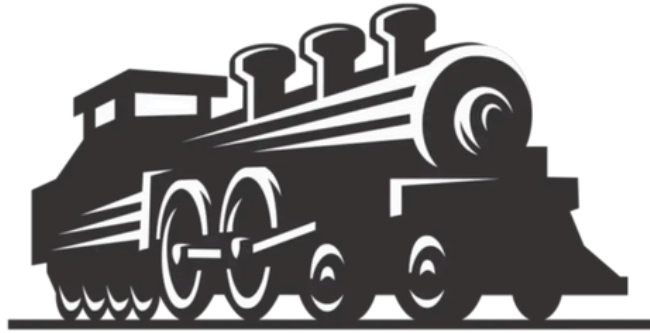




DRIVING CHANGE
PROVEN RESULTS

JANUARY 2025



THE TOWN OF
GEORGETOWN
I N D I A N A

Town of Georgetown

Strategic Plan

2025-2027

Presented To
**Reny Keener, Town
Manager of Georgetown**

Presented by
**Keeley Stingel, MPA
Driving Change**

Table of Contents

3	About the Town	7	Mission and Vision
4	History of Georgetown	8	Problem Solving Outcomes
5	Town Leadership	13	Strategic Plan
6	Planning Process	22	Parting Words from Consultant

About the Town of Georgetown

The Town of Georgetown was platted in Floyd County, Indiana by George Waltz in 1833, and accordingly named for him. The community is located 12 miles west of Louisville, Kentucky, just off Interstate 64 at Exit 118, and according to the 2012 census, the population is approximately 3,025 with the majority of the territory being considered residential.

Notable people that came from the community include R. Carlyle Buley, who was awarded the Pulitzer Prize for History in 1951 and born in Georgetown on July 8, 1893, and Sherman Minton, who served as United States Attorney General and Associate Justice of the Supreme Court was born in Georgetown on October 20, 1890.

The Town of Georgetown is the home of many businesses, restaurants and schools and it is by surrounded many amenities that are offered to many larger communities. The Town welcomes everyone to come visit the area and review what they have to offer the growing community.



History

Georgetown dates back to its first settlement in 1805 by Patrick Shields. In 1807, George Waltz moved to the area and Georgetown was platted by him in 1833. Farmers began to move to the area because of its more productive soil and crops began to be used to make whiskey.

In 1882, Duncan Tunnel was completed. The longest tunnel in Indiana at 4,689 feet brought the sound of the locomotive to Georgetown. The railroad connected New Albany to St. Louis.

Several notable buildings include the Georgetown Township Consolidated School (1925), Georgetown Firehouse (c. 1940), Wolfe Hotel (1835), Georgetown Bank (1909), First United Brethren Church (1843), Sherman Minton Birthplace (1858), and George R. Fox Saloon (c. 1910).



Town of Georgetown Leadership

The Town of Georgetown is governed by five Town Council members that represent the interests of the citizens of Georgetown. The Town Council is the governing body for the Town with the Council President as the Chief Executive. Three council members are elected from districts and two are elected at-large.

Terms of office for District Council members are until December 31, 2027. Term of office for At Large Council members are until December 31, 2026.

Organization and Management

John Parrish, District 1

Matt Nolan, District 2

Doug Wacker, District 3

Chris Loop, District-at-Large & Town Council President

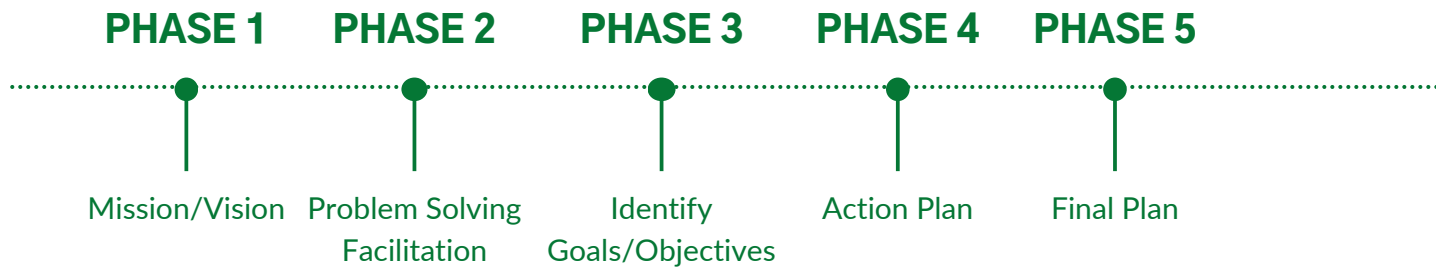
Brandon Hopf, District-at-Large & Town Council Vice President

Reny Keener, Town Manager

Strategic Planning Consultant

Keeley Stingel, MPA, Driving Change

Strategic Planning Process



The Town began the four week strategic planning process with setting forth a mission and vision, completing the STING problem solving facilitation method, and identifying key strategic priorities with an identified action plan. The process including the following:

Week 1: Vision/Mission of the Town

- Vision: In an ideal world, what would the Town look like?
- Mission: How do we get there?

Week 1 & 2: Problem Solving with the STING Problem Solving Method

- S: Assess the Situation. What do we know to be true?
- T: Approach it with Tenacity. If you were a superhero, how would you solve this?
- I: What does your Intuition tell you? What solutions will work or not work in the Town?
- N: What are your Negotiables? To solve this, what are you willing to concede on?
- G: Go- Next steps for action. Who? When?

Week 2 & 3: Problem Solving Summary of Findings; Confirm 3-6 Objectives

Week 3: Activities; Timeline; Roles & Responsibilities; Funding Strategies

Week 4: Draft for Review/Final

Mission and Vision

The following mission and vision have been set forth by the Town, casting a vision for the Town of Georgetown and how the Town will get there.

Mission

The Town of Georgetown prioritizes transparency, communication, leveraging outside funding, and maintaining Town owned assets to create smart investments for a more vibrant and growing community.



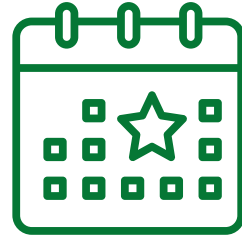
Vision

Georgetown prioritizes quality schools, local businesses, and active, family-friendly programming, fostering growth, connection, and a high quality of life for all residents.



Key Findings

During the STING problem solving facilitation method, the Town Manager *assessed the situation* through data gathering and fact finding. A summary of findings is written below.



Georgetown is experiencing positive momentum with dedicated leadership and a forward-thinking council. The town has an active redevelopment commission supporting small businesses. The Town has seen growth in community events, increasing in number each year with the focus on quality events, with growing attendance numbers. The town is committed to improving its parks and public works, investing in new equipment shared across departments.

Georgetown is open to development, including expanding town limits and encouraging new housing. The town values historic preservation and is willing to collaborate with property owners to maintain its historic integrity. Additionally, Georgetown may be eligible for USDA programming and could potentially qualify as an Indiana Main Street Community.

While the town has a population of under 4,000, it maintains comparable utility rates and enjoys strong community support through local organizations like Destination Georgetown, the Optimist Club and Lions Club. However, there is limited vacant land for further development, and more data or intelligence on growth opportunities could be beneficial for future planning.

Potential Solutions

During the STING problem solving facilitation method, the Town Manager developed solutions to the needs of the Town with *Tenacity* through bold ideas. A summary of ideas is listed below.

- **Expansion and Annexation:** Annex additional land to accommodate growth and expand the town's boundaries, ensuring future development opportunities.
- **Improved Traffic Routes:** Develop an alternative traffic route to alleviate congestion around Highway 64 and the railroad track, improving accessibility and ease of travel.
- **Enhanced Marketing and Social Media:** Improve social media presence and advertising efforts to boost visibility, attract businesses, and engage residents.
- **Small Business Growth:** Increase opportunities for small businesses, including more access to support, resources, and incentives for entrepreneurs.
- **Parks and Recreation:** Invest in park improvements and increase activities to make Georgetown's parks more accessible and attractive to families and visitors.
- **Sidewalks and Road Expansion:** Expand sidewalks to improve walkability and widen roads to accommodate future traffic growth and enhance pedestrian safety.
- **Family and Business Attraction Campaign:** Launch a targeted marketing campaign showcasing Georgetown as an ideal place for families to live and for businesses to thrive.
- **Cultural and Historical Branding:** Use the town's history—such as the Sherman Minton House—to create a powerful community identity, possibly incorporating the railroad in a slogan that ties into Georgetown's heritage.
- **Rebranding and Strategic Communications:** Focus on a comprehensive rebranding initiative that includes strategic communication to improve public perception and awareness of Georgetown's assets.
- **Business Development Areas and Innovation Spaces:** Develop business development areas within town limits, as well as co-working spaces, maker spaces, and a community kitchen to foster innovation and entrepreneurship.
- **Investor Engagement:** Create a comprehensive investor package to attract developers, businesses, and stakeholders interested in contributing to the town's growth.
- **Festival and Community Equity:** Develop a signature festival with opportunities for local businesses and community members to have an equity stake in its success.
- **Regional Connectivity:** Work on connecting Georgetown to the regional trail network and neighboring parks to increase access to outdoor activities and tourism.

Through these forward-thinking initiatives, Georgetown aims to build a more vibrant, connected, and thriving community that attracts both families and businesses. By leveraging the town's history, improving infrastructure, and fostering innovation, Georgetown is positioning itself for sustainable growth and a bright future.

Local Insight

During the STING problem solving facilitation method, the Town Manager tapped into their *Intuition* to identify potential opportunities, obstacles, and actions to consider. A summary is found below.

The leadership of Georgetown recognizes that the town's future hinges on improving its quality of place—creating spaces and opportunities that foster connection, pride, and engagement. To kickstart this vision, a new website and consistent branding are essential to better showcase Georgetown's growth and potential. The town will create a unified identity, using branded gear and materials to help residents feel a stronger sense of pride and belonging.

Recreational opportunities are also a priority, with the town committed to keeping residents active and engaged. Activities like pickleball have already gained popularity, and there's a growing interest in expanding these offerings to meet the community's needs. Georgetown is also exploring the possibility of developing an arts community, a new initiative that could offer creative outlets and bring people together in new and exciting ways.

The Optimist Club and Lions Club remain a cornerstone of the community, and the town understands that partnerships—with local organizations, businesses, and neighboring communities—are key to achieving its goals. Better coordination of events will help maximize opportunities to engage the public and celebrate Georgetown's vibrant spirit.

Above all, Georgetown's leadership is deeply committed to these efforts. Their engagement and passion for the town's future ensure that these plans will be carried out with care, creativity, and a genuine love for the community.

Concessions

During the STING problem solving facilitation method, the Town Council identified *negotiable*, knowing that there will be tradeoffs to effectively create change. A summary of considerations is listed below.



1. **Grant Opportunities:** Securing grants for priority projects may be limited by the availability of funding that matches the town's needs.
2. **Public Perception of Change:** Efforts to implement new projects or improvements may be met with negative responses from some residents.
3. **Customer Service Improvements:** While enhancing customer service is a key priority, it is recognized as a long-term process that requires consistent effort and time. Improvements may not yield immediate results, and there are challenges in balancing these efforts with other pressing needs.
4. **Community Engagement:** Getting elected leadership out into the community for events and other community-facing activities could be challenging due to time constraints; however, there is an interest and willingness of elected leadership to do so.
5. **Staff Time and Resources:** To reduce costs, some staff may need to perform in-kind services (non-monetary contributions), which could impact their ability to focus on other essential duties.
6. **Cost of Quality of Place Projects:** While quality of place projects—such as infrastructure and public space improvements—are a key focus, they often come with significant costs. Finding the resources for these initiatives without straining the town's budget will be a critical challenge moving forward.

In summary, Georgetown's leadership faces a series of tradeoffs as it moves forward with its strategic goals. Balancing the need for grants, managing public perception, and navigating the political landscape, all while focusing on customer service improvements, community engagement, and costly projects, will require careful planning and prioritization.

Go Take Action

During the STING problem solving facilitation method, the Town Manager decided it was ready to *Go Take Action*. A summary of actions is listed below.

- **State of the Town Event:** Host a "State of the Town" event to engage the community, possibly as a fundraiser, with town council members present to communicate updates and progress.
- **Town Asset Inventory:** Conduct an inventory of the town's assets to better understand available resources for future projects and planning.
- **Event Marketing & Quality:** Improve the quality and marketing of town events, ensuring they are well-coordinated and attract more residents and visitors.
- **Youth Programming:** Launch youth summer programming and coordinate youth league activities to provide engaging opportunities for young residents.
- **Intern for Parks & Rec:** Hire an intern to focus on marketing, fundraising, and grant research for the parks and recreation department to strengthen its outreach and funding efforts.
- **Downtown Revitalization:** Develop a downtown plan with visual concepts for transforming blighted areas, including potential Tax Increment Financing (TIF) in both the downtown area and waterfront to spur development.
- **Tech Upgrades:** Implement technology upgrades to improve town operations, including the website and social media, increasing efficiency and transparency.
- **Grants for Projects:** Prioritize and identify grants to support ongoing and future projects, ensuring funding is secured for key initiatives.
- **Action Plan:** Create a prioritized action plan with smaller, achievable tasks to build momentum and make tangible progress.
- **Low-Hanging Fruit:** Identify and tackle quick wins ("low-hanging fruit") that can deliver immediate results and build confidence in the town's progress.
- **Communication Plan:** Develop a comprehensive communication strategy to leverage external funding sources (e.g., CFSI, Go SO IN) and keep the community informed.
- **Sidewalk Construction & Ribbon Cutting:** Plan and execute the construction of new sidewalks, with ribbon-cutting ceremonies to celebrate milestones and enhance community pride.
- **Road Improvement Funding:** Prioritize securing outside funding for road improvements, ensuring that essential infrastructure projects are properly funded.
- **Train Traffic Route:** Reevaluate the current train traffic route, particularly Lois Lane, and brainstorm alternative routes to mitigate future congestion as the town grows.

These action items represent a holistic approach to improving Georgetown's infrastructure, community engagement, and growth while fostering a strong sense of identity and connection among residents.

Strategic Plan

GOAL 1: Create a Cohesive Communications and Branding Strategy

A) Develop a strategic communications plan	
WHO	Town Council, Town Manager, Communications Consultant
WHEN	12 months
FUNDING	General Fund, CFSI, or other Grant Making Organization
B) Have a regular and consistent social media presence, including posts, events, and other advertising	
WHO	Town Manager
WHEN	3-6 months
FUNDING	In-house, General Fund for ads as needed
C) Ensure consistency of Town branding among employees, printed and digital media, and other Town affiliated activities	
WHO	Town Council, Town Manager, Department Heads and Staff
WHEN	6 months
FUNDING	In-house, General Fund for logoed gear and printed materials

Strategic Plan

GOAL 1: Create a Cohesive Communications and Branding Strategy

D) Develop relationships with media outlets

WHO	Town Manager
WHEN	Ongoing
FUNDING	In-house

E) Develop and update the Town's website

WHO	Town Council, Town Manager, Website Developer
WHEN	24 months
FUNDING	In-house, General Fund, Grant Making Organizations

F) Effectively market available sites for development through commercial real estate brokers

WHO	Town Manager, Redevelopment Director, Commercial Broker(s), Driving Change
WHEN	Ongoing
FUNDING	In-house

Strategic Plan

GOAL 2: Reimagine Downtown and Waterfront Districts

A) Provide façade grant program	
WHO	Town Council, Redevelopment Commission, Redevelopment Director
WHEN	Immediate, Ongoing
FUNDING	Redevelopment Fund
B) Support local businesses in the district	
WHO	Indiana SBDC, Redevelopment Director
WHEN	Immediate, Ongoing
FUNDING	In-house, State-funded Indiana SBDC, INTAP, Town's Façade program, and other available grants for businesses
C) Create downtown parking strategy	
WHO	Town Council, Town Manager, and Town Engineer
WHEN	36 months
FUNDING	In-house

Strategic Plan

GOAL 2: Reimagine Downtown and Waterfront Districts

D) Build relationships with potential developers

WHO	Town Council, Town Manager, Redevelopment Director, Driving Change, and TWG
WHEN	Ongoing
FUNDING	In-house

E) Implement TIF and waterfront district

WHO	Town Council, Town Manager, Redevelopment Director, TWG, and Legal Counsel
WHEN	12 months
FUNDING	In-house, General Fund

F) Update Downtown Comprehensive Plan

WHO	Town Council, Town Manager, and Planning Consultant
WHEN	12-24 months
FUNDING	In-house, General Fund, OCRA CDBG Planning Grant

Strategic Plan

GOAL 3: Successfully coordinate and execute events in the Town

A) Unveil annual event schedule through a special Town event	
WHO	Town Manager
WHEN	Annually
FUNDING	In-house, Sponsorships and General Fund as needed to support unveiling event
B) Coordinate with community partners that put on events in and around the Town	
WHO	Town Manager
WHEN	Ongoing
FUNDING	In-house
C) Strategically add events to fill local and regional gaps	
WHO	Town Manager, Community Partners
WHEN	Ongoing
FUNDING/RESOURCES	In-house

Strategic Plan

GOAL 3: Successfully coordinate and execute events in the Town

D) Coordinate consistent marketing in alignment with the strategic communications plan	
WHO	Town Council, Town Manager, Communications Consultant, and Others as needed
WHEN	Ongoing
FUNDING	In-house

Strategic Plan

GOAL 4: Elevate Parks and Rec through parks improvements and additional programming

A) Leverage outside funding for new capital projects and improvements of existing assets

WHO	Town Manager, River Hills, and Grant Writers
WHEN	36 months, Ongoing
FUNDING	In-house

B) Identify and add additional youth programming

WHO	Town Manager, Schools
WHEN	12 months
FUNDING	In-house, Sponsorships as needed, and School facilities as needed

Strategic Plan

GOAL 5: Provide High Quality Infrastructure

A) Secure outside funding for additional capital projects and maintenance, such as street improvements, side walks, and signage

WHO	Town Manager, Town Engineer
WHEN	Annually, Ongoing
FUNDING	INDOT CCMG, General Fund, and Other Grants as available

B) Provide proactive maintenance for wastewater and stormwater system

WHO	Town Manager, Public Works Superintendent, Building Department, and Town Engineer
WHEN	Ongoing
FUNDING	In-house, Utility Fund, and General Fund as needed

C) Coordinate and increase communication among additional utility providers in Town limits

WHO	Town Manager, Public Works Superintendent, Building Department, and Town Engineer
WHEN	Ongoing
FUNDING	In-house, Utility Fund, and General Fund as needed

Strategic Plan

GOAL 6: Provide High Quality Public Safety

A) Continue to invest in public safety and needed equipment	
WHO	Town Council, Police Chief
WHEN	Ongoing
FUNDING	In-house, Grants as available

Parting Notes from the Consultant

To the Georgetown Town Council and Town Manager,

Thank you for allowing me to walk alongside you as you cast a vision for what the Town could be and how to get there in this administration. Throughout this process, I have seen the spark ignite and witnessed ideas from inspiration pour out, further generating excitement for what is to come.

From festivals and enhanced communication to downtown revitalization, it is truly exciting to see and know what Georgetown is striving for. As a reminder, these goals set forth are self-generated and crafted in a way that are actionable and realistic. The only thing standing between you and the vision you seek is YOU. To keep this plan from sitting on the shelf collecting dust, you must execute. Use the inspired action activated in the process to take Georgetown to new heights.

Know that it takes but one person to light a path for others to follow. And, I can tell you have many people who want to see Georgetown flourish alongside you. Bring others along and celebrate together.

Welcome to the Driving Change Network!

Keeley Stingel, MPA
Driving Change







DRIVING CHANGE
PROVEN RESULTS

