



DRIVING CHANGE
PROVEN RESULTS

NOVEMBER 2024

Town of Borden

Strategic Plan

2025-2027



Presented To
Steve Williams, President
Borden Town Council

Presented by
Keeley Stingel, MPA
Driving Change

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About the Town of Borden

Borden, Indiana is a charming small town that offers a blend of culinary delights, natural beauty, and cultural experiences. Visitors can indulge in exquisite wines at Huber Winery & Vineyards, savor delicious local cuisine at the Borden's Buckboard Diner or Joe Huber's Family Farm & Restaurant. With its proximity to Deam Lake State Recreation Area, Clark State Forest, the South Monon trail, and numerous other tourist attractions, this town is the perfect destination for those seeking a relaxing getaway filled with memorable experiences.



History

The town was founded in 1816 by Rhode Islander John Borden and was originally named New Providence, after the Rhode Island capital of Providence. William W. Borden (1823–1906), son of John Borden, was a scholar, philanthropist and distinguished citizen of New Providence and earned his wealth in the Leadville, Colorado, silver mines, becoming one of Clark County's wealthiest citizens.

In 1884, the Borden Institute was founded by William W. Borden as a college for teacher preparation and laboratory-based scientific studies. He also established within the town a library and a museum with an extensive geological collection that later became an important and valuable collection in Chicago's Field Museum following his death. His final crown jewel within the community was his elaborate family mansion situated on a hill overlooking the town. The town honored William W. Borden by unofficially renaming the town and post office Borden because of his generosity and influence within the community his father originally founded. The Borden Institute closed in 1906 and around 1910 became used as William W. Borden High School, or simply Borden High School. The Institute served this purpose until 1955 when a new elementary and Jr-Sr High School were built adjacent to the Institute. The museum still stands and houses some of the original books from the Borden Library and is currently used as a community center. The Borden Mansion also still stands and has been occupied by the Emil Stark family since the early 1970s. Following its use as a high school, the Borden Institute fell into disrepair and was razed in 1983 even after a decade long effort by citizens to preserve it.



Town of Borden Leadership

The Town of Borden is governed by three Town Council members that represent the interests of the citizens of Borden. In 2024, the current Town Council set forth to increase transparency, communication, and financial stewardship of the Town. As such, the strategic planning process facilitated the agreement of priorities during the course of the administration to demonstrate actionable goals of the Town that both the residents and Town Council could use as a tool for accountability.

Organization and Management

Steve Williams, Town Council President

LeAnn McClure, Town Council

Rudy Cook, Town Council

Faith Sauber, Clerk-Treasurer

Brenna LaDuke, Town Development Coordinator

Kathy Weatherford, Community Coordinator

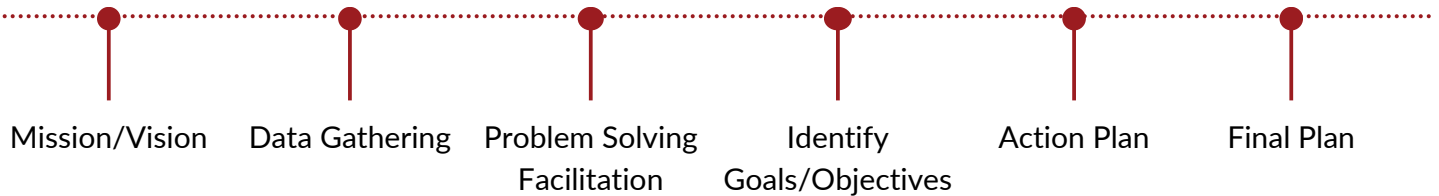
Strategic Planning Consultants

Keeley Stingel, MPA, Driving Change

Kwabena Adu-Sarkodie, Shrewsberry & Associates

Strategic Planning Process

PHASE 1 PHASE 2 PHASE 3 PHASE 4 PHASE 5 PHASE 6



The Town began the nine 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 of Borden look like?
- Mission: How do we get there?

Week 2-4: Problem Solving with the STING Problem Solving Method

- S: Assess the Situation. What do we know to be true?
 - Review demographic data
 - Report out of current conditions from the board/Town staff
- 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 5: Problem Solving Summary of Findings; Confirm 3-6 Objectives

Week 6: Activities; Timeline; Roles & Responsibilities; Funding Strategies

Week 7: Draft for Review

Week 8-9: Final

Mission and Vision

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

Mission

The Town of Borden is committed to fostering a collaborative community by leveraging external funding, promoting heritage-based tourism, and ensuring smart growth. We aim to enhance public safety, invest in our schools, attract high-quality housing, and elevate economic opportunities for all taxpayers.



Vision

Borden is a well-resourced community with a small town feel that supports existing businesses while increasing opportunities for those that call it home while respecting the Town's history and heritage.



Key Findings

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



Housing

Housing was cited as one of the most pressing needs and potential ways to grow economic opportunity for the Town.



Infrastructure

In order to maintain the general services of the Town, the need for quality infrastructure was identified.



Financial Resources

As a Town with 812 residents (US Census projections) and more opportunity for enterprises and industry, the Town's generated revenue has been limited.

Identified Role of the Town:

- Trash
- Sewer
- Police
- Park
- General Infrastructure
- General Maintenance
- Mowing
- Cemetery
- Tree Trimming
- Roads
- Fiscal Management

Assets:

- Current Town leadership is vested and cares about the Town.
- Borden has a great, quality school system.
- Recreation is important to the community.

Identified Needs:

- Housing
- Improved infrastructure
- Increased Economic Opportunity
- Developable Land within Town limits
- Business Attraction and Expansion
- Increased Tax Base
- Financial Resources
- Enhanced Relationship with the School
- Collection of Unpaid Utilities
- Increased Number of Public Safety Officers and Fire Protection

Potential Solutions

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

Top 3 Ideas



Plant Seeds for Growth

To achieve Borden's vision and mission, the Town must grow thoughtfully, increasing economic opportunity within the Town.



Community Involvement

All hands on deck. The Town Council sees a role for each member of the community.



Business Enterprises

As a Town with 812 residents (US Census projections) and more opportunity for enterprises and industry, the Town's generated revenue has been limited.

Other Ideas

- Explore expanding the Town limits.
- Work with existing landowners to encourage smart development in and around the Town.
- Work with contractors to build quality homes.
- Envision development into the hills.
- Encourage community members to get involved with the Town.
- Clear blighted areas in the Town.
- Fight for Borden and its residents.
- Identify projects to seek funding for.
- Bring in outside resources and grants to better the Town.
- Consider land use planning to protect landowners and encourage the right development for the Town.
- Seek investors to achieve the goals of the Town.
- Promote the Town's heritage and history through events and marketing.
- Facilitate business opportunity along the Monon South Trail.
- Create safe, walkable areas in Town.
- Support the additional water source as another opportunity for recreation.

Local Insight

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



Potential Opportunities

- Creative financing strategy is a priority and possible.
- Housing inventory moves quickly when listed for sale.
- Town leadership is prepared and willing to make changes.



Potential Obstacles

- Funding can be a barrier to implement.
- The 'can has been kicked down the road' i.e. maintenance.
- Delayed raises of sewer rates could negatively affect infrastructure improvements.



Potential Actions

- Increase revenue.
- Anticipate periods of tension/growing pains.
- Create a fact sheet about state of the sewer, need for rate increases, and why it is important for the Town.
- Add additional personnel in maintenance.

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.



Summary

1. *Sewer maintenance and adequate raising of rates to support the operations is imperative and may be unpopular.*
2. *The Town Council knows that in order to achieve the change they want to see, the goals must be broken up into smaller pieces.*
3. *The change can't happen with the Town alone. The Town needs partnerships to be successful, particularly with the school system.*
4. *As with any change, there may be resistance among residents, and it is the Council's responsibility to community its goals and why they are important to the Town.*
5. *Projects and progress on projects may be dependent upon funding and circumstances outside of the Town's control. It is important to stay the course and adapt as needed.*
6. *With any collection of debt, there may be losses. The same is true as the Town tries to collect debt on unpaid sewer bills.*
7. *It may be difficult to expand the Town limits.*
8. *The Town Council, its partners, and staff will have to prioritize projects in order to be successful.*

Go Take Action

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

Top Ten Actions



Seek Public Funds



Aggressive Budgeting



Collection of Debt



Gather/Collection of Facts



Hear/Active Listening for Residents and Businesses



Get Up to Date with Fiscal Management



Identify Easy Wins



Follow Strategic Plan



Increase Public, Strategic, and Social Communications



Increase Earned Media

Strategic Plan

GOAL 1: Secure Funding for High Priority Projects

A) Create a List of Projects	
WHO	Town Development Coordinator and Council, Park Board, Public Safety, School
WHEN	30 Days
FUNDING	In-House
B) Prioritize Project List	
WHO	Town Development Coordinator and Council
WHEN	Six Weeks
FUNDING	In-House
C) Explore Funding for Utility Infrastructure through User Rates, Grants, and Loans	
WHO	Town Development Coordinator and Council, Grant Administrator, and Shrewsberry
WHEN	36 months
FUNDING	User rates, OCRA/CDBG, USDA, SRF, Radius
NOTES	For user rates, the Town Council will provide why it is important to the Town through the rate study, PER, and other supporting documents then take formal action to raise rates, while having effective public communication.

Strategic Plan

GOAL 1: Secure Funding for High Priority Projects

D) Explore Funding for Park Improvements

WHO	Town Development Coordinator, Parks Board, and Friends of the Park
WHEN	36 months
FUNDING	Indiana Arts Commission, OCRA, DNR, CFoSI, Ogle Foundation, Samtec Cares, Wood-Carr, Floyd Memorial Foundation, Cook Foundation, IHCD, USDA, Pacers Foundation, Indiana Fever, Lilly Foundation, Humana, Health Department, Starlight Foundation

E) Explore Funding for Public Safety

WHO	Town Development Coordinator and Council, and Police Chief
WHEN	36 months
FUNDING	Department of Homeland Security, COPS, Wood-Carr, Indiana CJI, Health Dept., John Jones Police Pursuit, FSSA (Mental Health)

F) Explore Funding for Roads and Streets

WHO	Town Development Coordinator and Grant Administrator
WHEN	36 months
FUNDING	INDOT/CCMG

Strategic Plan

GOAL 2: Provide Effective Fiscal Management

A) Update Software and Online Billing Payment Service	
WHO	Clerk-Treasurer
WHEN	Immediate
FUNDING	Starlight Foundation and Sewer Funds
B) Collect Sewer Debt	
WHO	Council and Clerk-Treasurer
WHEN	Ongoing
FUNDING	Sewer Funds (if needed)
NOTES	To be successful, the following needs to accompany this goal: a notice of debt/action to be taken, active liens, accurate bookkeeping , and write off uncollectible debt
C) Create a Sustainable Budget	
WHO	Town Council
WHEN	Annually
FUNDING	Tax Revenue, General Fund, Increased Assessed Value, LIT

Strategic Plan

GOAL 3: Pursue Strategic Economic Development

A) Explore Creative Financing	
WHO	Town Development Coordinator and Council, Town Attorney
WHEN	90 Days
FUNDING	In-House/Legal Counsel
NOTES	Explore Kleinpeter Financial Group, REEDY Financial, and Baker Tilly. Creative financing tools include TIF, BOT, tax abatements, and others
B) Collect and Review Market Reports/Community Profile	
WHO	Driving Change and Town Development Coordinator
WHEN	30 Days
FUNDING	SBDC and Moody's
C) Create List of Top Five Economic Development Projects	
WHO	Town Council and Town Development Coordinator
WHEN	Six months
FUNDING/RESOURCES	In-House/TWG, Leadership SI, and Driving Change

Strategic Plan

GOAL 3: Pursue Strategic Economic Development

D) Attract/Pursue quality housing development to increase homeownership rate

WHO	Town Development Coordinator and Council President, Town Attorney
WHEN	12-18 months
FUNDING	In-House, IHCD, USDA
NOTES	Town Council Vice President and Secretary to explore available land inside and outside town limits.

E) Pursue Tourism and Recreational Development

WHO	Town Development Coordinator and Council, Park Board, and Friends of Borden Community Park
WHEN	Ongoing
FUNDING	TBD
NOTES	Potential Projects include: • Star Valley Way • New Lake • Star Valley Strawberry Festival • South Monon Trail • Murals/Art • Old State Bank Building • Borden Community Park

Strategic Plan

GOAL 3: Pursue Strategic Economic Development

F) Increase Marketing and PR of Economic Development Activities and Projects

WHO	Town Development Coordinator and Community Volunteers
WHEN	6 months
FUNDING	In-House

G) Leverage Local Investors to Spur Economic Growth

WHO	Town Development Coordinator and Council
WHEN	6 months
FUNDING	In-House

Strategic Plan

GOAL 4: Ensure Effective Communication

A) Increase Level of Communication to Tax Base	
WHO	Town Council, Town Development Coordinator, Clerk-Treasurer, and Chief of Police
WHEN	Immediate/Ongoing
FUNDING	In-House/Grants for Communications/CFoSI

B) Increase Marketing, Public Relations, and Brand Awareness of the Town	
WHO	Town Development Coordinator
WHEN	6 months/Ongoing
FUNDING	In-House, Community Volunteers, or Community

C) Ensure Consistent Messaging and Communication Internally and Externally	
WHO	Town Council, Town Development Coordinator, Clerk-Treasurer, and Chief of Police
WHEN	6 months/Ongoing
FUNDING	In-house, Targeted Communications Grants

Strategic Plan

GOAL 5: Support Tourism and Recreational Development

A) Implement the Town's 5 year Park Plan

WHO	Park Board, Friends of the Park Board, Little League Group, Community Volunteers, Town Development Coordinator, and Town Council
WHEN	36 months
FUNDING	DNR Land Water Conservation Fund, IHDCA, CFofSI, Wood/Carr Foundation, Ogle Foundation, Starlight Foundation, Lions Club, Go SoIN, Samtec Cares, Blue Sky Foundation, READI, USDA, ISDA

B) Create Community Calendar for Tourism and Recreational Events

WHO	Town Development Coordinator, Local Churches, School, Friends of the Park Board, Lions Club, Masonic Lodge, Huber's
WHEN	90 Days
FUNDING	In-House

C) Bring in More Community Volunteers by Connecting them with Community Needs

WHO	Town Council and Town Development Coordinator
WHEN	30 Days
FUNDING	In-House via Email and Social Media

Strategic Plan

GOAL 6: Develop and Maintain High Quality Infrastructure

A) Secure Funding for Utility Infrastructure	
WHO	Town Development Manager and Council, Grant Administrator, and Shrewsberry
WHEN	36 months
FUNDING	User rates, OCRA/CDBG, USDA, SRF, Radius
NOTES	For user rates, the Town Council will provide why it is important to the Town through the rate study, PER, and other supporting documents then take formal action to raise rates, while having effective public communication.

B) Hire a Second, In-Training Sewer Operator	
WHO	Town Council
WHEN	18 months
FUNDING	Sewer Fund/User Rates, General Fund (if needed)

C) Secure Funding for Roads and Streets	
WHO	Town Development Coordinator and Grant Administrator
WHEN	Annually, Ongoing
FUNDING	INDOT CCMG

Parting Notes from the Consultant

To the Borden Town Council and Town Development Coordinator,

Thank you for allowing us to walk alongside you as you discovered the legacy you'll leave in such a wonderful community. It has been an honor and privilege to see such invested leadership in the Town of Borden, a community with a strong heritage and bright future.

As we discussed in the planning process, a plan is no good if it sits on the shelf. Your needs will change over the course of your administration and it is your responsibility to be proactive and adaptable to best meet the needs of your community. As you know, change is not always easy, but trust in the love of your community and share your excitement with others because you are one of many who love the Town of Borden!

To say we are excited about your future is an understatement. We have personally seen the residual impact of great leadership in communities across the State. It takes but one drop of water to create a ripple. And, that is our hope to you, that you take your love of Borden, persevere, and make this community better than you found it and bring others along the way.

As always, we'll be cheering you on!

Keeley Stingel, MPA
Driving Change



