O'Neill School of Public and Environmental Affairs

Positioning Martinsville, IN for Growth

Spring 2023 Capstone Project

Agenda for Today

1. Group Presentations and Recommendations

2. Conclusion and Next Steps

3. Questions & Answers

Groups and Deliverables

1. Community Amenities → *Amenity Table & Amenity Map*

2. Economic Development → *Economic Profile & Development Opportunities*

3. Public Art → *Implementation Guide*

4. Public Image → *Recommendations for messaging & brand consistency*

Community Amenities
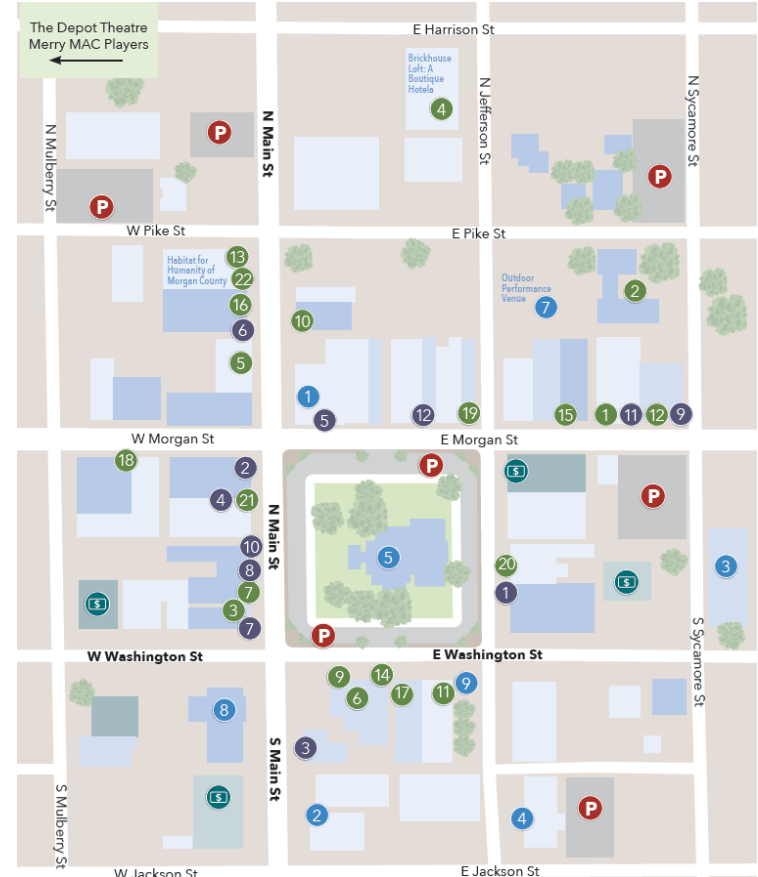
REFLECTIONS AND RECOMMENDATIONS

Summary

1. Introduction

2. Importance of Community Amenities

3. Stakeholder Input

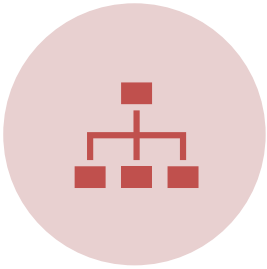4. Amenity Table & Amenity Map

5. Recommendations

Introduction

- Clients' request: inventory and highlight community assets to attract new residents

- Focus on amenities
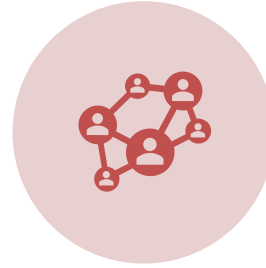

Visit Morgan County Map

Importance of Community Amenities

Structure, character, and identity of a community

Shapes lifestyles & retains residents

Maintain & improve to increase awareness

Must assess & highlight most valuable to attract residents

Stakeholder Input

City Leadership

Schools, Churches, Realtors

Groups

Community Organizations

Business Owners

Stakeholder Input

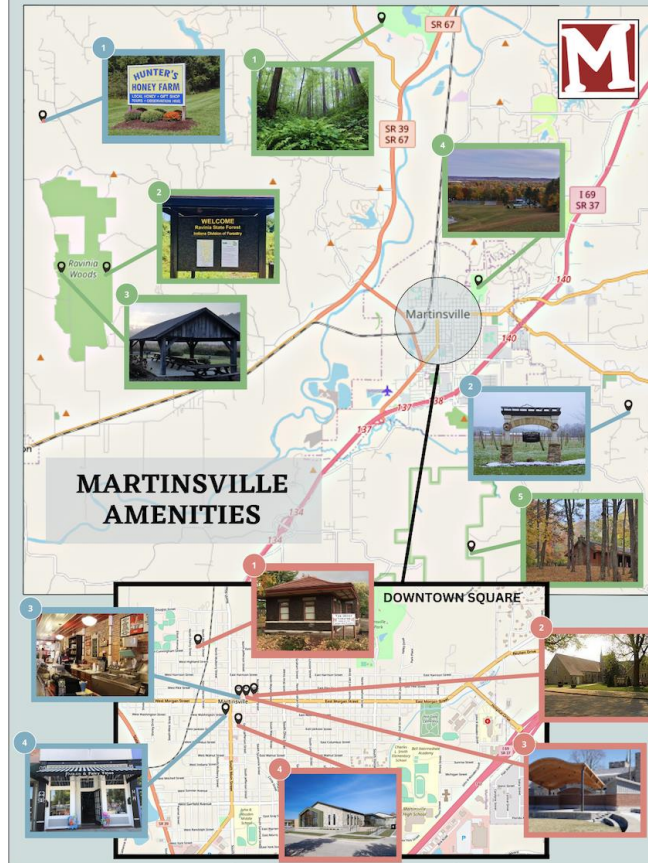| Interview Questions |
| --- |
| What do you believe are the best amenities Martinsville has to offer? |
| Which are the most used and loved? |
| Which are less appreciated? |
| Which do you feel would appeal the most to new families? |
| Are there any amenities that you wish Martinsville had? |

| CULTURE	NATURE	ACTIVITIES	STRUCTURE	ATTRIBUTES
Martinsville Art Sanctuary	Jimmy Nash City Park	Martinsville Candy Kitchen	Revitalized Downtown Square	Safe for Families
Morgan County Public Library	Morgan-Monroe State Forest	Cedar Creek Winery	Fantastic Schools	Proximity to Major Cities
The Performance Venue	Burkhart Creek County Park	Hunter's Honey Farm	Church Community	I-69 Extension
Merry MAC Historic Depot Theatre	Ravinia State Forest	Fall Foliage Festival	IU Health Morgan	Welcoming Community
Historic Architecture	White River	Morgan County Fair	WellSpring Center	Small-Town Feel
Morgan County History Center & Museum	Walking and Hiking Trails	Farmers' Market	Community Table	Supportive People
ARTIE Fest	Beauty of the Valley	Fables and Fairy Tales Bookstore	Vibrant Small Business Scene	Exciting Growth

Amenity Map

Posting Locations:

- Businesses
- City Hall
- Main Connection
- Library
- Churches
- Newspapers
- Brochures
- Real Estate Offices
- Martinsville Coffee Talk

MARTINSVILLE
AMENITIES

DOWNTOWN SQUARE
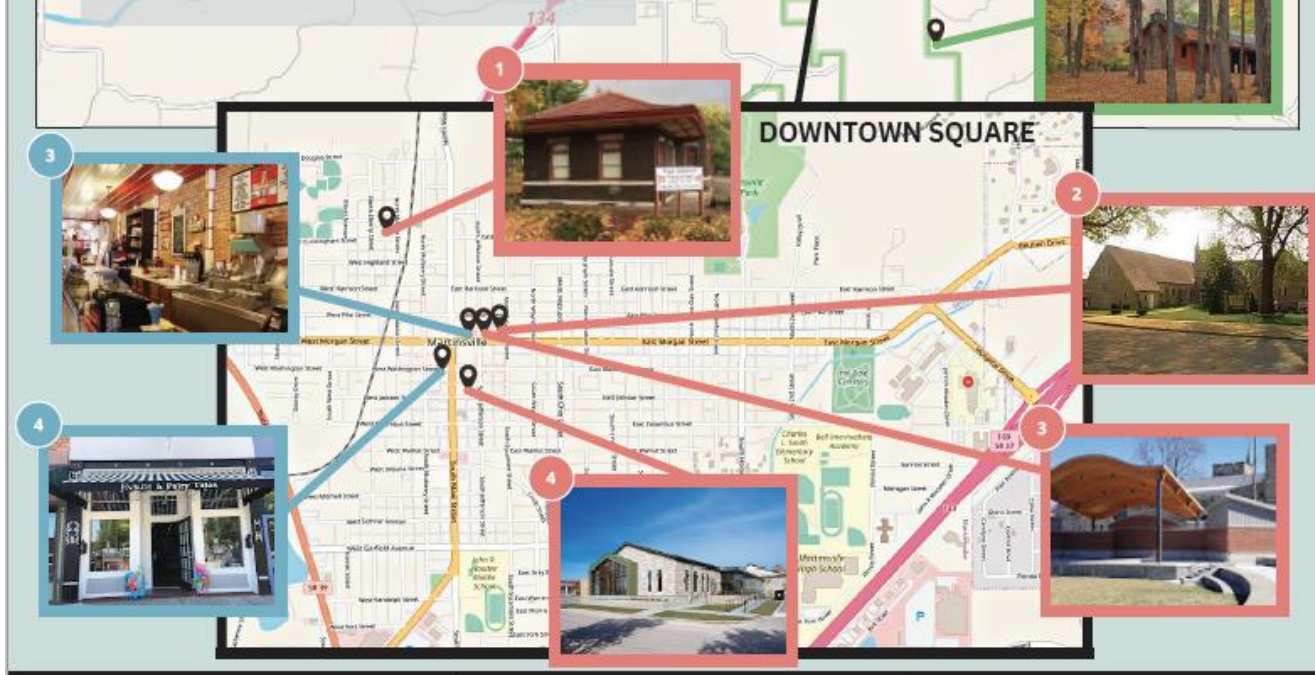
NATURE	CULTURE	ACTIVITIES
1 Bradford Woods	1 Merry MAC Historic Depot Theatre	1 Hunter's Honey Farm
2 Ravinia Woods State Forest	2 Art Sanctuary	2 Cedar Creek Winery
3 Burkhart Creek Park	3 The Performance Venue	3 Martinsville Candy Kitchen
4 Jimmy Nash City Park	4 Morgan County Public Library	4 Fables and Fairy Tales
5 Morgan-Monroe State Forest		

13

Recommendations

- Promote underappreciated amenities

- Install wayfinding signs

- Enhance curb appeal

Economic Development

PROFILE AND OPPORTUNITIES

Summary

1. 2023 Economic Profile

2. Opportunities

3. Recommendations

Martinsville 2023 Economic Profile

- **Purpose:** Identify economic data to help stakeholders

- **Process:** Synthesizing US Census data

Focus Areas: Employment & Housing

Martinsville 2023 Economic Profile

Focus Area: Employment

- Employment grew at 35.72% from 2019 to 2022

- Unemployment rate at 2.4% compared to statewide rate of 3.1%

- 1 in 5 residents both live and work in Martinsville

- Major employers:

  - (1) IU Health Morgan, (2) Walmart Supercenter, (3) Morgan County Sheriff's Dept, (4) Martinsville High School

Martinsville 2023 Economic Profile

Focus Area: Housing

- 58.3% of households are owner occupied

- Median home value: $137,391

- Median household income: $52,599

- Median rent is $622

Percent of Owner-Occupied Housing Units

69% Indiana $826

58% Martinsville $622

Median Rent Payment
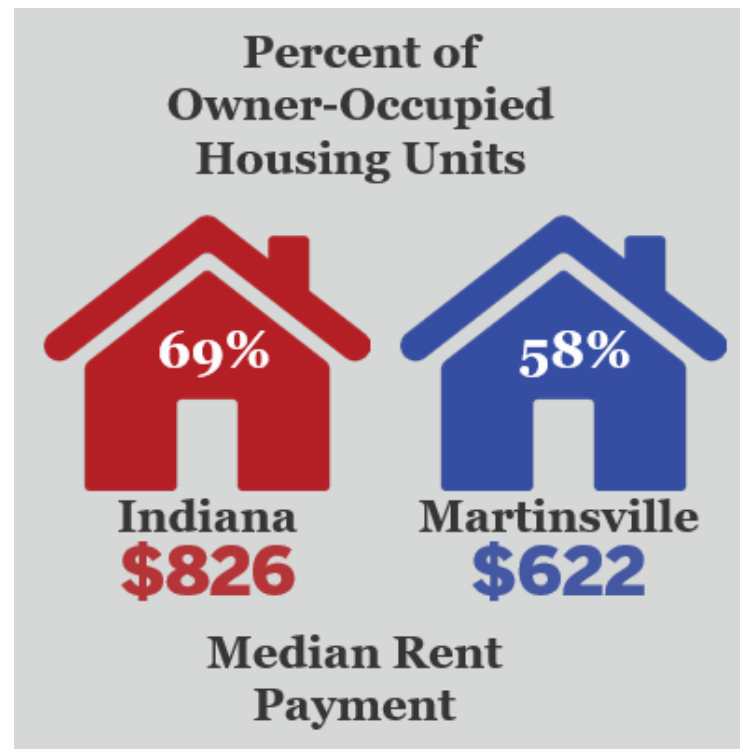
Martinsville 2023 Economic Profile

Key Takeaways

- Cost of living is attractive

- Opportunities for growth are limited

- I-69 will bring new investment opportunities

- New housing will broaden local tax base

- Population could decline if no new housing

Opportunity 1:
Meet Housing Demand

I-69 will expand housing options for regional workforce and major employers

Areas on the southeast side are ideal for new housing construction with mix of housing types for different budgets
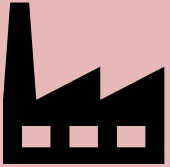
Opportunity 2:
Attract and Develop Key Sectors

Meeting statewide demand for small and medium sites for manufacturing, industrial, logistics, life sciences

Cultivating sectors in state and regional industries will strengthen the greater economy

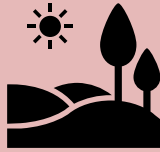Commitment to growing industries and existing businesses will attract and retain jobs and expand tax base

Opportunity 3:
Infill Development for Business Attraction and Retention

Infill places new amenities near existing homes and businesses

Infill helps preserve farmland, natural landscape, and community character

Martinsville can proactively extend utilities to sites to make them "build-ready"

23

Immediate Recommendations

Opportunity 1: Meet Housing Demand

Recommendation: Meet the needs for regional workforce growth with an expanded, attainable housing stock

Opportunity 2: Attract and Develop Key Sectors

Recommendation: Align new development opportunities with growing regional industries and be selective with incentives

Opportunity 3: Infill Development for Business Attraction and Retention

Recommendation: Connect utilities to vacant parcels to encourage infill community development

Broader Recommendations

1. **Market vacant land to site selectors**

2. **Support entrepreneurs and existing businesses**

3. **Evaluate existing incentives**

4. **Increase attainable housing options to address regional workforce needs**

5. **Prioritize strategic investments**

Public Art

BEST PRACTICES AND RECOMMENDATIONS

Summary

1. Why public art matters

2. Case studies

3. Best practices

4. How to implement public art projects

5. Recommendations

Why Public Art?

Makes Art Accessible

Highlights the Community

Fosters Collaboration & Belonging

Creates Economic Value

Summary of Case Studies

- Centralized around a common idea, project, or space

- A committee or commission is crucial to planning and sustainability

- Local and state stakeholder involvement

- Explore different art mediums and themes

Steps of Implementation

1. Define and Plan the Project

2. Obtain Necessary Paperwork

3. Raise Funds

4-5. Find and Collaborate with Artist(s)

6. Review Permits

7. Develop Maintenance Plan

8. Build Project
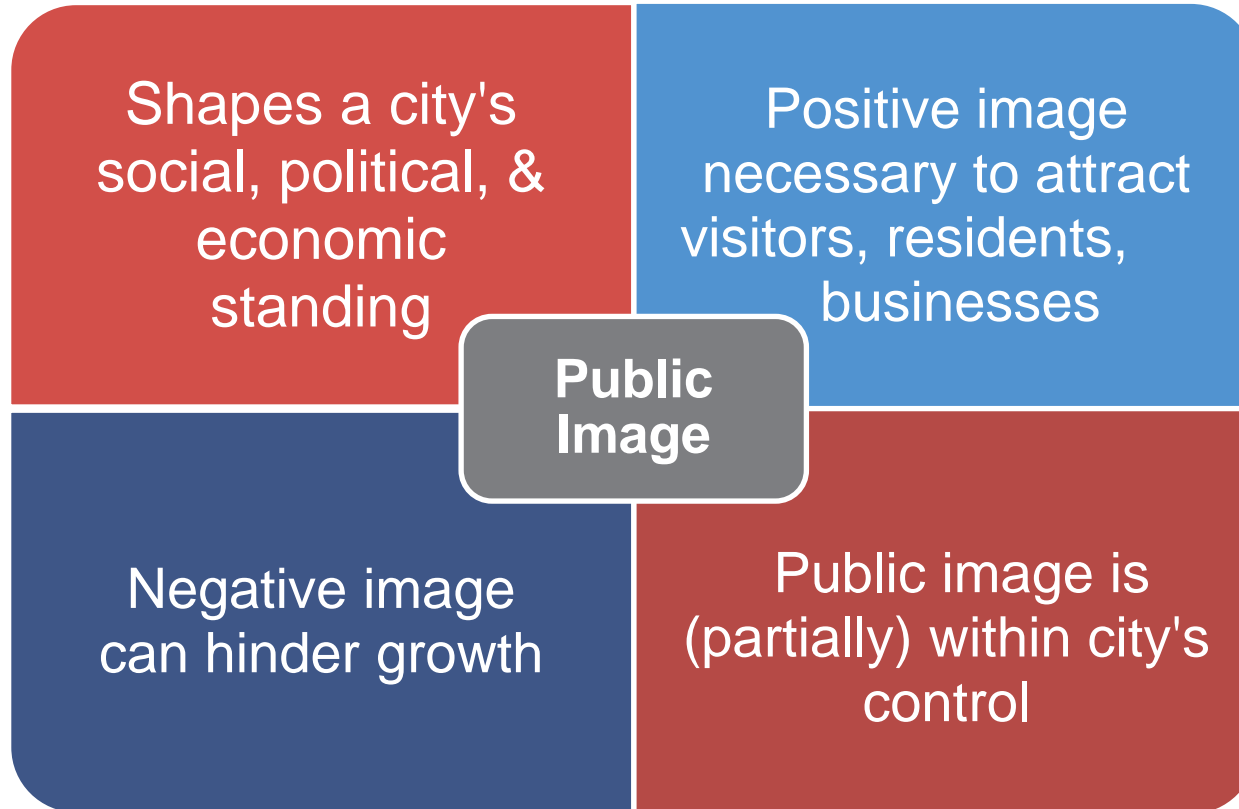
9. Celebrate Success

Recommendations

- Create a Public Arts Council/Committee Ordinance

- Develop a Public Art Master Plan

- Expand engagement and accessibility

Public Image

FINDINGS AND RECOMMENDATIONS

Why Public Image Matters

Shapes a city's social, political, & economic standing

Positive image necessary to attract visitors, residents, businesses

Public Image

Negative image can hinder growth

Public image is (partially) within city's control

Summary

1. Technical review of websites
2. Brand/image review of websites and social media
3. Comparison of websites and social media to other communities
4. Reputation review
5. Compilation of findings & recommendations

Public Image Report Contents

| Brand & Image | Website | Logos & Slogans | Social Media | Telling A New Story |

Findings

1. Negative reputation can be barrier to the growth

2. Address prospective residents directly

3. Similar design elements help to build brand recognition

    – Messaging not consistent

Opportunity For Growth:
Tell a New Story

- Integrate ways to attract new residents while retaining the current

- Build on positives of current history while creating space for new narratives

- Frequently tell a consistent story that connects with new and old target audiences

Recommendation 1:
Work Toward Greater Inclusivity

- Share the positives

- Work with local entities

- Recognize, cultivate, and celebrate local culture and diversity

Recommendation 2: Address Target Audiences in Messaging

- Identify specific audiences and relevant messages/images

- Modify websites to display most useful/beneficial elements

- Use social media automation system

Recommendation 3:
Maintain a Consistent Brand Image

- Current logos are unique to agencies while contributing to broader Martinsville brand

- Should use consistent colors and fonts

- Consistent branding increases recognition and elevates key messages

Recommendation 4:
Consider Hiring a Communications Specialist

- Time and capacity of current staff is limited

- Improved public relations and crisis management

- Allows for specific and targeted marketing

Maintain Social Media

Align Branding

Cultivate Marketing Materials

Manage Website Content

Distribute Local News

Act As Public Relations

42

Next Steps

Where does Martinsville go from here?

Development must be intentional

Strategic Partnerships

    - Indiana University
    - Ivy Tech
    - IEDC & Other Economic Development Groups
    - Public Art Partners
    - Community

Acknowledgements

Questions?