



## City of Danville, Virginia

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August 15, 2016

Jarrold Elwell  
Enterprise Community Partners  
10 G Street NE, Suite 580  
Washington, DC 20002

RE: National Resource Network Direct Assistance Implementation Plan -  
Danville, VA

Dear Jarrod,

Enclosed you will find two originals of the National Resource Network Direct Assistance Implementation Plan: Danville VA signed by City Manager Ken Larking. Once the Executive Director of the National Resource Network has signed, please keep one original for your records and return the other fully executed original to the City of Danville for our records.

If you have any questions, please do not hesitate to let us know.

Sincerely,

A handwritten signature in black ink that reads "Ken Larking".

Ken Larking  
City Manager

Enclosures (2)

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# **NATIONAL RESOURCE NETWORK DIRECT ASSISTANCE IMPLEMENTATION PLAN: DANVILLE, VA**

## **Description of Direct Assistance**

The Network provided the City of Danville, VA with technical assistance to support the creation of a non-profit community development corporation (CDC) to support comprehensive community revitalization strategies focused on improving housing and neighborhood economic development, reducing crime and improving educational and health outcomes.

The Network helped facilitate a working group of civic leaders and stakeholders to inform the CDC's composition and direction, identify board members, develop a hiring plan for the executive director, and explore potential target neighborhoods.

The Network also provided orientation and capacity-building for the Board of Directors, connected Danville with a peer city's CDC (Youngstown Neighborhood Development Corporation), and assisted in identifying future sources of funds from local foundations and other partners.

## **Impact and Implementation Plans**

Building on the Network's Technical Assistance, the City of Danville will take the following actions to establish the new CDC and support its early development.

### **During the Next Year**

During the next year, the City intends to take the following steps to implement actions related to technical assistance provided by the Network:

- Allow the Board of Directors to draw down funds to pay for the first year salary of the new Executive Director, legal fees, insurance fees, filing fees, and other start-up expenses as needed
- Hire Bethany Chaney to assist with strategic planning process in partnership with the new Executive Director
- Serve as Fiscal Agent for the new CDC
- Allow the new CDC to use office space rent-free
- Help facilitate a trip to Youngstown, OH for the Board, representative(s) of DRF, and members of City Council as appropriate
- Serve as a collaborative partner with the CDC

### **During the Next Two Years**

During the next two years, the City intends to take the following steps to implement actions related to technical assistance provided by the Network:

- Transfer City-Owned properties to the CDC
- Allow the Board of Directors to draw down funds to pay for the second year salary of the Executive Director, legal fees, insurance fees, and other operating costs as needed
- Serve as Fiscal Agent for the CDC
- Allow the new CDC to use office space rent-free
- Serve as a collaborative partner with the CDC

### **Ongoing Project Impact Measurement**

Over a three year period, the City will monitor CDC success by regularly reviewing the following key indicators:

- Community Engagement – As measured by the number of neighborhood work days and number of volunteer participants
- Capacity Building – As measured by the number of trainings held for neighborhood nonprofits or resident leaders
- Collaboration – As measured by the number of partnerships established with local organizations
- Sustainability – As measured by the number of unique funding sources secured
- Visibility – As measured by the number of media mentions, or website hits

As the CDC gains resources and capacity to complete rehabs or implement programming such as home-buyer assistance or a home-loan program, success metrics should be developed for each program in accordance with industry best practices.

### **Ongoing Support**

- Enterprise Community Partners will continue to serve as a resource and support to Danville, VA after the close of the National Resource Network Engagement, including the following:
  - \$12,000 of additional TA support for Board Development, including 3 trips for Bob Hoffman
  - \$3,000 towards funding for a trip to Youngstown, OH for the Board of Directors, DRF representatives and councilmembers
  - On-call strategic direction guidance, as needed

### **Other Recommendations**

- Quick wins are critical to begin to build a history of success, gain visibility and credibility, and attract additional funding.
- Start with community development / resident engagement in each target area to build relationship and establish brand identity within the community.
- Establish an Advisory Board to provide special-topic expertise.
- Focus the initial work of the CDC in one or two neighborhoods.
- Begin with simple yet impactful strategies. It's best not to begin with complex projects that could easily implode the organization. In Youngstown they began with a neighborhood-scale greening project.
- Mobilizing resident and volunteer labor is critical to making more significant progress in the beginning and engages residents beyond just a meeting.
- Develop as many stakeholders as possible. If this effort is to be successful it will need support from all facets of the Danville community: faith, business, philanthropy, government.
- Demonstrate clear and visible progress even if it is as simple as greening all lots and mothballing all vacant homes in one neighborhood.

- Remain disciplined and focused on the core healthy neighborhood principles of image, market, physical conditions, and neighborhood involvement. There will be many opportunities to stray, but it will be critical for success to remain very focused.
- Hiring the right executive director will be critical. If necessary, relaunch the search effort and bring in a new batch of candidates, or hire an executive search firm.

Submitted by: Jarrod Elwell



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Ken Larking  
City Manager  
Date: 08/11/16

Approved by:

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David Eichenthal  
Executive Director, National Resource Network  
Date: