



NOBLESVILLE

★ I N D I A N A ★TM

2012 Economic Development Strategic Plan



ChooseNoblesville.com

Page Intentionally Left Blank

Table of Contents

Accessory Documents.....	3
Partnerships.....	4
Overview.....	9
Introduction	
Role of Strategic Planning	
Process.....	10
Public Input	
Community Survey	
Stakeholder Meetings	
Plan Development.....	12
Mission	
Goals	
Objectives & Action Plans	
Implementation Plan.....	14
Vision	
Mission	
Goal 1.....	14
<i>Create a targeted plan to fully illustrate the appeal of the Corporate Campus and other developmental opportunities available in Noblesville.</i>	

Objectives & Action Plans	
Goal 2.....	18
<i>Continue to implement the renewed Downtown Noblesville Strategic Development Plan, which by infusing flexibility and catalysts for further and future growth.</i>	
Objectives & Action Plans	
Goal 3.....	24
<i>Maintain and enhance Noblesville's quality of life in order to develop a whole-life cycle that meets the needs of present and future generations.</i>	
Objectives & Action Plans	
Goal 4.....	26
<i>Improve communication through strengthened relationships.</i>	
Objectives & Action Plans	
Goal 5.....	27
<i>Enhance the Noblesville business climate in order to grow the local economy from within and maintain sustainability across all business sectors</i>	
Objectives & Action Plans	
Timeline.....	29
Appendices.....	A-I

It is important to note that this is an update to the original plan document created 2002. Therefore, you will see similar formatting and layouts between this update and the original plan including the number of goals, organization and processes. This makes the update not only consistent, but assists in cross-referencing documents to see how priorities and initiatives have transformed and adapted.

Acknowledgements

This is a project of the City of Noblesville, Indiana.

Many parties, employees and contributors have influenced and impacted the development of this plan and we extend a sincere thank you to all involved.

Steering Committee

John Ditslear, Mayor

Michael Hendricks, City Administrator

Christy Langley, Economic Development

Judi Johnson, Economic Development

Mark Boice, City Council

Greg O'Connor, City Council

Steve Wood, City Council

Jeff Zeckel, City Council

Stakeholder Group 1

Chad Bosler, SMC Corporation

Pat Fox, Riverview Hospital

Emily DiRosa, Matteo's Ristorante Italiano

Mike Field, Field Rubber

Greg O'Connor, City Council

Sharon McMahon, Noblesville Chamber of Commerce

Joe Arrowood, Noblesville Main Street

Libbie Conner, Noblesville Schools Superintendent

David Heighway, Hamilton County Historian

Betsy Jones, Hamilton Co. Convention & Visitors Bureau

Jeff Burt, Hamilton County Alliance

Stakeholder Group 2

Lindsay Sweet, Noblesville YPG Chair

Andrew Rodewald, Noblesville Engineering Department

Andrew Habel, Noblesville Main Street Board

Gabrielle Sauce, SaucePan Creative

Brandon Bennett, Noblesville Parks & Recreation

Amanda Trestrail, Riverview Hospital

Keriann Rich, HotHouse Personal Relations

Joe Rudy, Bethel Lutheran Church

Monica Peck, Hare Chevrolet

Accessory Documents

2002-2010 Economic Development Strategic Plan (Appendix A)

The 2002 Economic Development Strategic Plan was created to address the exorbitant growth that Noblesville and Hamilton County were facing and to build consensus on the direction in which the city should move along with the role each development related organization should play. It included goals and objectives that created and planned the Corporate Campus, initiated the Downtown Strategic Development Plan, called for a Façade Grant Program and commenced infrastructure improvements throughout the City limits. This plan was a building plan that sought to construct a foundation for future business attraction, expansion and initiation.

Noblesville Community Survey (Appendix B)

A scientific, random sample community survey was used for much of the public input process for this plan. The National Citizen Survey (NCS) is a collaborative effort between the National Research Center and the International City/County Management Association. The NCS was developed to provide a statistically valid survey of resident opinions about community and services provided by local government. The survey results may be used by staff, elected officials and stakeholders for community planning, resource allocation, program improvement and policy making.



Noblesville Comprehensive Master Plan (Appendix C)

The Noblesville Comprehensive Master Plan (Comp Plan) was last updated in 2003 and was originally created to be proactive in planning for future growth. It also implemented a Benchmarking process (now known as the Community Vision for Excellence) and set forth a guide for making decisions relating to land use, public investments and services, and fiscal priorities. Most importantly it is a document reflecting the long-range goals the people of Noblesville have established for the city and the surrounding township, particularly with regards to how and when the land is used. When speaking specifically on Economic Development Policy (page 62) it called for the City to expand business opportunities, create an Economic Development Department, develop a site for a new business park, target specific business industries, support regional cooperation and initiate a volunteer outreach program.

Noblesville Downtown Strategic Development Plan (Appendix D)

The Noblesville Downtown Strategic Development Plan was constructed and approved in late 2006/early 2007. The planning process resulted in a shared community vision for Downtown Noblesville's greatest assets—its riverfront and historic core—and their relationship to surrounding diverse neighborhoods. The purpose of the plan was to provide a guide for the community to use in an effort to restore the downtown core to a vibrant place to live, work, shop and play. Although it could never have been forecasted, the economic timeframe in which the plan was prepared was ideal and, therefore, the plan focused primarily on hearty private sector investments, increased spending capacity from local government and healthy economic conditions to warrant comprehensive redevelopment. Unfortunately, the national economy's direction drastically changed and although several initiatives were implemented from the plan in the midst of that uncertainty (such as downtown leadership, the Façade Grant Program, Central Business District improvements, and connectivity enhancements) the plan lacked a certain flexibility to facilitate realistic comprehensive implementation. An update to the Downtown Plan is incorporated heavily within this document to infuse flexibility and continued momentum to enhance the rare gem that is downtown Noblesville.

Noblesville Community Vision for Excellence

The Noblesville Community Vision for Excellence (Vision) formed out of the Benchmark Committee which began in 1995 as a process to benchmark the City's successes. The Vision has four overarching goals: Education, Environment, Growth and People and seven strategies including a Workforce Development Council, Volunteer Network, Expanding Non-Traditional Education, Assist the Marginalized and Needy, Community Wide Health Promotion, Maintain the City Comprehensive Development Plan and Maintain the Downtown Strategic Plan.

Partnerships

Internal

Parks & Recreation Department

Over the past few years numerous partnerships have been formed, strengthened and executed between the Economic Development Department and the Parks & Recreation Department (Parks). A renewed trails initiative has been re-energized, marketing resources have been coordinated and shared and creative scenarios and funding structures have been discussed regarding new park construction. Parks are an excellent source of positive economic benefits. They enhance property values,



increase municipal revenue, bring in homebuyers and workers and attract retirees. At the bottom line, parks are a good financial investment for a community. Understanding the economic impacts of parks can help decision makers better evaluate the creation and maintenance of urban parks.

Planning & Development Department

The role of the Planning & Development Department (Planning) is to guide orderly growth, development and redevelopment of the City to maintain a community of lasting value. A cohesive partnership between Planning & Economic Development is integral to the development process. Planning policies and procedures can have a direct impact on the stimulation of economic development by creating the appropriate 'environment' for economic development to occur. Both the statutory and strategic planning functions are important and it is important that the planners and economic development officers work together to form a common view about what it is they want to attract to the area. In this constantly changing environment there is a need to develop flexible land use policy to allow the planner and the applicant to negotiate a desired outcome within a policy framework.

Engineering Department

Partnerships with Economic Development and the Engineering Department (Engineering) have existed since Economic Development's inception in 2002. Many times infrastructure, new construction or expansion projects are initiated in Economic Development or Planning and are managed by Engineering. Constant communication is very important as well as input interdepartmentally on strategies, timelines and goals. There are many times that Economic Development has not had the technical expertise to complete a specific streetscape, trail or infrastructure project that Engineering has unquestioningly stepped in and seamlessly executed.

Police Department

The Noblesville Police Department (Police Dept.) is a progressive, community oriented police agency committed to improving the quality of life for Noblesville citizens. The direct link between public safety and Economic Development is that perceived safety is entirely marketable. Living and working in neighborhoods which provide a sense of safety and community is at the top of new residents and businesses alike. The Police Dept. has also recently created a Community Oriented Policing program to assist Noblesville residents with issues that are not solved with traditional police responses and resources—generally referred to as 'quality of life issues.' This collaboration between the police and the community helps to create partnerships and expands the outlook on crime control and prevention by making community members active participants in the process of problem solving.

Utilities Department

The Utilities Department (Utilities) serves dual purposes as it applies to economic development—critical wastewater infrastructure and Geographic Information System (GIS) mapping abilities. Inadequate sewage treatment infrastructure jeopardizes the viability of current and future businesses, stymies economic growth and development, and threatens the quality life for Noblesville residents. The City is very fortunate to not just have an adequate Utilities Department, but a *proactive* department that is constantly planning for new capacity, upgrading technologies and communicating constantly with local business. As far as mapping talent is concerned, GIS tools can help economic development agencies use specific data to retain, grow and attract businesses. The largest needs for mapping includes displaying available developable land, creating accessible infrastructure maps for internal use and developing creative ways to geographically display existing

business and industry locations.

Other

Simply because not *all* City departments are listed in this section does not mean this plan is exclusive of them. On a weekly basis Economic Development touches and is touched by most if not all departments in one way or another. Through some Objectives and Action Steps you will see more occurrences of some department names than others which is why and how this plan chose to further explain those relationships. Collectively we see fulfillments and advancements in all aspects of City government as Economic Development successes. For when an employee completes their tasks to their fullest extent they have illustrated to local residents, visitors and businesses that Noblesville is a great place to live, visit and invest-economic development in its purest form.

External

Noblesville Chamber of Commerce

The Noblesville Chamber of Commerce (Chamber) recently celebrated it's 75th Anniversary carrying out their mission of dedication 'to encourage economic prosperity by providing benefits and services to our members to enhance their business success and be an advocate for business in dealing with government and the community.' Historically the City and the Chamber have supported and enhanced each other's economic development efforts while trying to mitigate overlap and redundancy. There are some services that the Chamber can supply more efficiently and effectively while others are best served by local government entities. As Noblesville continues to grow and develop these responsibilities are constantly evolving which illustrates how important it is for the Chamber and the City to share ideas, information and accountability. This plan endeavors to enrich that relationship for the betterment of all Noblesville businesses.

Noblesville Main Street

Noblesville Main Street (NMS) originally started within the walls of Noblesville City Hall in the mid-80's. The organization quickly grew and created its own 501(c)3 organization to better serve downtown interests. The organization is a recognized State and National Main Street Organization by following the Four-Point Approach of Economic Development, Design, Promotion and Organization. The Economic Development Department has worked hand in hand with NMS on local events, the Noblesville Visitors Center, the Noblesville Farmers Market, downtown pole banners, beautification projects and more. As the city and the downtown area continue to grow and new development and redevelopment opportunities present themselves it is important for the relationship to evolve, right along with the central business district, and to establish creative relationships and programming to maintain positive momentum.

Hamilton County Convention & Visitors Bureau

The Hamilton County Convention & Visitors Bureau (HCCVB) has been a local partner for over 20 years. Relationships with HCCVB and some of Noblesville's local attractions have been symbiotic as the HCCVB invests time and finances to help grow the services offered to all spectrums of visitors. More recently, the HCCVB has taken on a Community Development initiative where they not only invest in individual places and spaces to visit but at the same time invest in the actual Hamilton County community the project is taking place in. Locally they have been partners on the Noblesville Visitors Center, the Nickel Plate Arts initiative and partnering and assisting many of our non-profit organizations for events, art instruction and day



-trip planning. Many exciting opportunities lie in the future through the advancement of their grant program and their ability to cohesively bring all Hamilton County communities together for cooperative programs and projects.

Hamilton County Alliance

The Hamilton County Alliance (Alliance) was created in 1992 to act as the county's economic development organization. They are an independent, private not for profit 501(c)4 organization that is funded by both the private and public sectors. They are governed by a 17 member Executive Committee and charged with serving all eight communities in Hamilton County. Their mission is to 'enhance the county's economic health and quality of life by attracting and retaining businesses that will create a strong tax base through the provision of high quality jobs and capital investment.' Much like other organizations the City partners with, oftentimes overlap and redundancy can grow within the relationship and go unnoticed. Through the Alliance's recent re-branding and re-focused marketing efforts the City hopes to capitalize upon missed opportunities and be able to more comprehensively benefit from the Alliance's strategic work plan. The Alliance is able to have a far greater reach into some of the national and international markets because of its pool of resources representing not Noblesville solely but the county in its entirety.

Other

As mentioned in the Internal section of the Partnerships segment, simply because not all organizations the City works with are not named does not mean that they are any less important to this plan. The Noblesville Preservation Alliance, Japan-American Society, Indiana Small Business Development Center, Indiana Economic Development Corporation, SCORE and many, many more actively partner with the Economic Development Department on a consistent basis. As they are worked into different Objectives and Action Steps the plan will explain their relationships further in interest of the reader.

Constant changes in the economy demand that communities frequently revisit their economic development organizational network. As the economic and business landscape consistently change the roles of many of the local and regional organizations also change and evolve daily. The partnerships section of this plan identified existing relationships both the City as a whole and the Economic Development Department currently possess. Many of the Action Steps in this plan will also re-examine these relationships to find out how, together, each organization can be more efficient, effective and further serve the Noblesville business community.

Style Guide

In many instances the plan will need to explain a partnership, industry buzz word or statistic further. Below, you will see some examples of how the plan will further illustrate this information so the reader can recognize those opportunities and help consume the information:

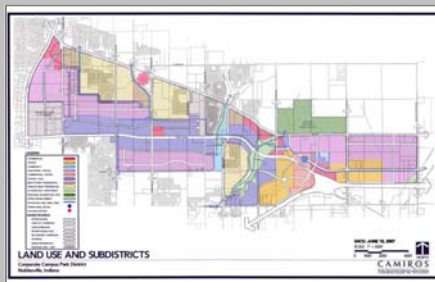
Whenever you see this box the word or words within the body text of the narrative of the plan will appear **bolded**, underlined and in a green font much the same color as the box on the left-hand side of the image. These boxes are to help further describe an initiative or process further without interrupting the body of the document.

It's a Fact

Hamilton Co. Per Capita Income:	\$38,867
Indiana Per Capita Income	\$24,448
Hamilton Co. Bachelor Degree or Better:	53%
Indiana Bachelor Degree or Better	10%

Per Capita Income

Highest Education Levels



Corporate Campus

The Noblesville Corporate Campus was planned and passed by City Council in 2002. Its main purpose was to pre-zone 3,600 acres of land for business development purposes.

Whenever you see the box to the left, the word or words it is further explaining in the narrative text will be **underlined** and **bolded** as follows.

Corporate Campus

Many times these illustrations will be in larger form as an Appendix in the back of the plan document including fold-out maps, comprehensive demographic reports and minutes or abbreviated notes from public stakeholder meetings and/or surveys.

For the online planning document there will be additional hyperlinks to appendices, online forms and other informative websites.

Picture captions will always accompany an image to further explain or identify the area/scene that is being represented. Wherever the reference in the text denotes an image an in-text citation will describe where the picture is located, such as (see picture, bottom right). Many pictures or maps that were unable to fit in side margin boxes will be included in an appendices

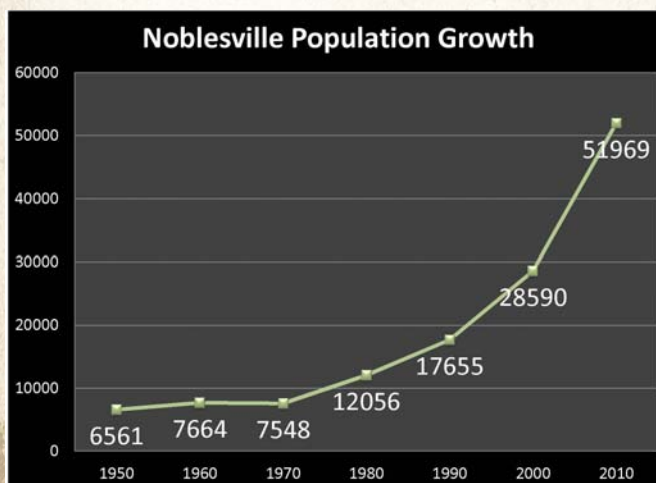


Overview

Introduction

Noblesville, Indiana is a vibrant and developing city located just 21 miles northeast of Indianapolis in the heart of Hamilton County. With a population of approximately 52,000 (2010 Census), Noblesville serves as a regional business, manufacturing and entrepreneurship hub.

Although Hamilton County continues to grow at a faster pace than many of its Hoosier neighbors the growth from the late 90's and early 00's has begun to stabilize. Hamilton County remains the 5th most populous county in the State of Indiana with Noblesville's population having increased by almost 82% in the past 10 years. Hamilton County also enjoys the number one spot in the state for per capita income as well as the lowest unemployment and highest education levels.



Noblesville employment closely mirrors that of the county with a slightly higher number of employees in the manufacturing sector. In 2010 36.5% of the Hamilton County workforce was employed outside of the county (down from 40.9% in 2000). The county is still fighting its bedroom community reputation but is consistently gaining ground with only 30.1% of the workforce commuting to Indianapolis (down from 34.2% in 2000).

Noblesville continues to be proactive in efforts to maintain stability during future growth cycles and to ensure that the sustained growth is not only strategic but appropriate for the landscape and its citizens. The City will do so by building consensus on the direction in which they should move and the role each development related organization should play.

The City of Noblesville created an initial economic development strategic plan in 2001/2002 that was to be in place until 2010. This document serves as an update to that plan as well as to integrate an update to the Downtown Noblesville Strategic Development Plan created in 2007. The 2001/2002 plan did an admirable job of *constructing* a product for future development in Noblesville. This update looks to take those results and successes and *market* and *analyze* them to our citizens, existing businesses and the future businesses of Noblesville.

It's a Fact

Hamilton Co. Per Capita Income:	\$38,867
Indiana Per Capita Income	\$24,448
Hamilton Co. Bachelor Degree or Better:	53%
Indiana Bachelor Degree or Better	10%

Role of Strategic Planning

An important difference between strategic planning and comprehensive planning is the relative emphasis on the assessment of changes taking place in an organization's internal and external environment. Strategic planning emphasizes an in-depth evaluation of the current status, trends that are likely to have an impact, and potential changes applicable to a particular environment. Strategic planning is typically a more focused effort than comprehensive planning and places greater emphasis on process versus product. In some cases, a strategic plan may borrow some elements of comprehensive plans including existing goals and objectives.

Strategic planning is defined as a 'disciplined effort to produce fundamental decisions and actions that shape and guide what an organization (or governmental unit) is, what it does and why it does it.' The main difference between a strategic plan and a comprehensive plan is that the strategic plan focuses on a few selected issues and the specific steps taken to resolve those issues, while a comprehensive plan is broader in scope.

The strategic planning process involves assessing the current situation of a community through an analysis of the community's strengths, weaknesses, opportunities and threats, the creation of a shared vision for the future, and the identification of the major goals that must be met in order to reach that vision. The main elements of a strategic plan include:

- **Vision:** A set of shared values, a rational hope, and a pragmatic dream.
- **Goal:** A long-range statement of intent that expresses the vision in more concrete terms.

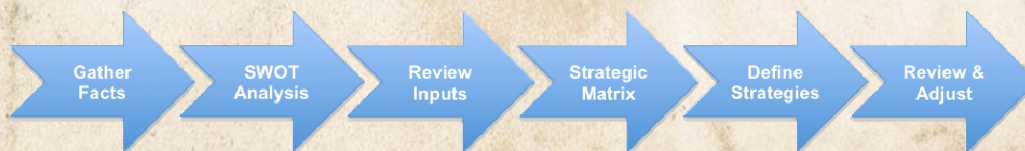
- **Objectives:** Specific, measurable projects or activities
- **Action Plans:** Lay out the details of how objectives will be completed.

Strategic decision-making should be dictated by quantitative and non-quantitative factors. According to John Keller, co-author of *The Small Town Planning Handbook*, "intuition is extremely important in strategic thinking and planning, intuition that is, which represents a leap in thinking preceded by very careful analysis of facts." Stakeholder groups of local leaders are critically important to the development of a strategic plan for this reason, their intuition about the community is much more keen than that of outside consultants.

It is important to note that the strategic plan does not complete tasks; rather it sets up the road map and the desired destination towards task achievement. The implementation phase begins after the plan has been completed.

Process

Although the Economic Development Department staff spearheaded the update of the Strategic Plan along with much consultation from other City departments, community stakeholders and citizen input via National Citizen Survey, there was still a need for a Steering Committee structure that was maintained in the previous plan. Therefore, it was decided that the Economic Development Committee (EDC) made up of representatives from Council and the Mayor's Office would fill that role. The responsibility of the Steering Committee was to oversee the general direction of the plan and provide advice and input on the process.



Public Input

Public input is increasingly becoming a moving target. No longer do residents respond energetically to public open houses, town hall meetings and nostalgic public input environments of the past. However, citizen involvement and perspective is critical for any type of community plan. Therefore, in 2010, the Noblesville City Council commissioned a scientific assessment by The National Citizen Survey (Appendix X). The NCS randomly selected 1200 households to implement a questionnaire designed to provide city leaders the opportunity to learn what residents believe are the strengths and weaknesses of the community and local government. Response to the survey was not only abundant but extremely positive and helped to illustrate the direction in which our citizens, and subsequently tax payers, want this city to go. The results of this survey, along with its online component, are directly integrated into the goals and objectives of this update.

The Economic Development Department also held two Stakeholder Meetings: one with community leaders and business representatives across local industry sectors and another with representatives of our young professionals and youth leaders in the area. These facilitated forums served to share the purpose and the process of strategic planning; to identify community strengths, weaknesses, opportunities and threats; to identify and prioritize components of a shared vision of the future and to use that information to discuss and share some preliminary goals.

Finally a Noblesville Business Survey was employed (see Attachment X) to gauge business needs and wants in the future and how to better facilitate those necessities.

Visioning

It is important to note that the original plan represented a consistent vision for Noblesville's continued development. This plan aspires to take the historic goals of the original plan and transform them into updated and relevant directions for Noblesville's current economy, demographics, and development landscape. However, it should also be

emphasized that while the former plan laid out a vision for eight years, this plan has a shorter lifespan of four to five years and will be revisited annually in order to adjust for new opportunities.

Participants of both the survey and the stakeholder meetings identified the attributes of their ideal community and some of those components were:

- Diversified Housing Opportunities
- Increased Communication
- Increased Banquet/Conference Areas
- Preparation for Mass Transportation
- More Trail Development/Connectivity
- More Regionalism with Neighboring Cities
- Increased Entrepreneurial Incentives

SWOT Analysis

Participants in the stakeholder meetings were asked to complete a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis of their community (Appendix F). What makes SWOT particularly powerful is that, with a little thought from comprehensive representation of your community, you can uncover opportunities that you are well placed to capitalize upon. Further, by understanding the weaknesses of your community and organization, you can manage and eliminate threats that would otherwise catch you unawares. More than this, by looking at your community and its competitors using the SWOT framework, you can start to craft a strategy that helps distinguish yourself from your competition.

Goal Development

With all of this information staff sat down with the steering committee to redevelop the goals of the former plan to better fit the needs of Noblesville citizens and businesses in the current environment. Along with the above, particular attention was paid to the Noblesville Community Vision for Excellence, strategies from the Downtown Noblesville Strategic Development Plan and goals and priorities from other City departments' plans.

Plan Development



Based on the output of the public input process the Steering Committee maintained the existing vision statement and adopted an updated mission statement. The committee believed the original plan's vision had a relevance that transcended time and still holds true to what the public and administration want Noblesville to be. The Mission Statement is the department's way of comprehensively describing what the overarching goal of achievement is in order to successfully implement and accomplish Economic Development within the City of Noblesville.

Vision Statement: Where do we want to go?

Noblesville will be a community with a distinct identity, well planned and aesthetically pleasing with a balance of residential, commercial, industrial and recreational development that offers a high quality of life to its citizens.

Mission Statement: How do we want to get there?

Identify, develop and implement projects that Create, Retain and Reinvest wealth throughout Noblesville's economy, community and natural resources.

A number of clear messages came out of the Citizen Survey, Stakeholder Meetings and Business Survey:

1. The desire to market and analyze the potential of assets the preceding plan has implemented.
2. The determination to be proactive and prepared for what is coming and to actively influence the pattern and quality of growth.
3. The necessity to diversify and balance residential, commercial, industrial and recreational development.
4. The necessity to not only preserve but enhance our historic downtown area.



Rendering from the Downtown Strategic Action Plan illustrating the possible effects of a façade grant improvement program



Corporate Campus

The Noblesville Corporate Campus includes 3,600 acres of pre-zoned development ready land set aside for corporate industrial development. The boundaries include SR238 to the north, Atlantic Ave to the east, SR37 to the west and 141st Street to the south. Exit 10's portion of the CC includes Saxony Business Park and several first-class business spaces.



Quality of Life

Quality of Life can mean many things. This plan chooses to define it as a measurement used to evaluate the general well-being of individuals and societies. This includes wealth, employment, built environment, physical and mental health, education, recreation & leisure time, and social belonging.

These messages guided the Steering Committee in the development and adoption of five strategic planning goals:

Goal I: Create a targeted plan to fully illustrate the appeal of the Corporate Campus and other developmental opportunities available in Noblesville

Goal II: Continue to implement the renewed Downtown Noblesville Strategic Development Plan, by infusing flexibility and catalysts for further and future growth.

Goal III: Maintain and enhance Noblesville's quality of life in order to develop a whole-life cycle that meets the needs of present and future generations.

Goal IV: Improve communication through strengthened relationships.

Goal V: Enhance the Noblesville business climate in order to grow the local economy from within and maintain sustainability across all business sectors.

Objectives and Action Plans

It was tasked of staff to conduct additional information gathering efforts and to develop objectives and action plans designed to meet the identified goals.

A goal may have any number of objectives. An objective is a specific, measureable project or initiative that moves you toward the goal. Each objective needs an action plan. An action plan outlines the steps to be taken, the party(s) responsible and the timetable by which the objective will be accomplished.

Organizational Network and Responsibility

The second component of this planning process was to identify the role that existing organizations are playing or could play in the overall development of Noblesville and in the implementation of this strategic plan update.

As indicated in the action plans, some organizations have a clearly defined role to play, i.e. Noblesville Main Street and downtown enhancement. But in some instances numerous organizations collectively have responsibility for one component of a larger general issue, i.e. workforce development. In this case the issue can only be addressed effectively by a coalition or partnership of several groups or organizations.

Implementation Plan

Overview

The implementation plan is a critical piece of any truly effective economic development strategy. The plan is just the beginning of the process. It is through implementation that the community must come together to move the recommendations forward from concept to reality. The implementation plan is a package of tools that outlines the components necessary for the City and its partners to enhance its reputation in the region and establish itself as a unique regional growth center with diverse investment opportunities.

Key Implementation Objectives and Action Tasks

The following implementation program provides 'next steps' for implementation of the five goals. Each goal contains a set of objectives and supporting action tasks. Each objective also includes a description and purpose of that objective. The task oriented structure provides each implementing partner with a clear and well-defined path to begin executing the Plan's tasks. The successful implementation of the following goals will rely on the determined coordination and collaboration of the various public and private sector entities partnering towards enhanced economic development opportunities for Noblesville.

Vision: **Noblesville will be a community with a distinct identity, well planned and aesthetically pleasing with a balance of residential, commercial, industrial and recreational development that offers a high quality of life to its citizens at all stages of their life.**

Mission: **Identify, develop and implement projects and programs that Create, Retain, and Reinvest wealth throughout Noblesville's economy, community and natural resources.**

Goal I: Create a targeted plan to fully illustrate the appeal of the Corporate Campus and other developmental opportunities available in Noblesville.

Objective IA—Create a Comprehensive Database of Noblesville's Wide-Ranging Inventory

The tasks for this objective will assist in creating and maintaining an all-inclusive inventory of available buildings, developable land, and local utility assets. Some of the

information will be for staff only while other details will enhance the mechanisms already in place to highlight economic development opportunities within Noblesville. This, in essence, will assist with marketing and communication efforts both internally and externally for the Economic Development Department.

Action Task IA-1—Improve Existing Building and Land Inventory Database

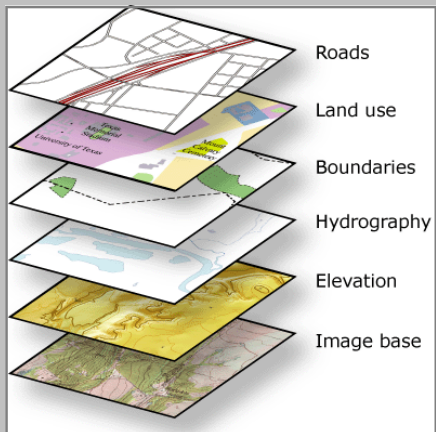
-Create a protocolled procedure for Noblesville Prospector updating to encourage consistent and comprehensive listings which includes a techno-

Brownfields

Brownfield sites are abandoned or underused industrial and commercial facilities available for re-use. Expansion or redevelopment of such a facility may be complicated by existing real or perceived environmental contaminations.

Remediation

Brownfield remediation is a process in which contamination at brownfield sites is addressed by such methods as actively removing contaminants, isolating contaminants so that they cannot leak into the environment or also reallocating the use of the land to one which allows the presence of some contaminants



GIS Layers

GIS, or Geographic Information Systems, is an application that offers features and functions for finding geographically associated information for producing maps. A GIS Layer is a collection of specific elements, such as trees, roads, buildings, etc that can be viewed together for a complete overview of the area, or separately to give a more specific indication of the presence of a particular element.

logical approach that will allow effortless, mobile editing for bi-annual property updating

-Initiate relationships with landowners in newly opened properties in areas such as Union Chapel Road, Pleasant Street (see Appendix G), etc. to acquire information on properties to be added to the database

-Initiate protocol and strategies to compile a living business list as an inventory for communication and quantification efforts

-Pursuant to grant assistance identify existing **brownfields** in the community and prioritize/target clean-up and redevelopment efforts. When identified continue grant development and application towards **remediation** efforts

-Determine average leasing and construction cost per square foot by consulting industry standards and local broker resources (may be geographic specific)

Action Task IA-2—Accumulate a comprehensive inventory of utility infrastructure for internal use.

-Meet with local utility representatives to discuss availability and confidentiality of location information

-Meet with City Utilities Dept. and other necessary departments to determine needed updates to various **GIS layers** including but not limited to waste water lines, roadways, green infrastructure, trails, etc

-Work with City Utilities Dept. to create more 'designed' GIS maps to advertise land assets and enhance Prospector listings

Objective IB—Review Existing Land Use Plan and Unified Development Ordinance to Determine Compatibility with Business Growth

Although the introduction of the Corporate Campus Planned Development overlay greatly enhanced the land development process within the Corporate Campus, it is time to re-examine the overall UDO and how business friendly the City's processes are compared to local and regional competitors. By adjusting our standards to cater more towards business growth (while still maintaining a high standard of development) the City can capitalize on competitive advantages as well as

evolve the current codes to better acclimate to the current investment climate.

Action Task IB-1—Assemble Existing Land Use and Infrastructure Availability

- Prioritize Land Use Inventory Update (LIU)
- Analyze how often the LIU should be updated so that it maintains validity
- Compare the land use percentages to the zoning category percentages to determine which uses are being underdeveloped

Action Task IB-2—Determine Where the City is Behind the Market on Development Opportunities

- Contract with a consulting firm to conduct an updated comprehensive **Market Analysis** on Noblesville's industrial and business properties to determine a detailed profile of potential land and buildings that are in demand in the current market
- Identify target sites with highest marketability ratings to incorporate into national listings, possible infrastructure upgrades and potential **Shovel Ready Site** designation
- Compare Market Analysis with the City's offerings from a land use, zoning and inventory perspective to determine market gaps and opportunities to update codes to make certain properties more marketable/profitable

Action Task IB-3—Audit UDO for Business Friendliness and Implement Green Incentives

- Contract with consultant to analyze the City's current development codes and recommend improvements to make them more development friendly while still maintaining utmost integrity
- Analyze and implement recommendations from the 2012 Christopher Burke study to increase and infuse environmentally friendly options into the City's development codes

Market Analysis

An industrial/office market analysis includes an assessment of demographic and economic data of the market area, current and historical supply/demand trends in the industrial/office park market and future absorption trends for a defined area within a specified timeframe. A previous market analysis was conducted in 2001 to support zoning code regulations for the Noblesville Corporate Campus.

Shovel Ready Site

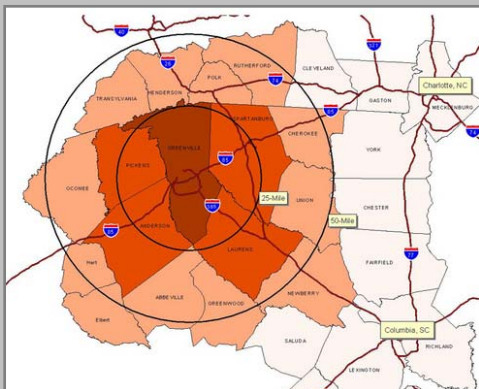
A 'shovel ready' site is one which possesses the proper zoning, infrastructure and layout to be ready for construction without preliminary site preparation steps. In the State of Indiana the Indiana Economic Development Corporation (IEDC) awards a Shovel Ready certification to sites which have executive-level local government support, a clear title or development option, Phase I environmental site assessment, wetland delineation and installed water, wastewater, transportation, electric, natural gas and high speed communications infrastructure. The designation is a competitive process and is marketed heavily by the State.

Green Incentives

Green incentives are targeted financial and structural incentives that encourage green building and infrastructure. Rewarding developers to build green can be an effective way to encourage the adoption of best-practices in design, construction and operations while improving the health and quality of life for all. Examples include density bonuses and fee reductions or waivers.

Intelligent Growth

Intelligent Growth principles advocate compact, bicycle-friendly land use including complete streets, mixed use development and a range of housing types. This type of growth values long-range, regional considerations of sustainability over a short-term focus. Its goals are to achieve a unique sense of community, equitably distribute the costs and benefits of development and to preserve and enhance natural resources.



Laborshed

A labor shed is defined as the area or region from which an employment center draws its community workers. Laborshed analyses along with map graphics (like the one above illustrating Greenville, NC's laborshed) provide planners, economic development specialists, job seekers, employers, transportation authorities and a host of other users with information needed to understand the commuting pattern of workers. This information tied to the educational and skill set achievement of those workers can aid local officials in the facilitation of industry expansion and recruitment. This is accomplished by delineating the actual geographic boundaries from which communities are able to attract workers.

Action Task IB-4—Discuss Formal Annexation Plans for the Future Expansion of Noblesville

- Identify potential areas targeted for future annexation
- Create cost/benefit scenarios for each area in order to prioritize and rationalize implementation
- Infuse **Intelligent Growth** principles into a comprehensive annexation plan for remaining areas of Noblesville and Wayne Townships

Objective IC—Determine Noblesville's Business Landscape Make-up

Oftentimes the Economic Development Department is left to limited devices in order to determine Noblesville's predominant industry and workforce profile. New information in these areas could help market not only to similar existing local industries but also to complimentary sectors such as vendors and suppliers. A comprehensive snapshot of Noblesville's **Laborshed**—which many times extends beyond City and even county boundaries—can assist marketing efforts as well.

Action Task IC-1—Identify Noblesville Industry Concentrations

- Work with the Indiana Small Business Development Center to utilize ESRI software in order to capture a breakdown of Noblesville business by industry to determine concentrations of industry sectors and possible cluster development
- Identify companies in the region and across the country that may be complementary to Noblesville's existing inventory for marketing outreach

Action Task IC-2—Identify gaps in the production chain that could assist existing Noblesville businesses

- Create a communication tool in order to gauge the vendors and/or suppliers Noblesville businesses currently use to find commonalities
- Target commonalities to relocate to Noblesville in order to dually improve the bottom lines of existing and incoming companies

Action Task IC-3—Partner with Local and Regional Resources to

Conduct an Employment and Labor Shed Analysis to Illustrate Workforce Inventory

- Partner with Hamilton County Alliance to comprehensively analyze Hamilton County as a Regional Workforce and create an updated Labor Shed Analysis
- Examine the costs and benefits of including Madison, Boone and other adjacent counties into the workforce analysis in order to truly capture availabilities
- Create a Workforce Profile to market to incoming and existing business and incorporate into advertising
- Use findings to identify gaps in the workforce that may be filled with training or recruitment strategies

Goal II: Implement the renewed Downtown Noblesville Strategic Development Plan by infusing flexibility and catalysts for further and future growth

Objective IIA—Redefine Downtown Leadership

Action Task IIA-1—Re-allocate responsibilities for downtown enhancement and initiatives to better illustrate accountability

- Appoint the Council Economic Development Committee as the advisory committee to oversee downtown development and projects similar to their role in other economic development initiatives
- As more focused needs arise, assign various sub-committees to special projects or programs comprised of applicable and affected parties.
- Meet with various downtown partners to reaffirm and discuss roles and the future of collaborations on events and programming

Action Task IIA-2—Improve communication channels to better inform the public and applicable organizations on downtown redevelopment

- Confirm sufficient City representation on local boards and committees
- Add entire boards of community and downtown partners to e-newsletter recipient list and maintain accuracy
- Create communication liaisons to push developments and announcements in order to disseminate information
- Market the resource of the Community Vision for Excellence Volunteer Coordinator to help facilitate volunteer needs in the downtown area

Objective IIB—Create and Implement Riverfront Enhancement Program

It cannot be denied that the White River is a significant resource and asset to Noblesville. Numerous recreation and redevelopment opportunities abound, particularly in the downtown area. This area needs to be further analyzed to determine which opportunities should be capitalized upon.

Action Task IIB-1—Create a Riverfront Master Plan/ Riverfront Recreational Plan to address underutilized opportunities and growing recreational needs

- Discuss needs with Parks and Recreation Dept. as well as City Council to assess recreational needs and complete an evaluation of riverfront development opportunities as they tie in with the West Gateway Redevelopment initiative
- Secure funding to study the area, develop a request for proposals and select a consultant to complete the Master Plan
- Submit study to City Council for adoption and commission a feasibility study to analyze different phases of the Master Plan and determine costs, timing and economic impact



Noblesville Riverwalk

The Noblesville Riverwalk is a master-planned trail linking the Midland Trace trailhead on the southwest section of downtown Noblesville to the existing pedestrian bridge over the White River which connects to the White River Greenway and Forest Park. Three phases of the Riverwalk are planned and include cast concrete walls, planting buffers consisting of native perennials and grasses and accessibility ramps.

FEMA LOMR

A FEMA LOMR, or Federal Emergency Management Agency Letter of Map Revision, is FEMA's modification to an effective Flood Insurance Rate Map (FIRM), or Flood Boundary and Floodway Map (FBFM), or both. LOMRs are generally based on the implementation of physical measures that affect the hydrologic or hydraulic characteristics of a flooding source and thus result in the modification of the existing regulatory floodway. Therefore, if a floodplain filling has been done in the recent past (10 years or less) a LOMR will accurately reflect the new elevation levels to potentially reduce the boundaries of the previous floodplain. In essence raising those elevations would then make the land 'developable'.

- Implement realistic priority timelines based on availability of funds and redevelopment of corridors and amenities adjacent to the riverfront

Action Task IIB-2—Plan, adopt and schedule remaining phases of the Noblesville RiverWalk

- Discuss with Hamilton County intentions to fully redevelop Phase III of the original RiverWalk Master Plan (see Appendix H)

- Create a fundraising mechanism to enhance the RiverWalk with benches, trees and additional landscaping and hard-scapes including but not limited to monetary donations, adopt-a-bench programs and grant requests

- Look for additional opportunities to tie the RiverWalk into other downtown attractions and amenities such as the Nickel Plate Arts center, historic district tours and existing trail networks

Objective IIC—Re-analyze Strategic Redevelopment Areas

The tasks for this objective will establish local expectations for redevelopment outcomes and determine a process for organizing the improvement of the three redevelopment areas that traverse the major corridors into and out of downtown Noblesville. Emphasis will not only be placed on engaging key capacity builders in public/private partnerships but will also re-analyze the actual approach to redevelopment. The relative ease of comprehensive private sector redevelopment is a much different organism than the economic highs of the mid-2000's. However, this muted pace has been aided by signs of organic, grass roots redevelopment efforts which have proven to also address area deficiencies as the City continues to invest in local organizations and community development partners to create a more home-grown approach to redevelopment

Action Task IIC-1—West Gateway

- Based on the results of surveying existing floodway and floodplain areas, submit for a **FEMA LOMR** to determine how much land is developable and what fill and mitigation is necessary.

-Actively engage private sector developers and land owners in conversations of redevelopment scenarios to implement a catalyst project

Action Task IIC-2—East Gateway

-Integrate this area into the connectivity master plan in order to improve both vehicular and pedestrian traffic along the corridor

-Analyze the existing zoning and development requirements along Conner Street, east of 10th Street to maintain and encourage a village-like mixed-use atmosphere

Action Task IIC-3—South Gateway

-Analyze extending the Façade Grant Program down the 8th Street corridor to capture historically commercial structures outside of the Central Business District

-Create a Mass Transit/Transit Oriented Development overlay to prepare the community if/when light rail is extended from Indianapolis to downtown Noblesville

-Identify infill properties for attraction inventory and potential redevelopment and analyze zoning and development codes to ensure that they are not cost prohibitive to renewal opportunities

-Identify Arts & Cultural opportunities and/or incentives as complimentary uses to the Nickel Plate Arts center and the Hamilton County Artists' Association's Birdie Gallery

-Examine benefits of coalescing with other cities and regions to support legislation for opportunities to incentivize the arts

-Analyze transportation patterns in the connectivity master plan for a possible traffic shift to create opportunities for increased beautification along South 8th and 10th Streets as well as what impact a

potential transit stop would have on traffic flow and parking

Objective IID—Further Enhance the Central Business District (CBD)

Many beautification projects have been initiated in the downtown Noblesville CBD such as façade grant projects, increased and updated signage, outdoor furniture, streetscape improvements and more. Tasks for this objective will determine additional improvement needs in the area and the means for achieving them.

Action Task IID-1—Continue to support downtown events and programming

-Re-analyze the Economic Development Dept.'s role in various downtown events highlighting a transforming the role to connect resources rather than physically manning and coordinating events

-Maintain an active inventory of programming by assisting the update of digital and printed calendars to advertise events in the downtown area

Action Task IID-2—Noblesville Main Street (NMS) coordination and assistance

-Plan strategically with NMS' Executive staff on how the City's annual allocation can best represent downtown interests

-Analyze responsibility sharing such as marketing available downtown properties, gaining consensus on additional streetscape improvements, engaging vacant properties in unique programming and further mobilizing the downtown merchants group

-Put together a market assessment of what is missing in the downtown landscape and create a recruitment incentive program to encourage diverse usage

Action Task IID-3—Continue to enhance tourism and



Tourism Brochure

The tourism brochure is an bi-annual publication by the Economic Development Department to highlight and showcase events, classes and points of interests in Noblesville. Editions are renewed for Spring/Summer and Fall/Winter and include a full calendar of events for reference. Not only are the brochures placed around Noblesville including the wayfinding signs and the Visitors Center but are also mailed to State visitors centers across central IN.

Infill

Infill or urban infill is the use of land within a built-up area for further construction, especially as part of a community redevelopment program or smart growth. It focuses on the reuse and repositioning of obsolete or underutilized buildings and sites. Although infill is an appealing tool for community redevelopment it is often more costly than to develop a green-field site.

marketing efforts

- Contribute and participate with available Hamilton County Convention & Visitors Bureau (HCCVB) and Indiana Office of Tourism Development co-op marketing opportunities to market the downtown area as a destination attraction
- Continue and refine bi-annual **tourism brochure** program, which prominently highlights the downtown area as one of our many attractions
- Create a PDF/downloadable version of the brochure to be placed on choosenoblesville.com.

Action Task IID-4—Downtown Streetscape/Beautification Improvements

- Create opportunities to engage the public on what beautification improvements would be beneficial to the downtown streetscape
- Establish a priority list with cost projections and timelines to assign 1-2 significant beautification improvements to each calendar year
- Work interdepartmentally and with Hamilton County Government to implement each project and determine maintenance requirements

Objective IIE—Commercial & Residential Infill

The tasks for this objective help to establish a methodology for identifying properties that could be described as underutilized or vacant within downtown Noblesville. Much of the infill will occur within the aforementioned redevelopment areas but additional opportunities can be capitalized upon in and around the downtown CBD.

Action Task IIE-1—Residential Infill

- Discern from the residential market analysis mentioned in Goal III, Objective IIIC as to what markets are missing in the Noblesville landscape and analyze the applicability of those underserved markets in downtown Noblesville—specifically on South 8th Street and the west side of the White River
- Incorporate those housing types into downtown redevelopment projects mentioned in the Strategic Redevelopment

Areas objective

-Analyze the costs and benefits of expanding the Façade Grant Program to include the rehabilitation of 2nd and 3rd floor properties to more easily transform the spaces into adaptive uses

Action Task IIE-2—Commercial Infill

-Determine a parking strategy including the results of past City studies, effects of mass transit, lot sharing and information availability

-Advertise parking information making it readily available on the City and Main Street's website for availability/spaces, daily costs and permit costs along with contact information

-Identify, assess and prioritize additional infill properties that were not originally recognized by the original plan including brownfield properties

Objective IIF—Residential Neighborhood Reinforcement

Expanding and reinforcing downtown neighborhoods is integral to the success of downtown Noblesville as a whole. Better neighborhoods will help promote the downtown's role in the regional housing market and better position it as a commercial hub. City resources and staff are limited when it comes to filling the role of individual neighborhood advocates which is why it is important to involve actual residents and local community groups by empowering them through partnerships and purpose.

Action Task IIF-1—Confer with and designate Noblesville Preservation Alliance (NPA) a Neighborhood Liaison

-Collaborate with NPA on adjusting their mission statement and goals from historic *structure* preservation to *neighborhood* preservation

-Identify neighborhood 'boundaries' whether historic or existing and elect leadership roles within each neighborhood akin to Homeowner's Association presidents to further strengthen coordination efforts and disseminate information

-Partner NPA with the Historic Preservation Commission



Noblesville

Preservation Alliance

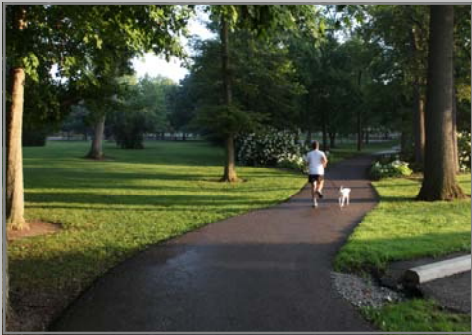
The Noblesville Preservation Alliance's (NPA) mission is to promote the preservation of historic neighborhoods and resources in order to enhance the quality of life in Noblesville. The historic preservation group also hosts annual home and garden tours (one of the homes featured on 2010's tour is seen above) and has recently enacted a residential façade improvement program for historic homes.

Historic Preservation Commission

The City's Historic Preservation Commission was created in order to promote the educational, cultural and general welfare of the citizens of the City of Noblesville through maintaining historic residential neighborhoods in danger of having their distinctiveness destroyed. They have the ability, with a majority of resident consent, to create historic districts and establish design guidelines based on the existing architecture of the area.

Community Oriented Policing

The Noblesville Police Department (NPD) recently created a Community Oriented Policing program to assist residents with issues that are not solved with traditional police responses and resources. The officers in the program work with the Noblesville Planning Department as well as the NPD Community Service Officers to bring on-going or repetitive problems to a permanent resolution.



Noblesville Alternative Transportation Plan

The Noblesville Alternative Transportation Plan (NAT Plan) include proposed routes and pathway segments to connect Noblesville residents and points of interest. The NAT Plan represents a commitment by the City to design, construct and maintain a network of safe, convenient and attractive bicycle and pedestrian facilities for commuting and recreational use throughout the Noblesville community. The plan includes 255.61 miles of trail. A full version can be found in Appendix X.

to purport historic district plan development

- Create a priority list of neighborhood preservation plans in order to target individual sectors of downtown Noblesville's historic structures

Action Task IIF-2—Establish a Neighborhood Grant Program for improvement projects

- Identify funding opportunities particularly in the grant sector
- Create a manual with guidelines akin to the Façade Improvement Grant Program and based on existing programs throughout the State for small neighborhood improvements such as signage, lighting, community gardens, etc.
- Create a Neighborhood Grant Review Committee to review projects as they are submitted

Action Task IIF-3—Partner with the Noblesville Police Department to learn more and capitalize upon the Community Oriented Policing program

- Assess the safety issues in each neighborhood and identify partners who might share the same issues
- Educate neighbors on safety programs and share information on how to set up a neighborhood watch program

Objective IIG—Local & Regional Connectivity

Continued growth and existing assets present an opportunity to create a concerted plan for reinforcing connectivity to the downtown area. Downtown neighborhoods, parks, natural linear greenspace, natural floodplain, riverfront open space, rail lines, existing and proposed trails, and an extensive network of converging roads are notable examples of opportunities for connecting downtown Noblesville and its neighborhoods to local assets in the region.

Action Task IIG-1—Analyze and assess trails, bikeways/bike lanes and vehicular patterns

- Analyze, assess and prioritize pedestrian walkway disconnects pursuant to inclusion in the Noblesville Alternative Transportation Plan (NAT Plan)

- Analyze, assess and prioritize bike lanes and bikeways as the pertain to vehicular traffic safety

- As stated in Objective IID analyze traffic patterns and flow in and out of the CBD to determine efficiency and potential for beautification efforts

Action Task IIG-2—Create a Transportation & Connectivity Master Plan

- Incorporate all modes of transportation whether pedestrian or vehicular

- Partner with the Engineering Dept. on how to best approach analysis

- Develop project design expectations and secure funding for the plan

- Final product should consider input from the community and gain an understanding of what forms of transportation best serve the needs of residents and visitors

- Complete plan and submit to City for adoption including any necessary amendments to the Thoroughfare or NAT Plans

Goal III: Maintain and enhance Noblesville's quality of life in order to develop a whole-life cycle that meets the needs of present and future generations

Objective IIIA—Prioritize trail development and connectivity

Trail development was highlighted and responded to very favorably by the Noblesville Citizen Survey employed in late 2010. Along with parks, trails were quantified by the survey to be of large importance to our citizens with emphasis on the Midland Trace Trail. 45% of respondents Strongly Support constructing the trail and 37% Somewhat Support. Trails also have a significant impact on economic development increasing home values, revitaliz-

ing neighborhoods and contributing to local businesses which are well-connected to them.

Action Task IIIA-1—Mobilize Midland Trace Multi-Purpose Trail Movement

- Incorporate the Midland Trace Multi-Purpose Trail (see proposed map in Appendix I) corridor into the Logan Street TIF District for funding possibilities

- Create a public relations and media plan along with collateral to 'launch' the trail development initiative to the public and designate a champion group to begin discussions with landowners. This should also include partnering with Indiana Greenways as a 501(c)3 donation conduit for both monetary and land donations towards trail development

- Contract for a comprehensive land survey of the trail corridor to be modeled

- Develop a comprehensive design and construction plan for the multi-purpose trail

- Contract for comprehensive title research to be conducted to determine accurate ownership of the trail right of way

- Acquire land appraisals for each section of right-of-way

- Continuously identify grant and large donor opportunities to assist with funding

Action Task IIIA-2—Boost connectivity of existing trail mileage within the City

- Prioritize list of connectivity opportunities and identify funding sources or existing projects to mobilize connectivity efforts

Action Task IIIA-3—Noblesville RiverWalk Development

-See Goal II, Objective IIB

Objective IIB—Strategize for potential recreation investment opportunities

Quality recreation opportunities help define a community as more than the daily grind of its business, traffic and to-do list. Leisure activities can vastly improve the quality of life of residents serving both to entertain and mobilize good health. Because of recent Requests for Information the Economic Development Department also realizes that the logistical fortitude that is I69's Exit 10 also presents unique opportunities for private-sector recreation development. Due to the originality of these requests more research needs to be completed to determine the cost effectiveness of a potential public-private partnership.

Action Task IIB-1—Commission a feasibility study to analyze costs, benefits and structure of a public/private recreation venture at Exit 10

- Consult with the Hamilton County Convention & Visitors Bureau's Hamilton County Sports Authority, Noblesville Parks & Recreation Dept. and Noblesville Youth Sports to solidify scope and expected outcomes

- Ensure that analysis pays particular attention to financial structuring and potential impacts a development would have on increasing assessed valuation—both residential and commercial

Objective IIIC—Create opportunities to attract and re-capture human capital in the early stages and after stages of individuals' careers

A full service community does not address only the life and safety of its residents. A community that pays attention only to the life-sustaining basics of its citizenry becomes insular, dreary, and uninspiring. In the case of communities without thriving culture, arts and education opportunities, the magnet that may attract individuals considering

relocation is vastly weakened. Cultural, artistic, social and educational services elevate the opportunities for personal growth among residents. The Economic Development Department would like to shift a renewed focus onto the arts and culture scene here in Noblesville, particularly how it contributes to what is called the 'Nighttime Economy.'

Action Task IIIC-1—Analyze and adapt current residential housing stock options

- Inventory available housing stock to determine current landscape

- Incorporate housing into the comprehensive market analysis listed in Goal I to identify any market opportunities

- Cross-reference missed opportunities with current zoning and UDO requirements to determine if a policy change is warranted

- Infuse diversity opportunities into new, complimentary developments such as the West Gateway, S. 8th Street, and land around village centers and activity nodes

Action Task IIIC-2—Enhance the Nighttime Economy in Noblesville

- Create, by ordinance, a Riverfront Redevelopment District in downtown Noblesville

- Partner with Nickel Plate Arts and other organizations to enhance current cultural resources

- Work with these organizations to unearth resources such as artists, authors, musicians, performance clubs and grant opportunities

- Coordinate discussions with the Noblesville Cultural Arts Commission and other local groups to discuss the formation of a city-wide arts organization and identify possible spaces or facilities in or around downtown Noblesville to collectively transform into performance, educational and retail space for all Noblesville arts groups

- Partner on a capital campaign and share collected resources in order to acquire, program and market the facility

Action Task IIIC-3—Maintain momentum on enhancing continuing education opportunities here in Noblesville and Hamilton County

- Partner with the Workforce Development Council created by the Community Vision for Excellence to determine what workforce skills are missing and how they can be obtained through inter-community partnerships
- Establish contacts with local, regional and state universities, colleges and trade schools to entertain possibilities of collaboration within Noblesville
- Partner with the Noblesville School Corporation to find a way to incorporate Science, Technology, Engineering and Mathematics (STEM) as well as Business classes more closely within curriculums. Also brainstorm with school administration how to further expose training alternatives opportunities to typical post-secondary education

Goal IV: Improve communication through strengthened relationships

Objective IVA—Improve City-wide business and development communication

One thing that is fundamental in any area of Economic Development is managing relationships through communication. The Economic Development Dept.'s success depends on the diversity and quality of the department's relationships. Yet, because of day to day responsibilities, too often not enough time is invested in building, nurturing and quantifying the strategic relationships that are needed to achieve success. The key element of relationships is communication. This goal of the plan seeks to find more effective ways of communicating as the business world pushes further into the technological age.

Action Task IVA-1—Improve business to business communication

- Perform supplier and vendor surveying to our local businesses to determine similar logistics pathways and share that information back to Noblesville companies for their use
- Cross-reference missed opportunities with current zoning and UDO requirements to determine if a policy change is warranted
- Support Noblesville Chamber of Commerce networking, programming and resources
- Partner with the Hamilton County Alliance to create an industry roundtable for business to business sharing on important issues affecting certain industry sectors

Action Task IVA-2—Improve City to business communication

- Set a goal of 12 City initiated formal business visits per year and diversify by choosing each visit by size, employment and recent accomplishments
- Document business visits monthly through the e-newsletter, website, social media and City files
- Increase opportunities to honor local businesses such as an anniversary program
- Annually host a business appreciation event to offer networking opportunities and highlight recent success stories
- Annually support the Enterprise Awards in conjunction with the Noblesville Chamber of Commerce
- Coordinate marketing announcements on social media so that the website, Facebook, Twitter and LinkedIn are all updated simultaneously
- Annually audit the choosenoblesville.com site to update information and add new content

- Explore the idea of incorporating an Incentives Calculator on a pertinent section of the website

- Offer a calendar of quarterly webinar series with subject matter relevant to business concerns and development

- Continue conducting the Hamilton County Job Fair each year and reassess effectiveness annually

- Partner with the Hamilton County Alliance to procure legislative tracking through membership with the IEDC and IEDA to be shared with local businesses

- Digitize all applicable permit forms so that they can both be viewed, completed and submitted online

- Streamline the City's webpage organization so information can be easily sought and consumed

Action Task IVA-3—Improve City communications for potential attraction of businesses

- Create a more designed and detailed submission packet for project RFI's (Requests for Information)

- Cater a response message to specific inquiries from online ad placements

- Create a digital representation of our Commerce takeaway with targeted, downloadable inserts

- When auditing the website include updates to Search Engine Optimization efforts and new ways to direct traffic to the site

Action Task IVA-4—Improve internal City department communication

- Restore the Development Meetings with Economic Development, Planning and Engineering gathering bi-weekly to discuss overall major occurrences in each respective department

- Map internal and external relationships to analyze new connection opportunities and common resources

Goal V: Enhance the Noblesville business climate to grow the local economy from within and maintain sustainability across all business sectors

Objective VA—Enhance the Noblesville entrepreneurial environment

Noblesville has typically preferred a hybrid approach to economic development incorporating attraction, BR&E (business retention and expansion), and entrepreneurship efforts. However, it is also understood that most of the job growth in the US is from small business and entrepreneurship ventures. Economic gardening is the new buzzword in the industry and is defined as the entrepreneurial approach that seeks to grow the local economy from within. Its premise is that local entrepreneurs create the companies that bring new wealth and economic growth to a region in the form of jobs, tax revenues, per capita income and a vibrant local business sector. Economic gardening seeks to focus on growing and nurturing local businesses by providing market research and high-level technical assistance to small, growth-oriented companies.

Action Task VA-1—Increase opportunities for information sharing

- Assess the Small Business Loan Guaranty Program through discussions with local banks and businesses to determine necessary modifications that might make the program more marketable

- Collaborate with the Indiana Small Business Development Center (ISBDC) to obtain market analyses and retail spending reports for local business and industry

- Partner with the Hamilton County Alliance and the Entrepreneurship Advancement Center (EAC) to explore additional information sharing or programming for potential start-ups

- Continue to communicate SCORE's presence in City Hall

possible hindrances that may be modified or updated to facilitate expansion efforts

- Improve communication through City-wide dispersion of significant ordinance changes and cross training opportunities

Action Task VA-2—Embrace regionalism and increase partnerships with local resources

- Identify, create and reinforce avenues to utilize the resource that is Flagship Enterprise Center

- Partner with the EAC and Workforce Development Council to collaborate on grant writing opportunities

- Explore shared venture strategies such as Developer Town in Indianapolis to determine how Hamilton County and Noblesville may be able to capitalize on the entrepreneurship movement

- Include an 'Entrepreneurial Toolkit' on choosenoblesville.com

Objective VB—Improve the ease of expansion for existing businesses through additional tools, opportunities and partnerships




According to the Kaufmann Foundation an estimated 60-80% of new jobs are created by existing firms rather by new firms attracted to the community. Plus, keeping an existing firm is often easier and less costly than recruiting new firms. A robust Business Retention & Expansion (BR&E) program helps local leaders and their community work together to identify barriers local businesses face as they try to survive and grow.

Action Task VB-1—Combine synergies between City departments

- Re-evaluate development codes as initially mentioned in Goal I, Objective IB to identify

Timeline

Many look at timelines as the benchmark of a strategic plan. It is a way to be kept accountable that the plan is not simply lying on a shelf collecting dust. However, it is important to remember that objectives and their timelines are only guidelines, not rules set in stone. They can be deviated from but deviations should be understood and explained. Timelines are also useful because they provide an outline of major points in a plan's life, or in a progression of related events. Visually, the time periods in chronological order are presented, without the need to extract them from sentences or paragraphs.

Legend	
	Organize
	Plan or Design
	Construct or Implement

