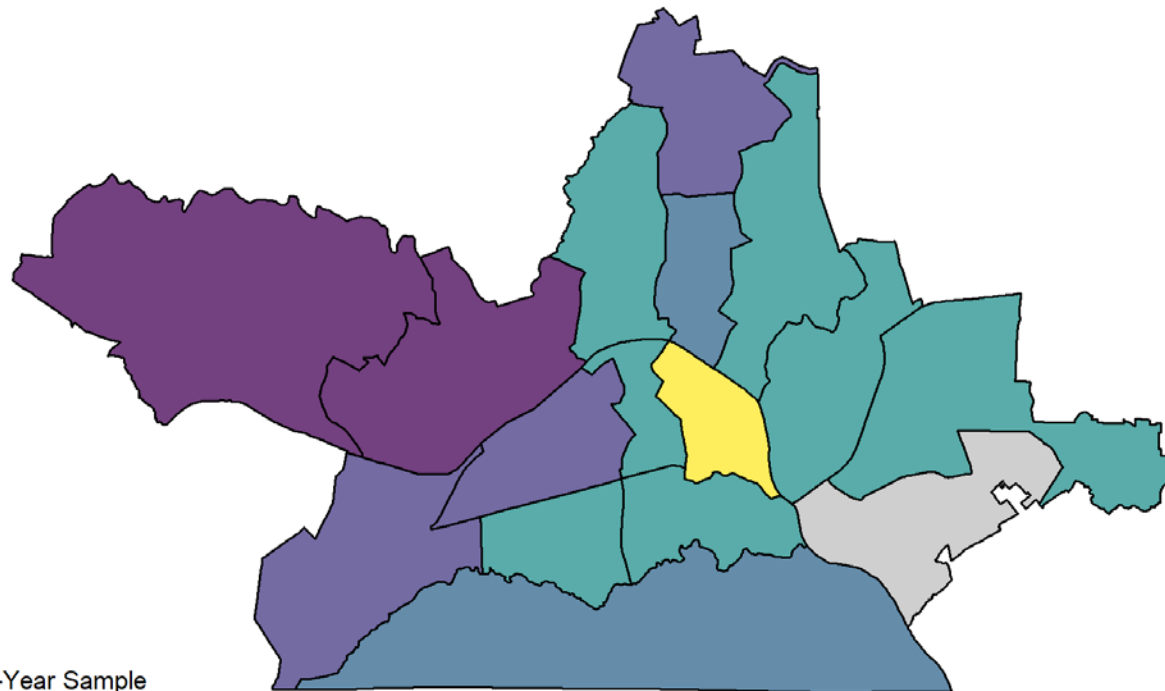
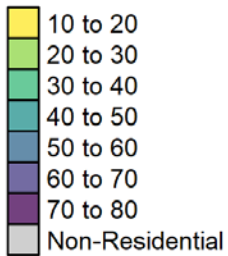


Source: ACS 2018 5-Year Sample



Homeownership – Owner-Occupied Units

Percent of Housing Units



Source: ACS 2018 5-Year Sample

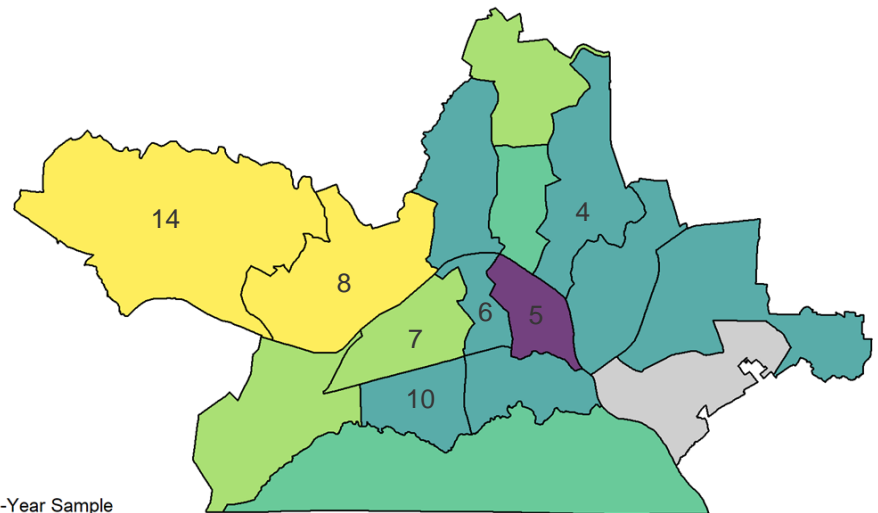
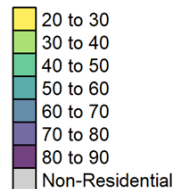


Homeownership – Renter-Occupied & Educational Attainment

Characteristics of residents in tracts with less owner-occupied housing:

- 35 percent of residents of census tract 5 have less than a high school education and is one of three tracts where more than 25 percent of residents have less than a high school diploma.
- Over 50 percent of residents of census tracts 4, 5, 6, and 10 have either no high school diploma or a high school/equivalent diploma.

Percent of Housing Units

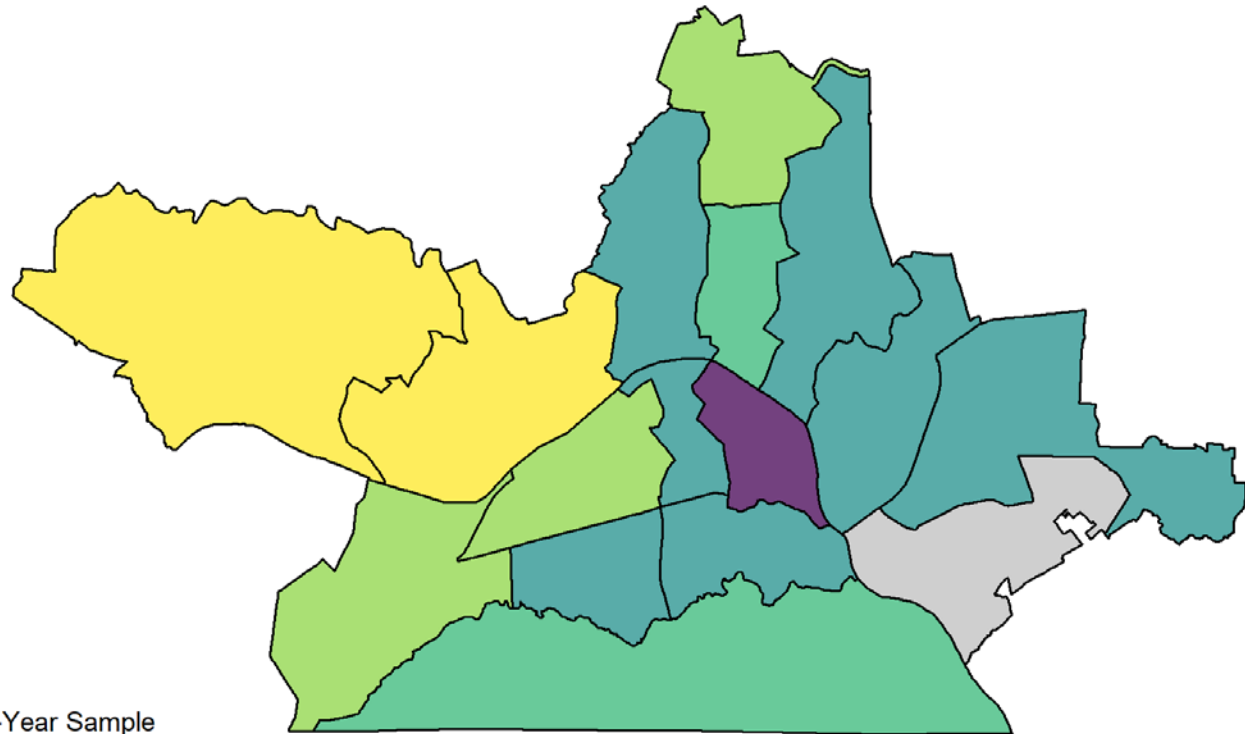
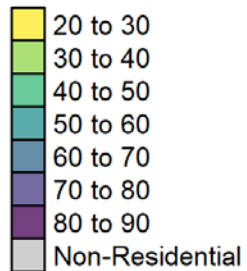


Source: ACS 2018 5-Year Sample



Homeownership – Renter-Occupied Units

Percent of Housing Units



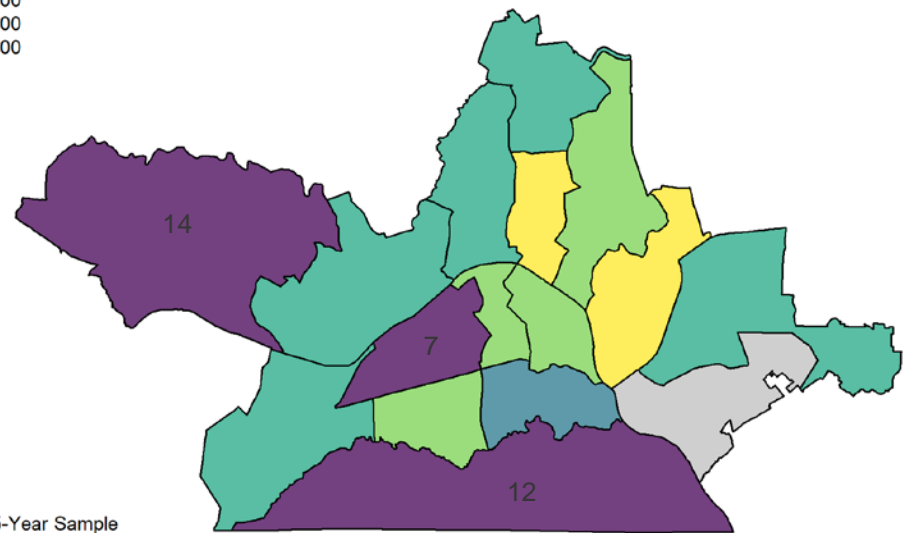
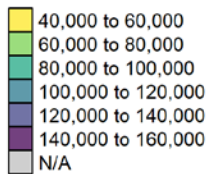
Source: ACS 2018 5-Year Sample



Home Value

- Home value is highly concentrated geographically in certain areas, with the highest home values are concentrated in census tracts 7, 12 and 14. All of these tracts are majority white and have an above-average number of residents with some college, an associate's degree, or a bachelor's degree or more.
- Census tract 14 has the greatest concentration of White residents, the greatest concentration of owner-occupied units, the second-highest concentration of residents with at least a Bachelor's degree, and the highest median home value in the City.

Median Home Value (\$)

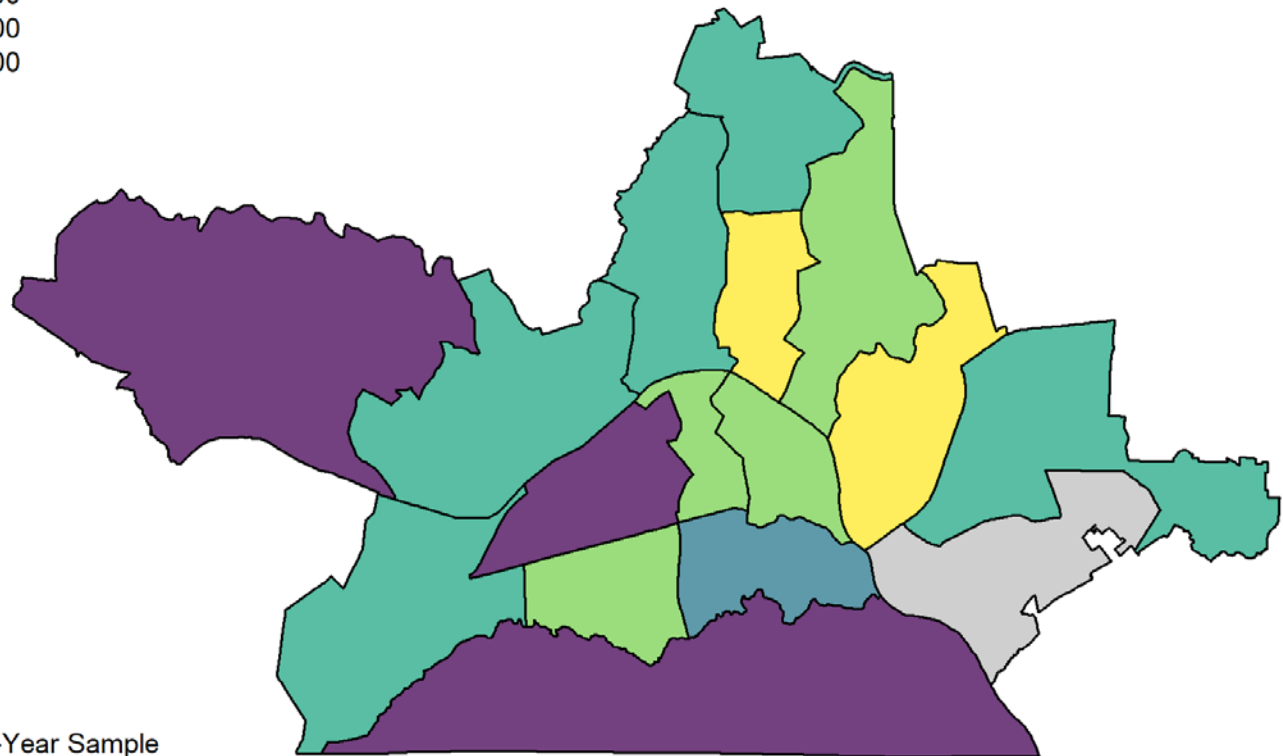
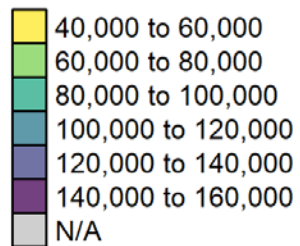


Source: ACS 2018 5-Year Sample



Home Value

Median Home Value (\$)

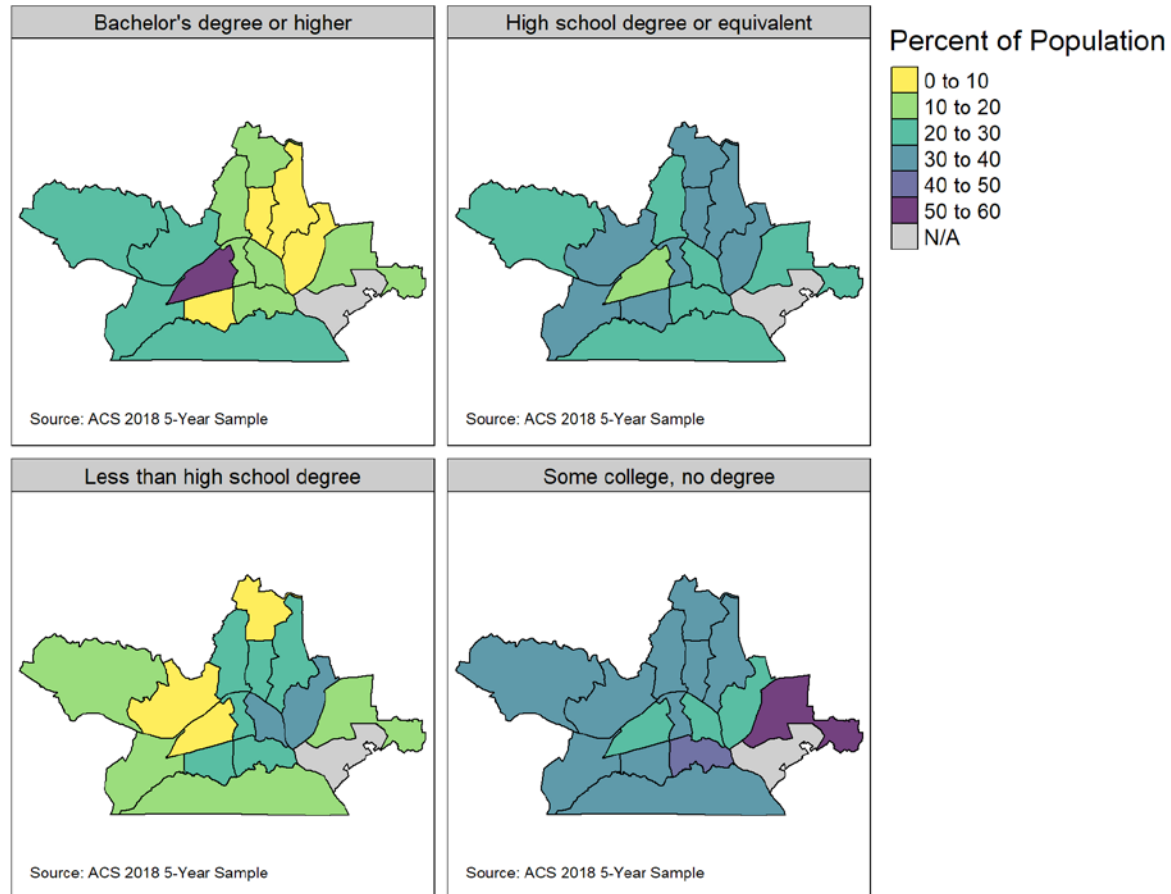


Source: ACS 2018 5-Year Sample



Educational Attainment

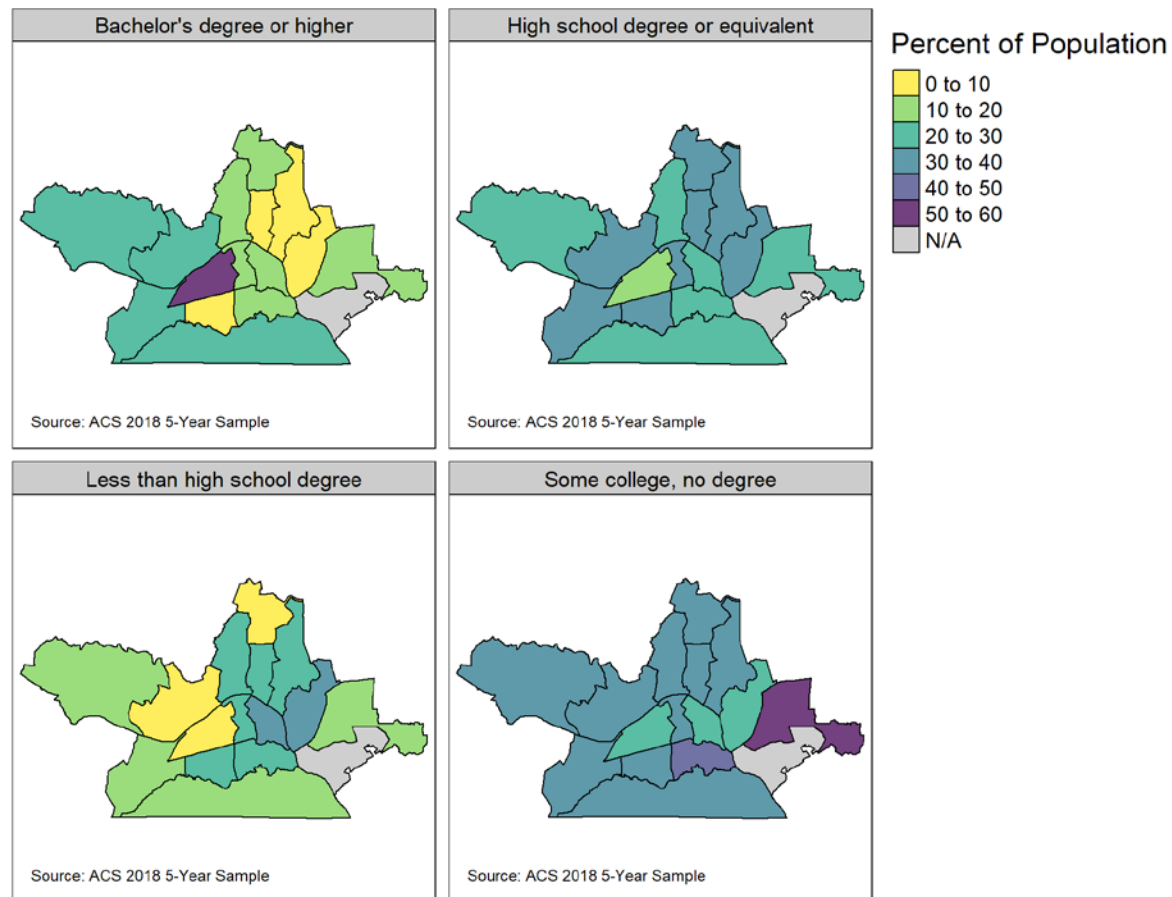
- Educational attainment data is only reported for 69.3 percent of residents over 25 years old in the City.
- Of the reported population:
 - 18 percent of residents do not have a high school diploma.
 - 29.8 percent of residents have a high school or equivalent diploma.
 - 33.9 percent of residents have an associate's degree or some college education.
 - 18.4 percent of residents have a bachelor's degree or more.





Educational Attainment

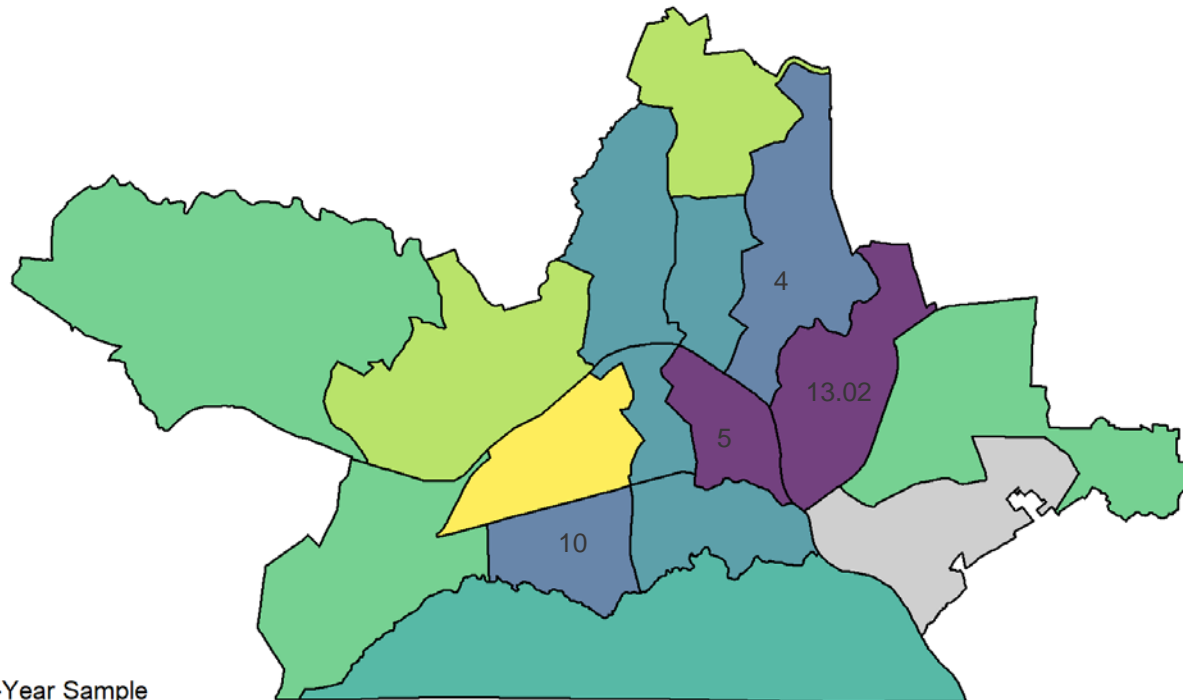
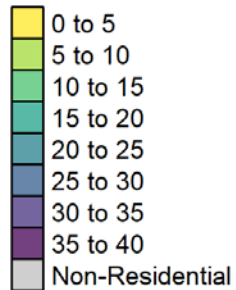
- ◆ Census tracts with higher educational attainment tend to be more affluent, with a greater rate of homeownership, property values, and lower unemployment rates.
- ◆ Additionally, census tracts where a large portion of the population has either no diploma or a high school/equivalent diploma have larger portions of their population living in poverty.
- Census Tracts 4, 5, and 10 have the highest poverty levels in the city and are also the tracts with some of the lowest rates of educational attainment.





Percent of Population with less than a High School Degree

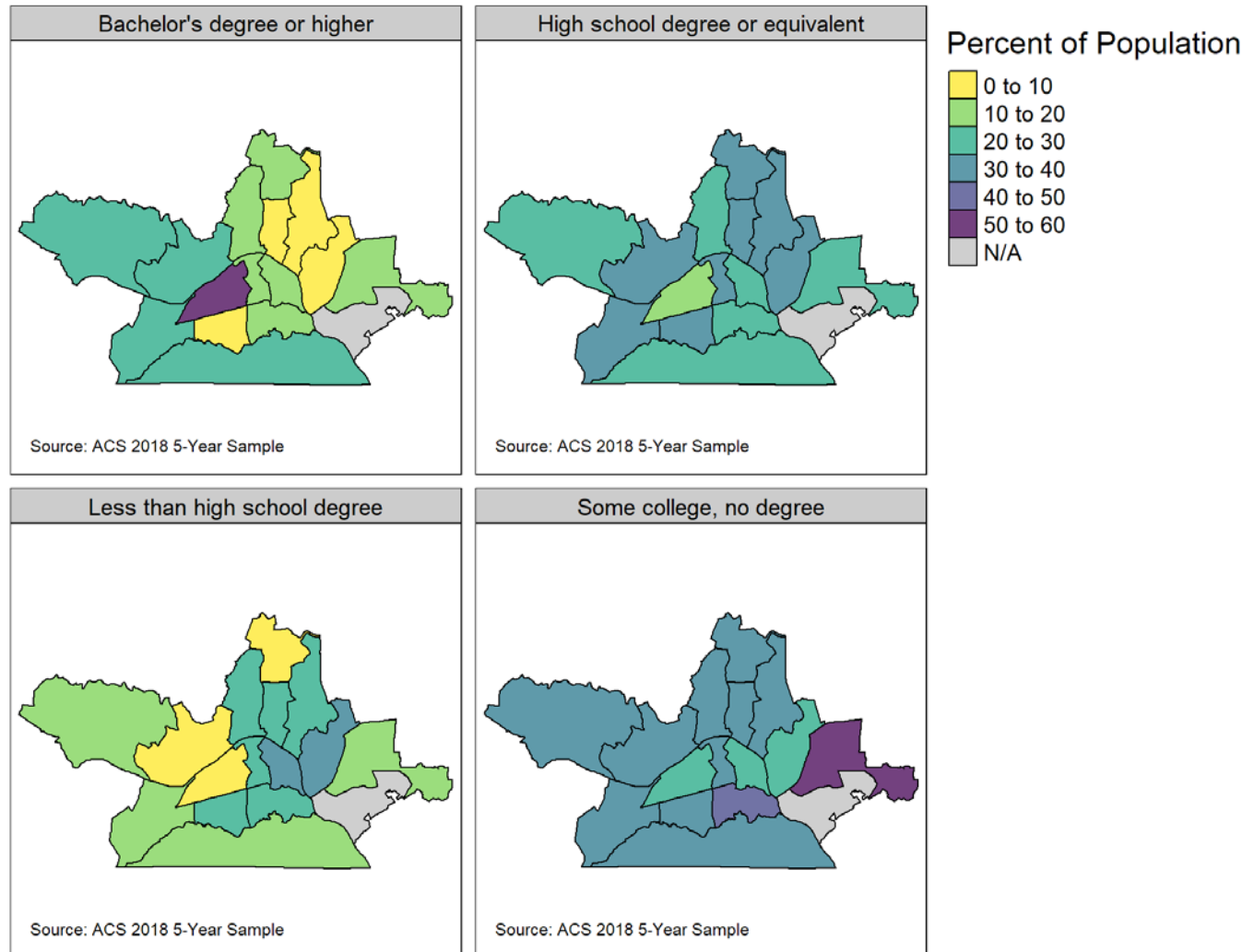
Percent of Population



Source: ACS 2018 5-Year Sample



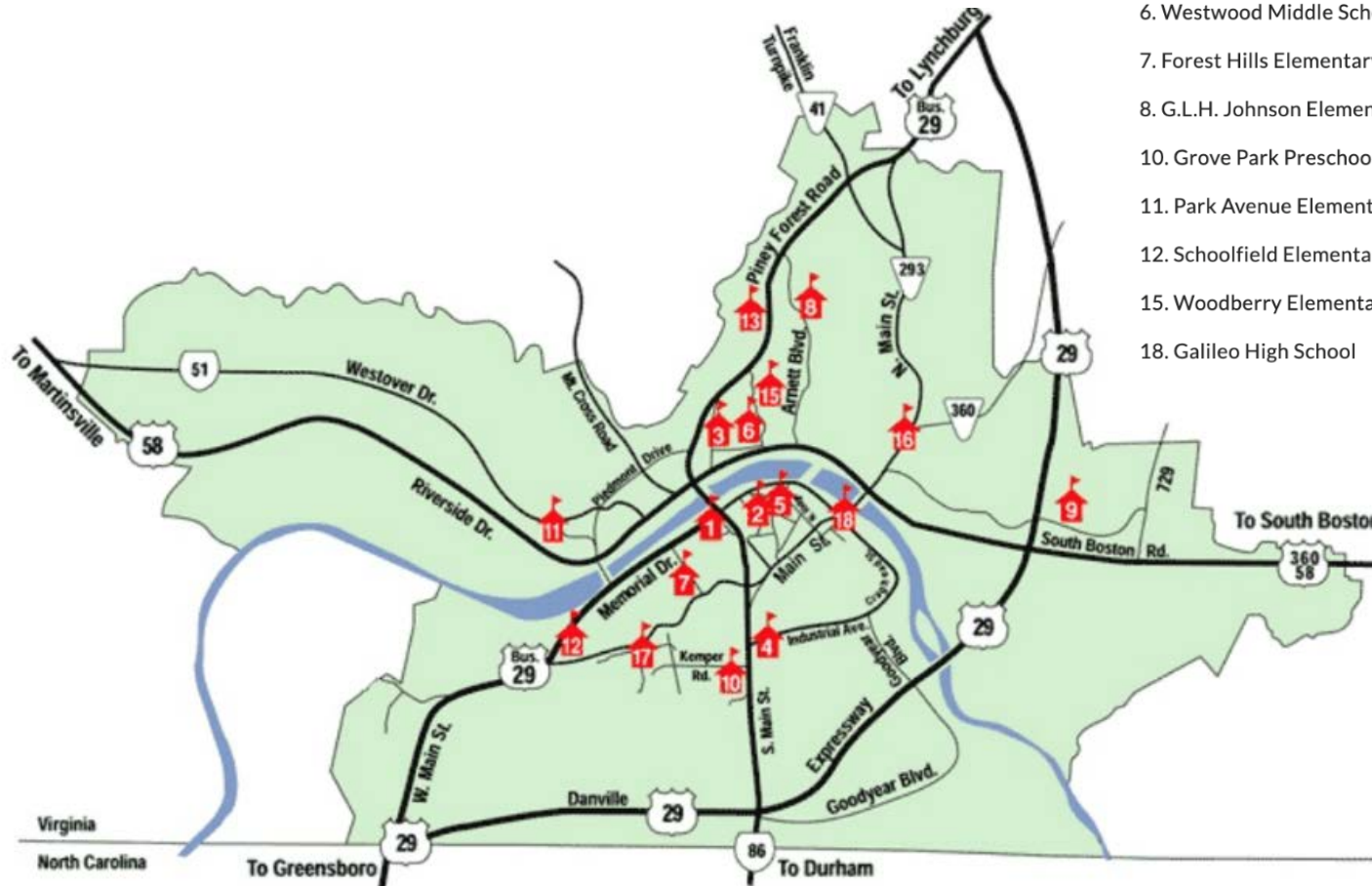
Educational Attainment





Danville Public Schools

1. George Washington High School
2. Langston Focus School and Adult & Career Education
3. O. T. Bonner Middle School
4. E. A. Gibson Elementary School
6. Westwood Middle School
7. Forest Hills Elementary School
8. G.L.H. Johnson Elementary School and Northside Preschool
10. Grove Park Preschool
11. Park Avenue Elementary School
12. Schoolfield Elementary School
15. Woodberry Elementary School
18. Galileo High School





Education

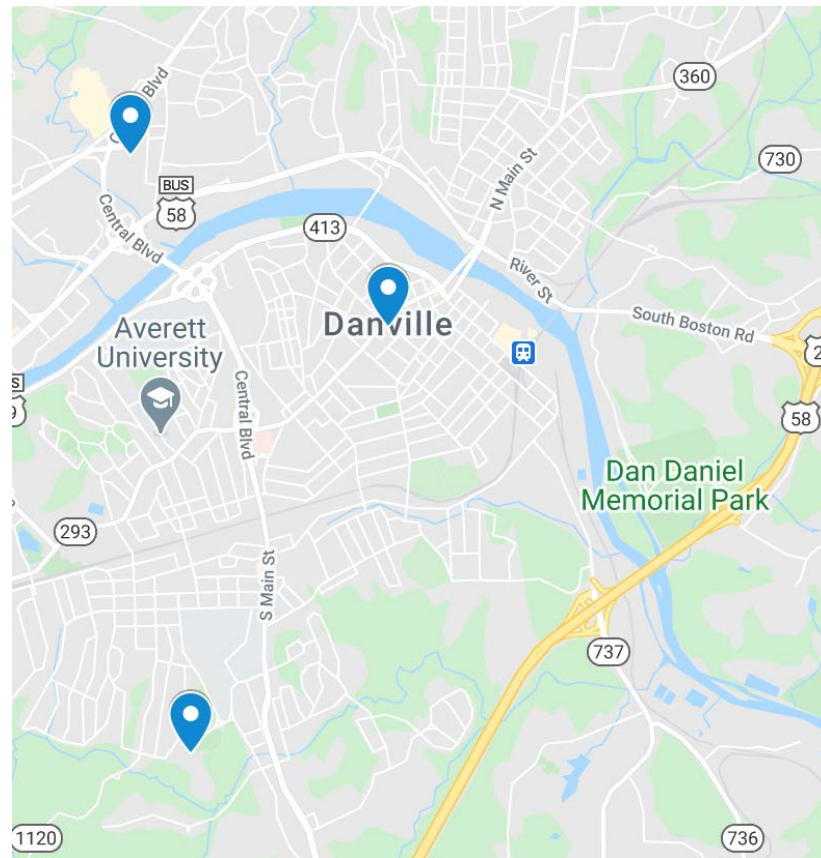
- Nine of the 11 Danville schools listed on the Virginia Department of Education website are “Accredited With Conditions”. Meaning one or more quality indicators are at Level 3 (below state standard)
- Danville Public Schools key statistics:
 - Average math proficiency: 50 percent (72 percent statewide)
 - Average reading proficiency: 57 percent (80 percent statewide)
 - Minority enrollment: 81 percent (51 percent statewide)
 - Graduation rate: 75 percent (88 percent statewide)

| School Name | Accreditation Ranking |
|-----------------------------|----------------------------|
| Edwin A. Gibson Elementary | Accredited with Conditions |
| Forest Hills Elementary | Accredited |
| G.L.H. Johnson Elementary | Accredited with Conditions |
| Galileo Magnet High | Accredited |
| George Washington High | Accredited with Conditions |
| O. Trent Bonner Middle | Accredited with Conditions |
| Park Avenue Elementary | Accredited with Conditions |
| Schoolfield Elementary | Accredited with Conditions |
| Westwood Middle | Accredited with Conditions |
| Woodberry Hills Elementary | Accredited with Conditions |
| Woodrow Wilson Intermediate | Accredited with Conditions |



Health: Public Health Clinics in Danville

- ◆ There are three public health clinics in Danville:
 - **Danville-Pittsylvania Community Services Board**
 - Main Office: 245 Hairston St.
Danville, VA 24540
 - **Danville Health Department**
 - Headquarters: 326 Taylor Dr.
Danville, VA 24541
 - **Piedmont Access to Health Services**
 - Danville Office: 705 Main St, Danville, VA 24541





Public Survey & Town Hall Overview



About the Survey and Town Halls

- ◆ To better understand citizen and stakeholder ideas and priorities, the City of Danville and PFM hosted three virtual town hall events and created an online survey.
- ◆ Respondents to the online survey were asked to rank the importance of different investment areas and were given the opportunity to leave open ended responses with additional investment ideas and feedback.
- ◆ The following slides provide background on both the Town Hall and survey. The subsequent section outlines feedback and responses.





Town Hall Overview

- ◆ PFM and the City hosted three virtual town hall meetings in October, drawing total attendance of more than 70 people over the three sessions.
- ◆ The purpose and goals of the forums were to:
 - [Update](#) the public about the timing and amount of money the City would receive.
 - [Inform](#) the community on potential uses of new revenue if voters approve the casino gaming referendum.
 - [Listen](#) and gather ideas and suggestions on how the new revenue can address needs and help create a better Danville for everyone to learn, work, live and play.
- ◆ Town hall meetings were conducted via the Webex Events platform and were simultaneously streamed via the City's Facebook page and public television channel.
- ◆ Town hall meetings were held:
 - Thursday, October 15 from 6:30-8:30 p.m.
 - Thursday, October 22 from 2-4 p.m.
 - Thursday, October 29 from 6:30-8:30 p.m.



Town Hall Overview

- ◆ During each town hall, participants were asked to respond verbally or via chat comment in Webex or on Facebook Live to the below discussion topics:
 - What do you like most about Danville today?
 - What do you think is missing in Danville?
 - Do you feel there is anything missing from the highlighted investment areas?
 - What does Danville need to succeed?
 - How do we make sure funds are spent equitably?
 - Do you have any questions or concerns that have not been addressed in the presentation?



About the Survey

- ◆ Members of the Investing in Danville Advisory Committee were asked to respond to a 12-question survey to provide feedback on proposed investment areas and the problems facing Danville.
- ◆ The 12-question Advisory Committee survey responses were used to inform the development of a public survey for Danville residents, businesspeople and other stakeholders.
- ◆ Receiving 201 responses, the public survey was live and open to the public for nearly five weeks from October 6 to November 9.
- ◆ Conducted via SurveyMonkey, the Investing in Danville public survey asked respondents to prioritize investments areas and identify concerns or suggested potential policies or actions specific to that investment area. The survey also asked for responses to open questions.
- ◆ The following slides detail the questions and prompts respondents addressed in the public survey.



Survey Overview

The Investing in Danville survey included the below fields and questions:

1. What is your connection to Danville? – respondents were asked to select all fields that applied. Fields included:
 - I live in Danville
 - I work in Danville
 - I send a child to school in Danville
 - I am a student in Danville
 - I own property in Danville
 - I own a business in Danville
 - I dine, shop, or enjoy leisure activities in Danville
 - I am thinking about moving to Danville
 - I live in Pittsylvania County or the surrounding region
2. What do you like about Danville? Please describe what aspects of the City make you proud or that you think the City does well. (open field)
3. What is the greatest or biggest challenge facing Danville? (open field)
4. Please rank the following investment areas from greatest to least importance to the City. Note: "Greatest" = 1 and "Least" = 8.
 - City Infrastructure Improvements
 - Economic Development
 - Improving Community Health
 - Public Education
 - Quality Housing
 - Quality of Life Amenities
 - Public Safety
 - The City's Long-Term Financial Stability



Survey Overview

The Investing in Danville Survey included the below fields and questions:

For each of the potential investment areas, please prioritize the specific policies or programs in the list. Note: "Greatest Priority" = 1

5. Public Education

- After-school and summer programs for youth
- Classroom education
- Extracurricular activities
- Improve school buildings
- Invest in school amenities

6. The City's Long-Term Financial Stability

- Budget Stabilization Fund (set aside money to provide a cushion against unexpected emergencies or economic downturns)
- Capital Reserve Fund (setting aside money for a pay-as-you-go approach to major investments)
- Reduce City debt

7. City Infrastructure Improvements

- Infrastructure Improvements
- Improve drainage
- Improve or expand street lighting
- Improve public transportation
- Invest in sidewalks
- Improve streets



Survey Overview

The Investing in Danville Survey included the below fields and questions:

For each of the potential investment areas, please prioritize the specific policies or programs in the list. Note: "Greatest Priority" = 1

8. Quality Housing

- After-school and summer programs for youth
- Classroom education
- Extracurricular activities
- Improve school buildings
- Invest in school amenities

9. Quality of Life Amenities

- Expand programs to increase the energy efficiency of homes
- Increase homeownership
- Prevent dislocation of long-term homeowners because of rising property values
- Provide more opportunities for safe, decent, affordable homes (owned and rented)
- Reduce quantity of abandoned or unsafe properties

10. Economic Development

- Business recruitment (attracting new businesses to town)
- Business retention (growing the current business base)
- Create programs to reduce poverty
- Support for minority- and women-owned businesses (MWBE), small businesses, and entrepreneurs
- Tourism development (developing marketing and amenities to convince people to visit Danville and stay longer)
- Workforce development (training and education for better paying jobs)



Survey Overview

The Investing in Danville Survey included the below fields and questions:

For each of the potential investment areas, please prioritize the specific policies or programs in the list. Note: "Greatest Priority" = 1

8. Public Safety

- Expand community policing
- Improve emergency medical response
- Invest in crime reduction programs
- Reduce youth gang participation

9. Improving Community Health

- Expand access to healthy foods
- Expand access to trails, greenways, and other areas for physical exercise
- Expand health services offered by public clinics
- Expand mental health services offered by public clinics

10. Are there other projects or programs the City should consider as potential investments? (open field)



Surveyed Investment Areas

- PFM asked survey respondents to further prioritize specific policy areas, actions, or ideas associated for each proposed investment area.
- The following slides display the weighted ranking for each surveyed investment area.
- Respondents had the option to leave additional topics or policy actions in an open-ended field following the ranking portion.
- Citizen investment ideas from the survey and town halls will follow each investment area's weighted ranking.



Ranking Methodology

- The overall levels of preference shown were determined using a weighted average of each policy area's rank. A respondent's most preferred choice has the highest weight and their least preferred is assigned a weight of 1.
- Each bar chart compares the weighted averages of each choice in the category.
- The closer an item's weighted average is to the total number of choices, the more strongly it is favored.

- For example, if respondents are asked to rank four items, weight is assigned as follows:

| Rank | Weight |
|------|--------|
| #1 | 4 |
| #2 | 3 |
| #3 | 2 |
| #4 | 1 |

- A ranked item's weighted average in this example can range between 4 (respondents unanimously valued that item first) and 1 (respondents unanimously valued that item last).