



NOBLESVILLE BENCHMARKING REPORT & PLAN
Covering 2002 – 2007

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I. Project Overview

A. Summary & Background

In February of 1993, the City of Noblesville, assisted by Indiana University's Center for Urban Policy and the Environment, began "benchmarking" as a means to update the city's comprehensive plan. The initial purpose of benchmarking was to give all of Noblesville's citizens a role in the formation of the city's public policy by asking them to create clear goals for the community and to design a means of assessing the community's movement toward those goals. The premise of benchmarking is that a community that pursues consensus-driven quality of life standards will have the best chance of reaching an attractive future.

To determine the collective vision of its residents, a 61-member Benchmarking Committee was selected to begin the process. From 1993 to 1994, Committee members attended meetings, study sessions, and a series of presentations examining applicable state, national and international trends. City staff made numerous presentations to local community groups and surveyed over 3,000 Noblesville citizens in order to determine a vision statement for the community. Overarching goals, more specific subgoals, and finally measurable benchmarks were determined through discussion and consensus and, in September 1994, the Final Benchmarking Report was published. The report organized the community's goals into three areas - Land, People, and Economy - and collected information and data for each of the benchmarks.

In early 1996, a five-member Steering Committee was appointed by the Mayor and by the City Council to begin the first review of the community's progress toward its stated goals. The Steering Committee formed a 26-member Stewardship Commission. These volunteers were divided into teams, organized by the three main goal areas - Land, People, and Economy. Each team was responsible for collecting and reviewing the data identified as measurable in the 195 benchmarks of the original Benchmarking Report. This first phase of the Benchmarking process culminated with a meeting of the entire Stewardship Commission in February 1997. At this meeting, data collected by each of the teams were shared with the rest of the Stewardship Commission to create an assessment of



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the community's progress towards the first interim benchmark goals. Periodic reports would be developed at five-year intervals beginning in 2000. The following represents the first of those five-year reviews, conducted from late 2001 to early 2002.

The original 195 benchmarks were broken down into three benchmark categories of Land, Economy and People and then replaced by five categories as follows: People, Environment, Growth, Economy and Education. As part of assigning benchmarks to those five categories, the benchmarks were reduced to 131 for review by the current Steering Committee. The current Benchmarking Steering Committee is determined to produce a more dynamic, user-friendly tool. This tool will be clearly linked to all other strategic planning documents and management tools of significance that will be used by government and private organizations in Noblesville. The number of overall benchmarks has now been reduced to a more manageable level of 48. In order to help city government leaders and others in the community focus their efforts, the most critical benchmarks were identified in each of these five areas. The benchmarking report is supplemented by a communications plan, statistical analyses, a list of recommended data sources and a list of recommended collaborative partners to ensure the greatest possible leveraging of our limited local resources.

The applicability and utility of benchmarking varies among its key stakeholders. If you are a citizen taxpayer, you should use benchmarking as the report card by which your elected officials are measured and as an indication of how appropriately and under what priorities your hard-earned tax dollars are spent. If you are an elected official or an appointed head of a city department, you should use benchmarking as the specific measures by which you confirm that the content, measurements and quality of your work meets the expectations of the citizens who elected you or the elected official you work for. If you are a community business or academic leader, the benchmarks serve as strategic, pro-active measures by which you can determine if the community is adhering to the principles you support and whether the economic, educational, people and environmental circumstances in our community will justify your own goals and efforts to conduct business, invest in the community, improve our quality of life or educate our citizens.



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B. Committee Membership

A brief biography of each Steering Committee member is provided to emphasize that the committee is comprised of a diverse group of Noblesville citizens, representing a wide range of opinions, personal interests, community priorities, as well as professional, community service and academic experience.

1. Ben Bontrager (*Planning Director appointee*)

- Long Range Planner for the City of Noblesville Planning Department; Responsible for Benchmarking and the Master Plan
- Bachelor of Urban Planning and Bachelor of Science in Environmental Design degrees from Ball State University
- Member of the Indiana Planning Association
- Married (wife Carly) with one child: daughter Leah born April 2003

2. John Elliott (*City Council appointee*)

- Former U.S. diplomat, U.S. Department of State
- Currently in charge of international strategy & business development, as well as management of strategic projects for a \$5.2 billion paper, packaging, building products and financial services company
- Vice Chair, District Export Council, U.S. Dept. of Commerce
- International Business degree from Hanover College
- Member of Noblesville First United Methodist Church (chaired recently-completed building project)
- Board of directors International Center of Indianapolis & Chair of Plans & Programs Committee
- Member of World Trade Club, Noblesville Preservation Alliance, Noblesville Mainstreet
- Married (wife Karen) with three children; son George 11, daughter Katie 10 & daughter Jessica 5



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3. Francine Gomes (Mayoral appointee)

- Former program and project manager for the U.S. military
- Engineering degree from Notre Dame, pursuing master's degree
- Member of Our Lady of Grace Church

4. Bruce Hauk (Mayoral appointee)

- Previously Operations Manager for Indiana American Water Corporation; currently Director of Utilities for the Town of Westfield
- Two science degrees and an MBA from Indiana State University
- Member of White River Christian Church

5. Alan Hinds (City Council appointee)

- City Council member
- 23 year career in organization development and human resources
- MBA, Municipal management consultant
- Member of Noblesville First United Methodist Church, Hamilton County Leadership Academy Board
- Married with two grown daughters

6. Constance Jones (Mayoral appointee)

- Retired postmaster of Goldsmith, IN; U.S. Postal Service
- Lifelong resident of Noblesville & original member of the Benchmarking Committee
- Pursuing a degree at Ball State University
- Served on Affordable Housing Committee
- Habitat for Humanity board; chair of Family Selection Committee
- Adult literacy tutor
- Member of First Baptist Church; Sunday school teacher, pastor's aide, Minister of Education



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C. Committee's Review & Report Process

The members of the current Benchmarking Committee followed the following evaluative process:

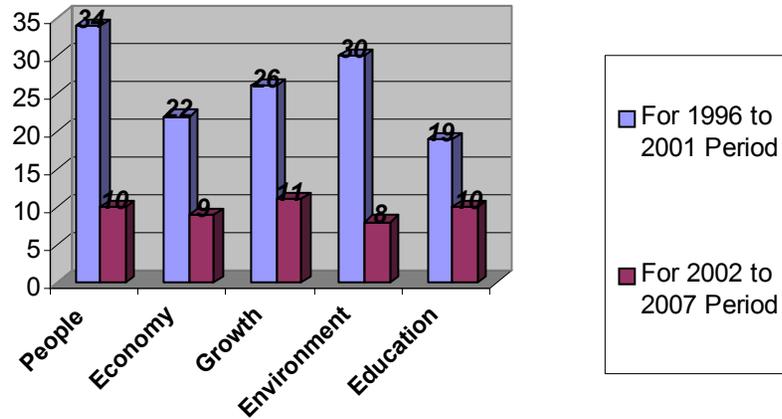
1. Review of previous Benchmarking reports, including a City Planning Department assessment of whether each benchmark had “achieved,” “not achieved,” or showed “neutral” performance in accordance with measurement criteria established by the previous Benchmarking Steering Committee
2. Group discussion of each benchmark from the previous report
3. Individual ranking of every benchmark, assigning a “score” of 1 to 5
4. Group review and discussion of the individual rankings; statistical results and scores compiled by the City Planning Department representative
5. Consensus reached that some benchmarks would remain benchmarks (*K-keep*), while others need to be modified or combined with other benchmarks in order to be useful (*C-change*), while others were no longer relevant and would be deleted (*D-delete*), while others would be moved to a statistical and data appendix to the benchmarking report due to their less significant impact on the community or municipal strategic planning or governance (*S-statistical*)
6. Individual ranking of every benchmark, assigning three individual benchmarks a ranking of first priority, second priority or third priority and then categorizing the remaining benchmarks as “keep,” “delete,” or “combine” with other benchmarks.
7. Group review and discussion of the individual rankings, focusing on those that did not fall clearly into a category; statistical results and scores compiled by the City Planning Department representative
8. Consensus reached that a decision on some benchmarks would be delayed until the City Planning Department representative has sufficient time to determine if improved data sources or assessment processes are available
9. Preparation and review of final statistical analysis by City Planning Department representative
10. Preparation and review of revisions to benchmarks that were changed or combined with other benchmarks
11. Preparation and review of final report; determination of appropriate venues & audiences
12. Development of accompanying documentation, such as the communications plan

Note: please see Attachment One for a chart showing the disposition of all original benchmarks.

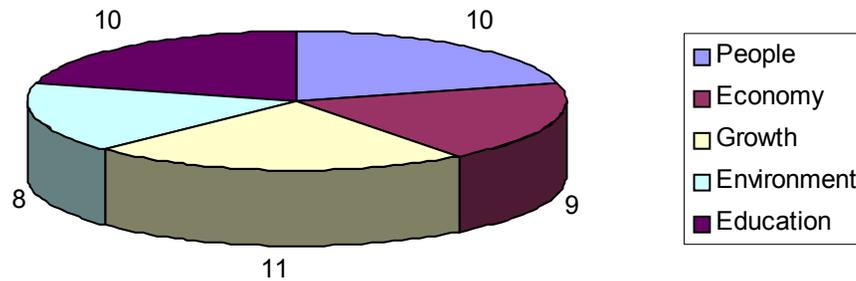


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Reduction in Number of Overall Benchmarks



Number of Benchmarks by Category





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II. Scope Definition

A. Purpose

The benchmarking process is intended to provide a yardstick against which Noblesville's citizens, city employees and other community organizations can measure progress and success over time at both the broad category level and at the detail level.

B. Desired Results

- Reduced, manageable numbers of benchmarks, clearly prioritized
- A benchmarking report, with supplementary documentation, that is structured as a user-friendly management tool
- Clearly understood linkage between the benchmarking process / report and other significant planning efforts / documents used by city leaders
- A communications plan that enhances the utility and awareness of benchmarking

C. Stakeholders

Key stakeholders include:

1. The citizens and taxpayers of Noblesville
2. The City Council (*legislative branch*)
3. The Mayor and city department heads (*executive branch*)
4. The city court system (*judicial branch*)
5. The county government, considering Noblesville's role as county seat and the number of county employees living and working within city boundaries
6. The Noblesville school system and Noblesville's religious community
7. Business oriented organizations such as the Chamber of Commerce
8. Community service oriented organizations such as the Lions, Kiwanis and Noblesville Mainstreet
9. Historic Preservation organizations such as Noblesville Preservation Alliance
10. Visitors, prospective new residents, prospective corporate investors and others



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D. Linkage to Noblesville Master Plan, Land Use Plan & Other Strategic Documents

In order to function as a viable process, benchmarking must serve as a strategic guide for and in collaboration with other strategic documents and processes. The city's Master Plan, as well as subordinate plans for the economic development zones, should complement the benchmarking guidelines. The benchmarks, and the recent data collected within the benchmarks are an important tool that should help create a viable and successful Master Plan that reflects the visions of the residents. The fluctuations in the data associated with the benchmarks should be used to gauge the success of the Master Plan as an implementation tool. Members of the Benchmarking Steering Committee are participants in the current review and update of the master plan in order to review and enhance the tie between benchmarking and master planning.

The Community Economic Development Strategic Plan, covering 2002 to 2010, and produced in cooperation with the Ball State Center for Economic and Community Development is a further example of a planning process that results from and works in coordination with the benchmarking process. The Economic Development Strategic Plan mirrors the vision, strategic goals and community drivers contained within the benchmarking process. The Economic Development Strategic Plan's measures of success reflect and conform to the key measurements in the benchmarking documentation. The SWOT analysis (*strengths, weaknesses, opportunities, threats*) in the Economic Development Strategic Plan is very consistent with the findings of the benchmarking process. The community of Noblesville is served well by having three key documents, the benchmarking report, the Master Plan and the Economic Development Strategic Plan not only consistent and coordinated, but monitored and managed by some of the same community leaders. Each document and each process supplements core commonalities with unique supplements, supportive enhancements and additional community leadership resources.

Additional opportunities for comparison are available as Noblesville's progress against key benchmarks is considered in the context of The Indiana Economic Development Commission (IEDC)'s Central Indiana Strategic Economic Development Plan. The goals established by Noblesville's own Economic Development Plan are a direct relation to the goals of the Benchmark process. The goals of that plan address issues such as assuring the vitality of downtown Noblesville, addressing workforce development needs, and retaining and expanding upon Noblesville's



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existing business and industry base. The newly formed Economic Development Steering Committee further strengthens that collaborative, public-private economic planning process.

In 2002, the Indiana Chamber of Commerce undertook a benchmarking report with a statewide perspective. That report, "Economic Vision 2010 Report Card," was a collaborative effort with the Hudson Institute. Many of the key measurements and assumptions about how a community should conduct an introspective assessment of its development and strategic planning were consistent with Noblesville's own benchmarking process. While not a direct endorsement of Noblesville's process, it is reassuring for the community leaders involved.

E. Key Assumptions

1. The benchmarks, as updated, provide realistic, attainable measures for city administrators and others to follow
2. An effective strategic marketing plan will be developed as an outgrowth of the benchmarking process
3. The benchmarking report will be diligently reviewed by city leaders and those same city leaders will strive to utilize the benchmarks as a true management tool
4. The City Planning Department will devote sufficient resources, on an ongoing basis, to support the benchmarking process, as well as related communications, performance measurement and data gathering.



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F. Risks & Risk Mitigation Planning

Although a substantial number of risks could be listed, the Steering Committee chose to mention only the following key risks, as well as proposed steps toward mitigating those risks:

1. Risk: benchmarking will not move forward due to a lack of support or understanding from either the City Council, Mayor or departments heads such as the Planning or Economic Development Directors
Mitigation: as an integral part of the process of presenting the benchmarking report to these audiences, concurrence must be obtained that these key public sector community leaders will refer to, adhere to and proactively support the benchmarking process. By building on the benchmarking foundation, the Master Plan and Economic Development Strategic Plan, further mitigate this specific risk.
2. Risk: benchmarking will not move forward due to lack of support or understanding from the community
Mitigation: a communications plan must be designed and delivered in parallel with benchmarking report. This communications plan must be proactive and allow for five years of deliberative, targeted communications using a variety of methods.
3. Risk: citizens will see benchmarking as a tool and measure of success only for government
Mitigation: this also relates to the effectiveness of how the benchmarking report is communicated by the Steering Committee to the community and how effective the overall communications plan “labels” benchmarking over the long-term. This risk can be further mitigated if government leaders pro-actively engage citizen leaders in a broad way. The Old Town Overlay Committee is a positive example in this regard. Assigning responsibility for the vast majority of the tasks and activities under the Economic Development Strategic Plan to City Planning Department or “City of Noblesville” does not mitigate this risk, but rather could exacerbate the risk.
4. Risk: benchmarking’s day-to-day relevance will not be sufficiently exploited by city departments and community organizations
Mitigation: Both the Mayor and the City Council could require the use of and continuing reference to the benchmarks during significant deliberations and votes, such as the annual budget exercise, appropriation of additional funding and approval of additional personnel resources.



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G. Key Deliverables

1. Clearly written, user-friendly documentation with summaries and graphical representations where possible
2. Decreased, more manageable number of benchmarks
3. Linkages between benchmarks and municipal planning exercises clearly explained, including: annual budgetary and resource planning, day-to-day operations and task prioritization and community involvement
4. Summary level document suitable for press publication, marketing by public and private sector entities, as well as inclusion a summary working tool and guideline by city managers and community organizations

H. Roles, Responsibilities & Accountability

1. City Planning Department – It is the recommendation of the Benchmarking Steering Committee that the Planning Department acts as the long-term “owner” of the benchmarking process. The director of that department should be required to factor sufficient support resources into his annual budget exercise, including sufficient resources to support adherence to the benchmarking process by other city department managers.
2. Benchmarking Steering Committee – Rather than meeting only every five years, the benchmarking steering committee should meet annually, perhaps in a series of three to four meetings preceding the annual municipal budgeting process. The benchmarks will become more useful if kept current and performance against those benchmarks is more frequently measured. The availability of underlying data will dictate how often some benchmarks can be reviewed.
3. City Council – The City Council has a significant role and responsibility in ensuring the validity of the benchmarking process. The City Council must enforce the use of benchmarking by city managers as they request financial and other resources throughout the year.
4. Mayor’s Office - The Mayor’s office also has a significant role and responsibility in ensuring the validity of the benchmarking process. The Mayor’s office must enforce the use of benchmarking by city managers as they request financial and other resources, as well as during their periodic performance reports.



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5. City Department Heads –For the public sector, the real grassroots support of benchmarking must take place at the city department level. Managers should prioritize department work in accordance with the benchmarks.
6. Other city leaders (public & private sector) – Not only does measurement against the benchmarks offer an opportunity for community leaders and concerned citizens to influence and prioritize the direction in which our community grows and prospers, it should strengthen the nascent sense of cooperation among government leaders and community leaders.

I. Resource Requirements

With the exception of periodic, supporting work from the Planning Department, the release of this current benchmarking plan will not result in any direct resource requirements. Local government and community leaders can utilize the report within their current workload and time commitments. It is recommended that the day-to-day maintenance of the benchmarks and their supporting statistical information be considered a core duty of at least one Planning Department employee. Support of the benchmarking process through both unique and directed communications mechanisms should be considered an integral part of the city communications director's workload. The overall effort must be supplemented by citizen volunteers.

J. Measures of Success (metrics)

Each city manager, community leader or citizen will, to some extent, need to develop their own measures for success for those benchmarks that apply to them. Where those measures are readily apparent or the appropriate statistical sources are known, the Benchmarking Steering Committee has included them within the report. Measuring success against every benchmark is a critical, strategic goal for the community. The definition of "success" will have a degree of subjectivity for many benchmarks, thus the Steering Committee has attempted to recommend metrics where possible. These metrics were established for each of the five-year interim reviews and were based on the initial data collected for each benchmark. Depending on the subgoals attached to each benchmark, a reasonable metric was set to aid in measuring the success of the benchmark. The intention of the metrics is to quantify the beneficial progress of the benchmark over the time period. Recognizing the fact that an



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attempt was made to establish a reasonable metric, it is important to review the metrics and decide whether they are attainable over the time period or whether adjustments need to be made.

K. Communications Plan

In order to ensure benchmarking's effectiveness, it must be accompanied by a communications plan which supports utility as a policy support and justification tool, as well as a data reference and data distribution mechanism. Please see *Attachment C* for the complete communications plan.

One potential problem of benchmarking is that the data may be collected, but never used in a relevant manner or shared with the appropriate parties. This can be avoided by ensuring that the data collected is dispersed and made readily available to the citizens and community leaders of Noblesville, as well as any other interested parties. This will allow individuals to make use of the data collected in the operations of their agency or group, to find possible contacts for other related information of interest, and to begin cooperating in a data sharing structure that would help facilitate cooperation among various groups.



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III. Monitoring & Usage

A. Monitoring Plan Going Forward

The benchmarking process has already assisted in the policymaking process of the city, established planning practices for both the present and future, and assisted the various governing bodies to focus on the issues and concerns that are most relevant to the citizens of Noblesville. One direct result of the benchmarking process was the establishment of the Noblesville Master Plan and Alternative Transportation Plan. These plans, although not directly related, show a concerted effort to visualize and quantify some of the goals that were vocalized during the benchmarking process. Over the last three years, one of the major components of the Master Plan, and an important piece to the realization of the goals of benchmarking, became a reality. The Corporate Campus plan was approved, which reserves several thousand acres of ground for future residential and non-residential development in Noblesville. The past year has seen the first development plan approvals within the Corporate Campus, both residential and non-residential. The Noblesville Alternative Transportation Plan was created because of specific goals established in benchmarking. The plan creates a network of pathways to connect the citizens of Noblesville to each other and to major destination points without the need of an automobile. As the data in benchmarking shows, almost 20 miles of pathways were constructed in the year 2000, directed by the information in the Alternative Transportation Plan. Despite these significant achievements, the potential practical uses of benchmarking still remain underutilized. Along with these current and potential benefits of benchmarking, a few administrative pitfalls have been realized as well. These problems can be addressed in four main areas: using the data, data collection, dispersing the data and updating the benchmarks.

B. Using the data

The problem inherent to processes such as benchmarking is that the data might be collected and then forgotten until it is time to re-collect the data at the next five-year interval. While this still provides a useful tracking mechanism on those five-year intervals, it does not begin to tap the true potential of benchmarking and relegates benchmarking to a periodic reference rather than a valuable management tool. The real goal of benchmarking is to provide a learning tool for better evaluation of the policy decisions and operational practices of the city. With this in mind, some



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consideration should be given to collecting data for select benchmarks on a quarterly or annual basis. This will not only make for a more frequent evaluation, but will also allow for policy decisions to be made more quickly. This would allow benchmarking to be linked more closely to the day-to-day operations of the city. In order to achieve this updated review, some redesign of the current benchmarking process will be necessary. "Key indicator" benchmarks should be selected in order to assess more quickly the relative effectiveness of goal achievement. Consistent data should then be collected annually to allow for more frequent review. These indicators will allow for priority goals to be more closely monitored and policy changes to be made more quickly in order to ensure compliance with the existing benchmarks.

1. Data Collection

One of the largest problems encountered during this first evaluation phase was that collecting data in a manner similar to the original collection process was somewhat difficult. Only by using similar methods can data be collected in a manner to make comparison useful, or in some cases even possible. It was determined that some of the benchmark data was collected on a one-time basis only for the purpose of specifically providing a snapshot of the needed data. Since some of the original sources are no longer in place, and the collection of data was not performed on a regular basis, recollection of relevant data is virtually impossible. Other data were based on reports that were prepared at the time and have not been updated since. This means that, unless a similar report is completed, recollection of similar data may never be possible. Other data relied on accurate census information to allow for the tracking of the benchmark. This means that complete census data would again be required to allow for effective trend comparison. All of these factors made accurate data collection somewhat difficult in many cases. There are ways to help alleviate this problem in the future. The first is to relate as many benchmarks as possible to data sources that are updated in a consistent manner, by a consistent agency, on an annual basis. This allows for contacts to be established for future reference and should make future, more scientific, trend analysis possible. Another step is to track, and make available, the sources and contacts that were used during the collection process. This should allow for closer and deeper analysis of data in the future.



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2. Updating the Benchmarks

Although the current Benchmarking Committee made significant progress in reducing the number of benchmarks, this needs to be a recurring process. The final step is probably the most crucial. This step requires that the substantive nature of the benchmarks themselves be evaluated to ensure that they are effectively tracking the goals and subgoals from which they are derived. These goals and subgoals must also be revisited to ensure that they still accurately reflect the concerns and attitudes of the community. This may require the reprioritization of the existing benchmarks, goals and subgoals, the elimination of some of them, and the addition of new ones. It may also require that existing benchmarks be redesigned in such a way as to allow them to not only be tracked, but also to ensure that the data ultimately collected will have some relevance to the concerns expressed by the overarching goal or subgoals.

3. Process For a Dynamic Plan

To truly derive value from the benchmarking process, city employees from both the legislative and executive sides of Noblesville's municipal government must be willing to assess, develop and implement their plans and management processes within the context of those benchmarks most appropriate to their area of responsibility.

The Benchmarking process would not serve as the scorecard it is intended to be without periodic reviews. It is the opinion of the Benchmarking Committee that there should be periodic reviews of performance against benchmarks. Not all benchmarks would be measured as often as others. A recommended frequency for reviews is noted next to each benchmark. At the same time, citizens and community organizations should be willing to assess their own contributions and progress in a similar way.



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C. Utility to City Planning & Management Processes

The benchmarking tool is not intended to result in additional work for city managers without clear strategic and fiscal value derived from that work. By using the benchmarking tool, city officials and managers should be able to strategically and tactically plan resource utilization in a more efficient, focused way, with a strong sense of assurance that their planning is proceeding in synch with other initiatives in the city. With common expectations and measures, in the hands of all planners and decision-makers, Noblesville will be a more successful and fulfilling place to live, work and govern.

The ultimate goal of benchmarking is to create a process that is not stand alone, but rather one that is an integral part of the day-to-day operation of the city. This allows the benchmarks to become a living, breathing voice of the people of Noblesville. This will ultimately allow for better decision-making in today's city operations, as well as tomorrow's. Through these benchmarks city leaders have entered into a contract with the residents of the city. Doing so has created a tool for the measurement of the city's relative performance in accomplishing the goals that are of the highest priority to the citizens of Noblesville.



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IV. Summary listing of benchmarks

A. Education

1. Benchmarks

	Existing Conditions		1996		2000		2005	2010
1. Noblesville High School: Dropout rate.	Noblesville	Carmel	<i>Reduce from 1993 level</i>		7.5%			
	1988 = 18.1%		Noblesville	Carmel	Noblesville	Carmel		
	1992 = 17.9%		94/95 = 2.42%	0.86%	95/96 = 13.4%	5.4%		
	3.0%				96/97 = 10.3%	6.3%		
	1993 = 11.7%				97/98 = 14.4%	3.9%		
4.1%				98/99 = 12.1%	7.4%			
					99/00 = 12.9%	3.6%		

Previous Reference: P12

Source: Indiana Department of Education Website.

Details: The State information for 1994/95 shows a 14.5% dropout rate (Carmel had a 6.3% rate). There was a definition change in 1996 by the DOE so that the dropout and graduation rates for a particular year are based on the previous year's numbers. The dropout rate is the percentage of students in all grades that dropped out in the year. The graduation rate is the inverse of this figure. The rates are notoriously inaccurate because of the method used; double counting and definition changes make this figure very high. A more accurate system should be in use by 2002 or 03. The school system already tracks this accurate figure (which was used for the 1996 Benchmark), but would not release it as it is not an official number in 2000.

Planning Evaluation: In order to reduce the number of families at risk, it is imperative that students complete high school and receive a diploma or receive a GED. Because of the discrepancies in data sources and in data collection, it is difficult from this data to determine an exact dropout rate figure. However, if the number from 1994/95 is more accurate (this number was obtained from the school system), then the rates are a much smaller issue than it may seem. It is just as important for the schools to track this number so that they can respond if or when dropouts become an increasing problem.



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	Existing Conditions	1996	2000	2005	2010
2. Noblesville Schools: Attendance rate.	92/93: High School = 95.5% All = 96.17%	<i>Maintain 92/93 attendance rate</i> 96/97: High School = 94.3% All = 95.82%	<i>Maintain 92/93 attendance rate</i> 99/00: HS = 95.5% MS = 96.5% IS = 96.4% ES = 96.9% All = 96.3%	<i>Maintain 92/93 attendance rate</i>	<i>Maintain 92/93 attendance rate</i>

Previous Reference: P34

Source: Indiana Dept. of Education Website.

Details: Large discrepancy in numbers might be the result of different measurement standards. Total and elementary school rates were figured by averaging the attendance rates of the individual schools.

Planning Evaluation: This benchmark is intended to help reduce families at risk by emphasizing the importance of school and attendance at school. From the data, it is clear that attendance is an issue with the schools as well because the rate has been maintained for the last ten years. Not only has the rate been maintained, but it has been maintained at a fairly high level also. This, again, is an important benchmark to monitor so that if attendance ever becomes a larger issue, it can be responded to in a timely manner.

	Existing Conditions	1996	2000	2005	2010
3. Noblesville High School: Number of continuing education classes offered at high school.	3-4 per semester 8-10 annually	<i>Increase over 1993/94 level</i> 3-4 per semester 8-10 annually	<i>6-8 per semester 16-20 annually</i> 300*	<i>Increase over 2000 level</i>	<i>Increase over 2005 level</i>

Previous Reference: P83

Source: Noblesville High School, Contact Person: Ruth Buell, Principal.

Details: The 2000/01 school year had some 300 total classes offered, including GED testing days. Most likely this number is the total classes, not number of courses. The offerings and number of adults who take advantage of "continuing education classes" will vary depending on definitions. By counting the same type of programs as the first report, the numbers for 1995-96 differ little from those of 1993 and are within the earlier ranges. By including open computer labs, community swim instruction, faculty offered evening courses, and any other such developments, a more representative understanding of current opportunities could be made.

Planning Evaluation: The information contained in this benchmark is important because it is intended to measure the opportunities for non-traditional students or residents who are seeking to go back to school to complete their education. The data in this benchmark indicates that there are numerous opportunities within the Noblesville school system for continuing education and it will be important to continue to increase the number of opportunities as non-traditional students become more popular.



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	Existing Conditions	1996	2000	2005	2010
4. Noblesville Schools: ISTEP scores for all grades tested.	N/A	N/A	1999/2000 3rd: 64.8 6th: 62.7 8th: 65.8 10th: 66.4	<i>Monitor and Improve</i>	<i>Monitor and Improve</i>

Previous Reference: N/A

Source: Department of Education Website: <http://www.doe.state.in.us/>

Details: Although the ISTEP exam has been administered for years, this is the first time that a benchmark has been created to measure and record its results. This number is the NCE score for the total battery.

Planning Evaluation: Because the ISTEP test is an imperative step in a student's school life, this benchmark is intended to monitor the test scores so that students can be effectively educated. In order to promote the maximum potential of each student, it is important to be able to test each student against a standardized test. This test is intended to measure a student's performance on basic skills so that if they need help, they can be given assistance at school.

	Existing Conditions	1996	2000	2005	2010
5. Noblesville Schools: Number of 12th graders who do not pass the Graduation Qualifying Exam.	N/A	N/A	2000/01: 0	0	0

Previous Reference: N/A

Source: Department of Education.

Details: In the 2000/01 school year, no seniors did not pass the GQE. A few did take a waiver on the exam, but doing so still qualifies them for graduation.

Planning Evaluation: The Graduation Qualifying Exam, being tied to the ISTEP testing, is an important tool to measure a student's performance on basic skills so that they can receive instructional assistance at school before they graduate. This benchmark is an important measure for the schools because the test attempts to measure a student's basic comprehension, which is an important life skill. By tracking this number, the school and the community will be better able to help those students who need it and determine when additional facilities or programs may be needed. Because the number was only tracked in 2000 and all students passed the exam, no trends can be identified at this time and the benchmark will need to be monitored so that any issues can be addressed in a timely fashion.



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	Existing Conditions	1996	2000	2005	2010
6. Noblesville High School: Percentage of high school students who graduate.	1988 = 81.88% 1992 = 82.11% 1993 = 88.33%	<i>Increase over 1993 level</i> 1994 = 84.1 1995 = 85.5 1996 = 86.6 1997 = 89.7*	<i>90% (by late 1990s)</i> 1998 = 85.6 1999 = 87.9 2000 = 87.1	90%	90%

Previous Reference: P84

Source: Indiana Department of Education Webpage. <http://www.doe.state.in.us/htmls/education.html>

Details: Since the webpage appears to be a consistent source of measure, it should be suggested that this be the source used to monitor this benchmark in the future. Starting in the 1996/97 school year, the graduation rate definition rate was changed to: "The graduation rate is calculated from the number of students who drop out in each of the grades 9 through 12. A school with no dropouts in a given year has a graduation rate of 100. Graduation Rates can fluctuate from year to year, especially in small schools." The graduation rate therefore is the inverse of the dropout rate.

Growing schools are sometimes victims of this percentage when the number is calculated over a 4-yr. movement of students: i.e. if a freshman class count from four years before is used to figure what percentage of them were graduated. The numbers of transfers in and out of the school, which are sometimes counted and sometimes not, may affect the percentage of graduation, either inflating or deflating it.

Planning Evaluation: This benchmark will be important to monitor so that any major fluctuations can be addressed when they occur. The data in this benchmark indicates that the graduation rate has risen since the early 90s, but have leveled off since the mid to late 90s. The goal of this benchmark was to have a graduation rate of 90 percent, which has not yet been attained, but much of the ability to affect this number is from within the school system with programs and activities that emphasize graduation.



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	Existing Conditions	1996	2000	2005	2010
7. Noblesville High School: Percentage of students who pursue further education (2-year college, 4-year college, trade school).	1992/93 = 92% per year	<i>Monitor</i> 1995-96 class: 4 yr. College 191 Tech. School 12 Business coll. 5 Nursing school 7 <4 yr. College 17 Military 5	<i>Monitor</i> 2000/01 class (of 373 students): 4 yr. College 72% 2-yr. College 11% Military 2% Other 15%	<i>Monitor</i>	<i>Monitor</i>

Previous Reference: P85

Source: Cindy Helton, Noblesville Guidance Department.

Details: The monitoring of post-graduation educational opportunities may be followed more specifically than the single percent used in the initial Benchmark. The data presented more fully represents what options NHS students have taken. This information is regularly available, and plans have begun to trace these students further into their post high school academics and training. NHS Guidance Department is the source. The initial benchmark also sought to track the number of students who finish higher education; however, due to the impossibility of tracking all students, this figure is not available.

Planning Evaluation: This benchmark is important to measure and monitor, especially from the perspective of the educational goals. The importance of this benchmark can be seen when one looks at the wages earned of college graduates as compared to those earned by high school graduates only. It can be shown that those who receive some post-high school education will most likely earn more than those who receive none. This is important to monitor so that the school system can take ownership and provide programs that prepare students for college and college level classes. Because of the differences in the data collection methods, it is difficult to determine the differences in the data, but it appears that the percentages are somewhat similar over the last ten years.



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	Existing Conditions	1996	2000	2005	2010
8A. Noblesville High School: Number of extra-curricular and extra-mural activities.	1993: Elementary = 14 Middle School = 19 and 9 sports High School = 45 and 20 sports	<i>Maintain</i> See Footnote*	<i>Maintain</i> See Footnote* Academic Clubs = 19 Performing Arts = 13 Publications = 3 Service = 3 Government = 5 Sports = 22	<i>Maintain</i>	<i>Maintain</i>
8B. Noblesville Schools: Number of non-school events scheduled in school facilities.	1993/94 = 500 +/-	500 +/- is the maximum until 1996 when the new high school will allow more space to schedule. Set goals after the high school is finished. 1996 = No Change	2000/01 = 1000+ See Footnote*	<i>Monitor and Increase</i>	<i>Monitor and Increase</i>

Previous Reference: P87, P90

Source: Noblesville High School.

Details: (8A) Since it appears that this data was collected on one time basis in 1993, and that no one actively tracks it, this benchmark has been rewritten to reflect more obtainable data. Activities include the number of sports offered (boys and girls sports were counted separate), clubs, service organizations, student government, and so on. This was collected by counting numbers of organizations listed in the school handbook. (8B) Just the elementary schools in 2000 hosted a very large number of non-school events; practically every school has at least one event every weekday night during the school year. That number would include ball games and sports sponsored by non-school groups, Boy and Girl Scouts, homeowner association meetings, service organizations, and so on. Estimating that each elementary school had 1-2 events each school night, times 150 non-Friday nights gives an estimate of some 200-250 events per school year. There are six elementary schools, so the estimated number of non-school events in elementary schools is about 1400. The high school had approximately 50 academic non-school events, with many more scheduled in the auditorium, gymnasium, and pool.

Planning Evaluation: An important aspect of a high school education and experience is being able to participate in additional activities and functions. It is also important for the rest of the community to become involved in school activities and in the school system, especially the parents. The range of experiences for a high school student can be greatly magnified the more they are involved in other events besides the classroom. This benchmark tracks the opportunities for students, but also tracks events that are occurring in school facilities, aside from school activities. The other events are important because they demonstrate how the rest of the community is interacting with the schools, which can be a great resource. Because of the differences in the data collection methods, it is more difficult to determine exact differences in the number, but it appears that the opportunities have been maintained. It will be important to track this number to monitor an increase in the types and amounts of opportunities for students and the community.



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	Existing Conditions	1996	2000	2005	2010
9. Noblesville Schools: Number of scholarship programs sponsored by other organizations in the community and the number of students affected.	1993/94 = 20-25	25 - 30 1996 = 57	30-35 2001 programs = 58 2001 students = 107	35-40	40-45

Previous Reference: P92

Source: Noblesville High School Guidance Department.

Details: Numbers are misleading. No definition of "other organizations" exists, although the subgoal implies that these be community-related groups. Only awards provided by a local organization, or a local branch of a national organization are counted. University and national scholarships were not counted. The number of students is slightly inflated because some students won more than one award.

Planning Evaluation: One method for encouraging high school students to look at possibilities for post-graduate schooling is to provide scholarship opportunities to help pay for such education. The more the opportunities that are available, the more students that have the possibility of receiving help for additional education. As this data shows, there has been an increase over the last ten years, demonstrating a positive trend towards reaching the goals of this benchmark. This increase shows that the school system has taken an active approach toward providing its students with as many opportunities as are possible and are encouraging those students to further their education.

	Existing Conditions	1996	2000	2005	2010
10. Noblesville Schools: Number of internships/work experience opportunities.	Currently, this data is not available.	Set baseline during 1994/95 school year. Set appropriate goals. See Footnote*	1999/00: 26 2000/01: 21	<i>Increase over 2000</i>	<i>Increase over 2005</i>

Previous Reference: P94

Source: Cindy Helton, Noblesville High School Guidance Department.

Details: Internships are classified as "on the job training" and is tracked by the guidance department.

Planning Evaluation: Internships are an excellent way for students to receive real experience in the workforce. This experience can be incredibly beneficial when looking for a career after high school or college. Many employers look for real job experience in an employee rather than just classroom education. This is also important because some students may not continue their education after high school and internships can be very valuable experience on a resume. Because of the fact that data has only been collected for this benchmark in 2000, a more detailed analysis is not possible, but it will be important to track this number to ensure that a variety of opportunities are available within the school system.



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2. Discussion of Highlights

Given the fact that this category was not highlighted in the original Benchmarking Report or the first Interim Report in 1998, much of this information is newly created and updated; however, the state of the Noblesville school system and the quality of education for the students has and always will be an essential part of Noblesville's quality of life and is a welcome addition to the Benchmarking process. The quality of the school system in Noblesville is a major drawing point for residents looking to locate in the Hamilton County area. For this reason, the health of the community as a whole can be greatly affected by the health of the school system. Aside from being a benefit for attracting new residents and businesses, the school system has just as much of a benefit to the existing residents and businesses. The schools have a major part in the quality of life of Noblesville because education and the ability for higher education affects each resident personally and the community as a whole. Several of the benchmarks in this category existed in the original Benchmarking report but were not specifically highlighted and were not specifically addressed as an educational benefit. Because of the high importance placed on the schools in Noblesville, the Education category will be an integral part of the Benchmarking reports from this point forward.

The state of health of the Noblesville School system is maintained and improved by both local and state organizations. The Benchmarking Committee rightly chose to focus its study on local measures affecting the education system, although there are a few benchmarks that reflect statewide issues, such as ISTEP scores. However, the methods to direct positive change must come from mainly from the local level. The local government only has a small hand in directing the schools therefore the school system itself must continue to step forward to improve the quality for the students. As the benchmark data shows, the school system is providing many classes and programs that aid both high school students, as well as the non-traditional continuing education student. The schools offer a multitude of extra-curricular activities and continuing education classes, in addition to scholarship programs and internship opportunities. Each of these programs, in its own way, helps create a better quality of life for high schools students and non-traditional students who are seeking further education later in life.

Although some of the benchmarks in this category have limited data due to their new existence, several do have data collected during at least two time periods. As indicated by the data, the benchmarks related to the community's education health appear to at least maintain their historic levels, if not slightly improve on them during the year 2000 data collection period. One issue that appears to cause interpretation problems in the education



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data, as well as in other categories, is that the data sources have changed their data collection methods since the previous interim report. These changes in data collection and definition methods cause differences in the data that aren't caused by actual changes in the environment, but that are caused by changes in the calculations. It will be important during the next interim period to make sure as often as possible to collect data that will reflect the same methods as the previous collection period. Strengthening the quality and applicability of the education benchmarks will be a key deliverable of the next round of benchmarking.

B. Economy

1. Benchmarks

	Existing Conditions	1996	2000	2005	2010
1. Noblesville Township: Ratio of residential to non-residential assessed valuation.	Nob. 1992 = 5.14 Carmel 1993 = 3.49 Greenwood 1993 = between 1 and 2.5	5.14 Noblesville Twp. = 3.21	5 Noblesville Twp. = 2.21	4.75	4.50

Previous Reference: L39

Source: Noblesville Township Assessor's Office.

Details: The 2000 non-residential assessed valuation = \$130,727,810; residential = \$288,370,850.

1996—Noblesville Township Non-Residential Assessed Valuation = 47,533,330, Residential Assessed Valuation = 152,624,120

Planning Evaluation: This benchmark has great value because of the importance of maintaining a healthy balance between residential and non-residential growth. It is especially important considering the high residential growth rate in Hamilton County. The data in this benchmark is intended to show the relationship between residential growth and non-residential growth in the form of assessed valuation. The assessed valuation is weighted because AV for non-residential buildings is much higher than residential, thus this benchmark takes into consideration the value of what is being built. It is important to note that this benchmark should represent a balance because residential and non-residential uses are interdependent. The data for this benchmark indicates that residential AV continues to climb, but that non-residential AV has been increasing at a faster rate in recent years, thus the ratio is becoming smaller. This indicates that Noblesville has taken active measures to attract non-residential growth, but at the same time maintaining the residential growth that has been characteristic of the area, especially in the last ten years.



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	Existing Conditions	1996	2000	2005	2010
2A. Hamilton County: Number of specialty shops, traditional retail, and restaurants downtown.	1993 = 10 out of 31 (32.3%) on the courthouse square. 19 out of 92 (20.7%) in the downtown planning area.	<i>Greater than number estimated in 1994.</i> 1996= 18 (58%) on courthouse square; 40 (43.4%) in DT planning area	<i>Greater than number in 1996.</i> 2000= 20 (64%) on courthouse square; 39 (49%) in DT planning area	<i>At least 19 on the courthouse square. At least 40 in the downtown planning area.</i>	<i>At least 19 on the courthouse square. At least 40 in the downtown planning area.</i>
2B. Hamilton County: Small business starts/survivals.	1990 = 56 < 20 emps. 65 < 50 emps. 1991 = 95 < 20 emps. 101 < 50 emps. 1992 = 104 < 20 emps. 113 < 50 emps. Total = 255 < 20 emps. 279 < 50 emps. Avg. = 85 < 20 emps. 8 < 50 emps. (and greater than 20 emps.) 3-year survival rate not currently known.	<i>100 firms per year < 20 emps. 8-10 firms < 50 emps. (and > 20 emps.)</i> 1996: 59 <20 emps. 1 20-50 emps. Total = 99 <20 emps. 163 20-50 emps. Ave. = 184 <20 13 < 50 (& greater than 20 emp's)	<i>Same as 1996</i> <i>Maintain 3-year survival rate at 10% over baseline.</i> 2000*: 13 <20 employees 6 20-50 employees Total = 949 <20 employees 89 20-50 employees	<i>Same as 1996</i> <i>Maintain 3-year survival rate at 10% over baseline.</i>	<i>Same as 1996</i> <i>Maintain 3-year survival rate at 10% over baseline.</i>

Previous Reference: E9, E10

Source: (2A) Mainstreet and Tim Stevens. (2B) U.S. Census Bureau, Annual Economic Census. American Business Information, Inc. (402)331-7169

Details: (2A) Define area as the Downtown (DT) district. (2B) The 2000 data is based on 1998 Economic Census data because of the inability to contact ABI. The numbers are figured as changes from 1997. The Census definition of "establishment" is obviously different from ABI's definition of "firm." It is suggested that the Economic Census is used in the future as a stable and comparable source, even though the data is on a two year delay.

Planning Evaluation: Because of the importance of the downtown area to Noblesville, it is imperative that there are benchmarks that help measure the vitality of the downtown area. The information in 2A is important because these are the types of uses that will attract both local and non-local residents to the downtown area. This is not to say that office uses will not attract people, but the people that go to office uses are there for a specific purpose rather than to "window shop." The information in 2B will help to track small businesses, which are typical to the downtown area. The data shows that the percentage of retail/restaurants in the downtown area has been maintained over the last seven years. The data also shows that the County has consistently maintained the number of small business starts within the area.



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	Existing Conditions	1996	2000	2005	2010
3. Noblesville: Number of jobs attracted by the issuance of tax abatement.	N/A	> 50 jobs created. Warner Bodies = 15 jobs in 1 yr., 30 within 3 yrs; Fred's Frozen Foods =38 jobs within 1 yr.; Boice Manufacturing = 15 jobs within 1 yr., 30 in 3 yrs.	>100 jobs created Hamilton Surgery Center = 23 jobs plus 18 doctors' offices; Taylored Systems = 73 new jobs, 70 relocated; Indiana Automation = 20 jobs.	> 200 jobs created.	> 200 jobs created

Previous Reference: E16

Source: Clerk-Treasurer.

Details: The data is inclusive of all abatements since the previous report year (i.e. 2000 includes 1996-2000; 1996 includes 1993-96).

Planning Evaluation: In order to maintain the current employment levels, it will be important to attract new businesses to the area. Tax abatement is an important measure because it will be possible to attract a variety of businesses, from high-tech jobs to entry-level service jobs. The types of jobs exhibited in this benchmark indicate that local abatements are being used to attract specialty jobs in manufacturing or office settings. It is also important to note that many of these abatements are being issued to existing businesses in order to expand, again an important issue to a local economy.



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	Existing Conditions	1996	2000	2005	2010
4A. Noblesville: Number of abatements to new competing businesses.	1993 = 0 To date, no abatements have been issued in Noblesville.	<i>Monitor</i> None to date	<i>Monitor</i> Hamilton Surgery Center = 6 yr.; Taylored Systems = 10 yr.;	<i>Monitor</i>	<i>Monitor</i>
4B. Noblesville: Number of abatements to existing businesses.	1993 = 0 To date, no abatements have been issued in Noblesville.	<i>2+ per year</i> Warner Bodies = 6 yr. for real property and 5 yr. for equipment; Fred's Frozen Foods = 10 yr. for real property and 5 yr. for equipment; Boice Manufacturing = 5 yr. for equipment.	<i>2+ per year</i> Noblesville Casting = 5 yr. for equipment; Indiana Automation = 3 yr.	<i>2+ per year</i>	<i>2+ per year</i>

Previous Reference: E17, E19

Source: Clerk-Treasurer.

Details: (4A) The 2000 data is all abatements, 1996-2000. Preliminary resolutions have been done for new businesses coming to Cumberland Road and 146th Street, but have not had a public hearing or final approval. (4B) The data is inclusive of all abatements since the previous report year. (i.e. 2000 includes 1996-2000; 1996 includes 1993-1996)

Planning Evaluation: The data in this benchmark indicates the importance of improving and expanding the existing economy, as well as diversifying the economy by attracting new businesses. The data indicated that Noblesville has taken a more active approach to tax abatements in the last 5 to 7 years, both for existing businesses and new businesses. This trend also indicates that non-residential development has increased from the private sector perspective and abatements are a common measure to attract this development to the local area.



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	Existing Conditions	1996	2000	2005	2010
5. Noblesville: Downtown vacancy rates (Basement, 1st floor, 2nd floor, 3rd floor, etc.).	1992: 1st floor = 14% No data available on other levels.	<i>Decrease vacancy rate. Set baseline by 1995 for basement, 2nd and 3rd floor levels. Set appropriate goals. 1997 = 7.3%</i>	<i>Maintain vacancy rate at 10% or less. 2000 - 6.3%</i>	<i>Maintain vacancy rate at 10% or less.</i>	<i>Maintain vacancy rate at 10% or less.</i>

Previous Reference: E26

Source: Gerry Hiatt, Realtor (773-4777)

Details: The boundaries established for this benchmark are defined by Map 11 (pg. 126) and Table 48 (pg. 127) of the Downtown Market Study and Implementation Plan. For the purposes of this calculation, the Downtown is defined as a nine-block area bordered by Clinton, Maple, 6th and 10th Streets. Restaurants are included as retail/specialty shops. Measure by square footage.

Planning Evaluation: This benchmark indicates the importance of maintaining businesses in the downtown area, an important attribute to Noblesville. Because there is always some turnover in the downtown area, the vacancy rate will most likely remain but it will be important to continually maintain the low rate. As the data shows, the downtown economy has remained strong and appears to have improved over the last 10 years as the vacancy rate has been cut in half from 14 percent to 6.3 percent. It will be important to monitor this number because of its connection to the strength of the downtown economy.

	Existing Conditions	1996	2000	2005	2010
6. Noblesville: Retail uses as a percentage of total 1st floor uses.	1992 = 32.6%	<i>Increase percentage of 1st floor uses that are retail. 1997 = 47.8%</i>	<i>Retail uses 43-50% of all 1st floor uses. 2000 = 38.5%</i>	<i>Retail uses 43-50% of all 1st floor uses.</i>	<i>Maintain 43-50% retail uses on 1st floor.</i>

Previous Reference: E29

Source: Gerry Hiatt, Realtor (773-4777)

Details: The boundaries established for this benchmark are defined by Map 11 (pg. 126) and Table 48 (pg. 127) of the Downtown Market Study and Implementation Plan. For purposes of this calculation, the Downtown is defined as a nine-block area bordered by Clinton, Maple, 6th and 10th Streets. Restaurants are included as retail/specialty shops. Measure by square footage.

Planning Evaluation: This benchmark has a strong connection to Benchmark 2 in this category because it is another measure of the types of businesses locating in the downtown area. As was previously stated, this benchmark measures the importance of the retail business presence in the downtown area, as these are the types of businesses who attract residents to the downtown area. As the data shows, the percentage has fluctuated over the last ten years, again showing that there is turnover of the downtown businesses. The goal of this benchmark is to increase the percentage of downtown retail uses but then to maintain so that there is a good balance between the retail uses and other business uses in the downtown district.



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	Existing Conditions	1996	2000	2005	2010
7A. Noblesville: Percentage of residents in the workforce who commute to Indianapolis.	1990 = 30.3%	<i>Monitor</i> 1996 = 30%	<i>Maintain or reduce %</i> 1999 = 34%*	<i>Maintain or reduce %</i>	<i>Maintain or reduce %</i>
7B. Noblesville: Percentage of residents in the workforce who commute to Anderson and Kokomo.	Data not currently available.	<i>Monitor</i> 1996: Anderson = 1% Kokomo = 4%	<i>Maintain or reduce %</i> 1999: Anderson = 1%* Kokomo = 2%*	<i>Maintain or reduce %</i>	<i>Maintain or reduce %</i>

Previous Reference: L33, L34

Source: Indiana Data Center; Stats Indiana Website: <http://www.stats.indiana.edu/commframe.html>

Details: Due to the unavailability of place-specific data, county commuting patterns based on information provided on IT-40 tax forms seems to be a reasonable and available replacement. However, these tax forms are somewhat unreliable because of moves and renters who claim a permanent address elsewhere. (7B) 1996: Estimated number of residents who commute to Anderson is 138. Estimated number of residents who commute to Kokomo is 334.

Planning Evaluation: The overarching goal that is measured by this benchmark is to create a "whole-life" community where residents can both live and work in the same general area or to maintain a consistent balance between residential and non-residential growth. The housing market has seen large growth over the last ten years and it appears that a significant percentage of these people have moved from the Indianapolis area and continue to work in Indianapolis. This benchmark intends to track the ability of Noblesville to bring the businesses to the residents so that commuting will not be such a major component of daily life. As this data shows, the percentage has actually slightly increased over the last ten years, which shows that non-residential growth is still bested by residential growth.



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	Existing Conditions	1996	2000	2005	2010
8. Noblesville: Gross assessed valuation per capita.	Noblesville City = (1982) = 4,691.32 (1987) = 4,982.04 (1992) = 7,776.32 Noblesville School = (1982) = 7,301.16 (1987) = 7,244.11 (1992) = 10,496.26	<i>Nob. Civil City = 7,776 plus an increase of at least the inflation rate (of the Municipal Cost Index) per year</i> Actual = \$9,034.41	<i>Nob. Civil City = 1996 level plus the additional inflation rate (MCI) per year, plus 5% over the four year time period.</i> Goal = \$10,411.16 Actual = \$11,757.72	<i>Nob. Civil City = 2000 level plus the additional inflation rate (NCI) per year plus 5% over the five year time period.</i>	<i>Nob. Civil City = 2005 level plus the additional inflation rate (NCI) per year plus 5% over the five year time period.</i>

Previous Reference: L40

Source: Noblesville Township Assessor's Office; Inflation calculator, <http://stats.bls.gov/cpihome.htm>

Details: The 2000 gross AV for Noblesville City was \$336,153,345; the population was 28,590. The goal was found by inflating the 1996 level using the on-line inflation calculator, then adding 5%.

1996 data calculated using 22,155 population estimate from Center for Urban Policy and the Environment.

Planning Evaluation: There are several overarching goals that will see results with positive changes in this benchmark. The benchmarking goals mention "quality of life" on several occasions. One measure of quality of life is the level of services to residents. Indirectly, the assessed valuation will affect the level of service because of the fact that AV equates to tax dollars, which in turn equates to services. This benchmark is important because it tracks the assessed valuation per capita. In order to maintain the level of service, it is important to maintain the AV per capita. As the City grows, especially at a high rate, the AV must also grow proportionally. This represents the importance of attracting non-residential growth, another important goal in benchmarking. Non-residential growth, with its high AV, will help to offset the lower assessed valuations of residential growth.



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	Existing Conditions	1996	2000	2005	2010
9. Hamilton County: Unemployment rate.	1991 = 2.8%	<i>Retain under 5%</i> 1992 = 2.7% 1993 = 2.3% 1994 = 2.2% 1995 = 2.2% 1996 = 1.79%	<i>Retain under 5%</i> 1997 = 1.3% 1998 = 1.1% 1999 = 1.2% 2000 = 1.4%	<i>Retain under 5%</i>	<i>Retain under 5%</i>

Previous Reference: P16

Source: Indiana Dept. of Workforce Development: Indiana LMI website. <http://www.in.gov/dwd/inews/>

Details: State Data: 1996-4.1%, 1997-3.5%, 1998-3.1%, 1999-3.0%, 2000-3.2%.

Planning Evaluation: Although unemployment rates have not been a major factor in local economies because they have been traditionally very low in Hamilton County, there still is a benefit to monitoring the benchmark for any fluctuations. As the data shows, the unemployment rate has stayed consistently between 1 and 1.5 percent over the last 4 or 5 years and has actually dropped slightly since the early 90s. As is shown in the detail section, the local rate has also stayed consistently under the rate for the State. This again is a demonstration that many of the new residents are moving to this area and already have a job in the local area (Indianapolis, Kokomo).

2. Discussion of Highlights

The continued economic well-being of Noblesville can only be sustained through active measures that result from cooperatively made plans. We run the constant risk of having our economic life dictated by external factors that have no interest in the welfare of the community. By remaining consistent with our goals and energetically seeking appropriate marketing, we have a chance to find a balance that protects our small-town atmosphere and shapes growth.

The **Comprehensive Master Land Use Plan** is Noblesville's most valuable tactical asset. It describes the nature and direction of growth that represents the community's vision of a livable future. Benchmarking supports the strategies of tax abatement, annexation, and infrastructure expansion as means to follow that vision. It is the duty of those who use this document to recall the vision that underlies it and to remember that it stands as an expression of the community will.



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The continued health of the **historic downtown** area and a functioning community marketing strategy are interrelated keys to Noblesville's economic future. The courthouse square is the heart of Noblesville and the focus of its atmosphere. Its dependence on small business should be recognized in a marketing strategy that mixes our community's desire for the flavor of small businesses and the personal contacts they engender with our financial need for larger corporations and industries to bear the cost of services. A marketing strategy that coordinates existing efforts to attract businesses, corporations, and industries and that promotes the health of downtown Noblesville is a necessity. It is no coincidence that other Indiana communities envy that downtown, attempt to emulate it and benchmark against it.

The many topics of concern, which eventually generated the economy benchmarks, began with interest in local goods and services, the property tax base, and employment opportunities. The overarching goal of the economic benchmarks reflects a desire to: expand and support a diverse business community, provide a range of local services, generate a reasonable and supportable property tax, and create diverse employment opportunities will take active involvement by residents and the city. **The Benchmarking Steering Committee acknowledges that determining and balancing the factors that affect these areas is the major economic challenge to our community.**

Several themes emerged from the wide-ranging discussions of economic issues during the original benchmarking process. Five critical themes were identified by the Indiana University facilitators and appear in the 1994 Final Benchmarking Report and remain valid today:

1. The dominant theme is that the people of Noblesville are not willing to sacrifice quality of life issues for economic gain.
2. A second theme is that city government should take a more active role in the practice of local economic development.
3. The desire for strong partnerships among government, existing business, education, civic and social organizations, and individual city residents is the third theme.
4. A fourth theme involves sensitivity to the needs of existing local businesses.
5. The final theme is the recognition that increased business development is necessary to create additional property tax revenue without dramatically increasing the property tax rate while supporting diverse employment opportunities.



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These themes generated four priority subgoals:

1. First, business attraction and support activities should center on businesses that increase assessed value and that make minimum demands on public services.
2. Second, the first product of benchmarking should be a comprehensive land use plan that embodies the directions and intent of the benchmarks established by the community.
3. Third, the City of Noblesville and the stakeholders of the community should develop and pursue a marketing strategy that retains the goals of benchmarking.
4. Fourth, business expansion in Noblesville should focus on attraction of a larger number of small businesses versus allowing dependence on a small number of large employers.

a) Increasing assessed value

Without question, the participants in benchmarking have agreed that the **balance between our small-town atmosphere and the desire for an increase in the tax and employment base** must always fall on the side of Noblesville's small-town quality. Managing this balance is difficult and sometimes causes great public interest. Knowing that tactics themselves can be controversial, the committee recommended three specific methods: 1) expansion of infrastructure, 2) abatement of taxes, and 3) annexation of land. These methods permit a community to gain control of the fundamentals of growth and thereby have some control over its amount and its quality. The effort of the Old Town Overlay Committee to research a historic district is one example of joint citizen-government initiatives.

b) The comprehensive land use plan

Government alone cannot be responsible for the protection and development of the quality-of-life in Noblesville. This theme of the importance of cooperative action recurs significantly in the other benchmarking area reports. The strongest statement the City of Noblesville can make on its own is to specify in a long-range plan the intended use of available land. Such a plan serves as the model for zoning and planning regulations as well as the rationale for council ordinances.



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In 1992, the City Council initiated an update of the Noblesville Comprehensive Master Plan, last updated in 1981. The resulting new plan, sub-titled "*Planning for the Year 2010 - Changing Business as Usual*," was needed to help manage the development explosion occurring in Noblesville. Updating the Comprehensive Plan began by the introduction of the "benchmarking" process to Noblesville. With the help of planning consultants, 60 citizens formed the Comprehensive Master Plan Committee, which worked to determine future land use in Noblesville. The updated Comprehensive Plan, adopted by the City Council in November 1995, introduced such new guiding concepts to the community as: 1) growth by neighborhoods instead of by subdivisions, 2) village commercial centers, 3) an employment-generating corporate campus, and 4) a system of greenways. The Comprehensive Master Plan provides a base design for residential and commercial growth of our community and is used as a constant reference for planning commission responses to developers and petitioners, many of whom are now as familiar with and supportive of the document and its objectives as city planners. Since the Comprehensive Master Plan's adoption, it has been used by members of the Board of Zoning Appeals, Plan Commission and City Council as a decision-making guide in their deliberations. The updated plan has supported a number of significant projects along the State Road 37 corridor. The Comprehensive Master Plan has also supported development of the industrial park in the southeast corner of Noblesville Township known as the Corporate Campus. Two of the four village commercial centers are also in the process of construction with several of the elements already complete. The Comprehensive Master Plan is perhaps the single most significant outcome of the benchmarking process. It has allowed Noblesville to face the onslaught of development and to manage it in our own directions.

c) Marketing Strategy

One effective means of controlling the quantity and quality of the new business a community wants is to invite and welcome those that fit its established criteria. Benchmarking indicates the type of business Noblesville should pursue and considers the impact such business should have. A balance here between the development of proactive economic programs and the retention and support of existing businesses will require the open cooperation between city government, county government, present businesses, Noblesville Mainstreet Inc. and the Chamber of Commerce as they pursue the expressed community desires for growth in revenue. For Noblesville to have its best opportunity to gain business, commercial enterprise, and industry that fit the community-established, quality-of-life



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requirements, we must form a marketing strategy that is cooperatively created by public and private sources and that receives adequate financial and management support.

d) Attracting small business

The Noblesville business community, through various organizations and cooperative actions, has taken a clear position in **support of existing business**. The Chamber of Commerce and Noblesville Mainstreet Inc. are the most visible forces, both for assisting present establishments and welcoming new ones. The Chamber lends their support to the business community by actively participating in land use hearings on issues that affect the community's business climate.

The unique, historic downtown of Noblesville on the courthouse square has remained vibrant as evidenced by the benchmarking data results. One of the economy benchmarking subgoals encourages the location of retail and specialty uses over office space in the downtown. Data results prove that the percentage of first floor retail/specialty uses has increased from approximately 33% in 1992 to 39% in 2000. In this same time period, the downtown's first floor vacancy rate has decreased from 14% to 6.3%.

Although there are approximately 20 private or public employers with more than 50 employees in Noblesville, the majority of businesses are smaller businesses. Consequently, seeking quality small businesses for our community defaults to the same concerns this report has expressed in the lack of an overall community marketing strategy. Community events, such as the Noblesville Street Dance, Concerts in the Park, Noblesville Preservation Alliance's annual tour of historic homes and, in the summer, the Saturday morning Farmer's Market have attracted visitors incidentally to Noblesville, and we seem to have become one of the stops on the antique circuit, but we remain without a particular identity around which small business could gather. The downtown, our parks, and the river offer possibilities to anchor a marketing strategy independent from economic enticements.



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C. Growth

1. Benchmarks:

	Existing Conditions	1996	2000	2005	2010
1. Noblesville: Annual budget/expenditures for infrastructure.	1993: New Street Constr. = \$0 St. Repair = \$262,000 Curb Repair = \$23,000 Streetscape = \$0 Brick Repair = \$0 Total = \$285,000 New Sewer Constr. = \$3,311,590 Sewer Repair = \$34,439 Total = \$3,346,029	<i>Monitor until infrastructure subplan finished. Set measurements appropriate to plan.</i> STREETS 1994: Total = \$820,127 1995: Total = \$962,768 1996: SR = \$325,000 CR = \$400,000 Total = \$725,000 SEWERS 1994 = \$3,316,376.32 1995 = \$607,733.60 1996 = \$891,863.00	<i>Maintain as percentage of total budget</i> STREETS 2000: Street Repair = \$625,000 Curb Repair = \$310,000 Total = \$935,000 SEWERS 2000 = \$2,783,005	<i>Maintain as percentage of total budget</i>	<i>Maintain as percentage of total budget</i>

Previous Reference: E12

Source: Noblesville Engineering Department

Details: As of 2000, no overall infrastructure plan has been completed. A sewer master plan and a streets capital improvement plan are available, but neither accomplishes what this benchmark describes. The sanitary sewer numbers for the year 2000 reflect private investment in sanitary sewer expansion.

1993 details: These numbers reflect only public investment. It should be noted that the new street construction is 0. All new streets in subdivisions are financed by developers. The average public expenditure for new sewers for 1991-1993 is \$5.1 million per year.

Planning Evaluation: The goal of this benchmark is to track an infrastructure plan that targets new infrastructure construction to attract new businesses to the area. Because of the fact that a plan like this does not currently exist, much of the expenditures in this data reflect money spent to repair existing infrastructure rather than build new infrastructure. As the data shows, the two major components are street repair, which is publicly funded, and sewer construction, which currently is mostly a private investment. The objective of this benchmark is to direct the creation of an infrastructure plan for public infrastructure expenditures.



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	Existing Conditions	1996	2000	2005	2010
2A. Noblesville: Track downtown investment (private and public).	Facade Renovations (private): 1992 = \$550,050 Building Rehabilitation's (private): 1992 = 328,000 New Construction (private): 1992 = 0 Public Improvements: 1992 = \$365,700 Total: 1992 = \$1,243,750	<i>\$1.25 million per year.</i> 1993: N/A 1994: FR = \$79,941 BR = \$142,200 NC = \$0 PI = \$8,000,000 Tot.=\$8,222,141 1995: FR =\$37,874 BR =\$266,102 NC =\$0 PI =\$6,500,000 Tot.=\$6,803,976 1996: FR =\$22,730 BR = \$438,150 NC = \$0 PI =\$2,000,000 Tot.=\$2,460,880	<i>\$1.25 million per year.</i> 1996: FR =\$26,000 BR = \$18,000 NC = \$0 PI =\$400,000* Tot.=\$444,000	<i>\$1.25 million per year.</i> <i>All downtown historic buildings renovated.</i>	
2B. Noblesville: Stock of historic buildings, number of historic facade renovations and historic building rehabilitation's within the downtown, and number of historic buildings demolished.	1992 = 15	15 1993 =15 1994 = 15 1995 = 14 1996 = 25	15 2000 - 20	<i>All downtown historic bldg's.. renovated</i>	

Previous Reference: E30, L32

Source: Noblesville Main Street. Contact Person - Nancy Snyder (776-0205)

Details: (2A) * indicates an *estimate* based of street and sewer work that was done in the downtown area. (2B) Data is readily available and published in the annual reports of Noblesville Main Street, Inc. There is a minor gap in 1993 due to staffing changes. According to the Main Street Director, a facade grant program has been effective and utilized for three facades in the downtown. It was reported that the Noblesville Preservation Alliance may join with Noblesville Main Street to reactivate the facade program in 1997.



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Planning Evaluation: The goal of this benchmark is to monitor the health and rehabilitation of the downtown buildings so that the character of the area can be maintained. As the data shows, there has been consistent activity in the downtown area, especially in the mid 90s. This data reflects the fact that there is a facade grant program through Noblesville Main Street to aid local business owners in renovating the downtown building facades. It will be important to maintain any grant programs so that there will be continued success in renovating downtown buildings.

	Existing Conditions	1996	2000	2005	2010
3A. Noblesville: Residential acres annexed.	262 acres	<i>Monitor</i> 107 acres Total 1993-96: 2613	<i>Monitor</i> 639 acres Total 1993-2000: 3890	<i>Monitor</i>	<i>Monitor</i>
3B. Noblesville: Non-residential acres annexed.	27 acres	<i>Monitor</i> 355 acres Total 1993-96: 920	350+ 426 acres Total 1993-2000: 3582	350+	350+

Previous Reference: N/A

Source: Noblesville Department of Planning and Development.

Details: (3A) 1994: 86; '95: 418; '97: 717; '98: 1023; '99: 0 (3B) 1994: 26; '95: 512; '97: 2113; '98: 53; '99: 70

Planning Evaluation: This benchmark exhibits the importance of maintaining a balance between residential and non-residential growth. As the data shows, there has been a significant shift in the balance between residential and non-residential acres annexed to the City of Noblesville. Early in the 90s, a much greater emphasis was on residential acreage. In the period from 1993 to 1996, there was approximately 3 times as much residential acreage annexed as non-residential. In the period from 1996 to 2000, there was a shift toward annexing non-residential acreage such that the two have evened out. This trend reflects a trend in Noblesville to more actively attract non-residential uses to the area, both currently and in the future (Corporate Campus).



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	Existing Conditions	1996	2000	2005	2010
4A. Noblesville Township: Acres and percentage of industrial uses in areas zoned for those purposes.	1993: In Use: 196.24 acres (16%) Vacant: 77.75 acres (6%) Other Uses: 946.74 acres (78%) Total: 1,220.73 acres	<i>Increase % of In Use and Vacant; Decrease % of Other Uses (non industrial)</i> 1996 In Use: 243.04 acres (20%) Vacant: 59.23 acres (5%) Other Uses: 918.47 acres (74%) Total: 1,244.82 acres	See Footnote* 2000 Square foot of industrial space added: 65,169 Total Industrial acreage: 1,257.08 acres		
4B. Noblesville Township: Acres and percentage of commercial uses in areas zoned for those purposes.	1993: In Use: 280.0 acres (51%) Vacant: 206.16 acres (38%) Other Uses: 61.51 acres (11%) Total Commercially Zoned: 547.67 acres	<i>Increase % of In Use & Vacant; Decrease % of Other Uses (non-comm.)</i> 1996: In Use: 367.14 acres (49%) Vacant: 185.11 acres (25%) Other: 190.11 acres (26%) Total: 742.36 acres	See Footnote* 2000: Square foot of commercial space added: 109,157 Total Commercial acreage: 823.88 acres		

Previous Reference: L42, L43

Source: Noblesville Department of Planning and Development.

Details: Because of the difficulty in tracking the vacant and other uses in industrial or commercial zoning, the benchmark has been rewritten to track the amount of industrial or commercial space added and the acreage rezoned industrial or commercial.

Planning Evaluation: This benchmark is intended to track the rate or amount of industrial and commercial development within Noblesville's jurisdiction. The goal of this benchmark is to promote the pursuit of industrial or commercial development if it meets the intent established in benchmarking and in the Comprehensive Master Plan. The data shows that there has been consistent non-residential growth, both in the number of acres zoned for those uses and in the amount of actual building space added. This benchmark should continue to see an upward trend because of the recent approval of the Corporate Campus tied with Noblesville's active pursuit of non-residential uses.



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	Existing Conditions		1996		2000		2005		2010	
5A. Noblesville: Average commute time and distance.	23 minutes		<i>Decrease from 1993 See Footnote*</i>		<i>Decrease from 1996 38 minutes</i>		<i>Decrease from 2000</i>		<i>Decrease from 2010</i>	
5B. Noblesville: Level of Service at Key Intersections:			<i>LOS C or above</i>		<i>LOS C or above</i>		<i>LOS C or above</i>		<i>LOS C or above</i>	
	AM	PM	AM	PM	AM	PM	AM	PM	AM	PM
SR 32 and SR 19	A	B	B	B	C or above		C or above		C or above	
SR 32 and SR 38	B	C	B	B	B	C	C or above		C or above	
Logan at 10th	A	A	A	A	C or above		C or above		C or above	
Logan at 9th	A	A	A	A	C or above		C or above		C or above	
Conner at 10th	A	B	A	A	B	B	C or above		C or above	
Conner at 9th	A	A	A	A	C or above		C or above		C or above	
Conner at 8th	A	B	A	A	C or above		C or above		C or above	
SR 38 and Little Chicago Rd.	Data not available		B	B	C or above		C or above		C or above	
Logan and SR 19	Data not available		Data not available		C or above		C or above		C or above	
SR 37 and SR 32	Data not available		Data not available		B	C	C or above		C or above	

Previous Reference: L54

Source: (5A) U.S. Census Bureau. (5B) Noblesville Engineering Department

Details: (5A) This data is only accurately collected during the years of each decennial census; Census 2000 data will be available in 2002. Found by dividing the aggregate travel time of workers over 16 who did not work at home by the total number of workers over 16 who did not work at home. Average commute distance is not (yet) tracked by any reliable and reproducible source. (5B) 2000 data is based on an intersection study done in 1997, the latest data available. Based on the money and time needed to complete a LOS study, it is not certain where the previous data came from. There is a new study underway for the purpose of updating road impact fees that may include a LOS study.

Planning Evaluation: Because of the nature of commuting in Hamilton County, it is important for local government to monitor both commute times and levels of service for the benefit of the residents. As the data indicates, accurate commute times are available as part of the decennial census and are not yet available. The level of service data indicates that service levels have been maintained at a good level (A or B) for the most part and these levels should continue to be monitored and maintained. Because of the high occurrences of commuting, it will continue to be important to monitor this benchmark because the trend in level of service would be to worsen as the number of commuters increases.



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	Existing Conditions	1996	2000	2005	2010
6. Noblesville Township: Ratio of new primary structures occurring within one mile of Noblesville City Hall to new primary structures occurring beyond one mile but within two miles radius.	1993 = Ratio of 1.00 structure within one mile to every 0.27 structures beyond 1 mile but within 2 mi.	<i>1.00 structures within one mile to every 0.30 structures beyond 1 mile but within 2 mi.</i> 1996 = 1 to 7*	<i>1.00 structures within one mile to every 0.30 structures beyond 1 mile but within 2 mi.</i> See Footnote*		
Noblesville: Number of residential building permits issued within 1, 2, 3, and 4+-mile radii from Noblesville City Hall (% of total).			1 mile: 0 (0%) Weighted: 0 2 mile: 130 (19%) Weighted: 43 3 mile: 227 (33%) Weighted: 45 4+ mile: 341 (49%) Weighted: 49 Total: 698 (97% of all)	<i>Increase permits within 2 miles radius</i>	<i>Increase permits within 2 miles radius</i>

Previous Reference: L47

Source: Noblesville Department of Planning and Development.

Details: Due to the lack of growth in 2000 within the one-mile radius area, this benchmark has been rewritten to reflect where concentrations of growth are occurring. These were found by looking at the number of year 2000 permits in subdivisions within the radii. Other residential permits were ignored. It is suggested that future updates will use GIS to find these numbers. Weighted numbers of permits were calculated to account for increasing area taken in by each radius. 1 mile radius was multiplied by 1; 2 mile by 1/3; 3 mile by 1/5; 4 mile by 1/7.

1996 details: The numbers collected indicate an extreme difference from those collected in 1993. This difference is directly related to some of the new residential development taking place in the 1 - 2 mile area. These developments include, but are not limited to, Windwood at Morse, Oakmont, Fairfield Farms, and Potters Woods.

Planning Evaluation: This benchmark is intended to track the nature and location of growth within Noblesville in order to control the patterns exhibited by the growth. This is intended to create a pattern where Noblesville grows from the inside out rather than the outside in. As the data currently shows, much of the growth in Noblesville has been in the outer portions of Noblesville Township where land is more readily available (and most likely less expensive). However, when the numbers are weighted according to the area taken in by each radius, there is a much more balanced growth pattern among the radii. The goal of this benchmark would be to encourage growth within the 2-mile radius initially, then move out in the future.



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	Existing Conditions			1996			2000			2005			2010		
7. Noblesville: Population growth rate.	Year	Pop.	%Change	<i>Monitor</i>			<i>Monitor</i>			<i>Monitor</i>			<i>Monitor</i>		
	'70	7,548		Year	Pop.	% Change	Year	Pop.	%Change						
	'73	8,533	13.05	'96	23,131	20	'00	28,590	23.6						
	'75	10,026	17.50												
	'78	11,680	16.50												
	'80	12,253	4.91												
	'82	12,467	1.75												
	'84	13,267	6.42												
	'86	15,160	14.27												
	'88	16,720	10.29												
	'90	17,655	5.59												
'92	19,187	8.68													

Previous Reference: L48

Source: Noblesville Department of Planning and Development and U.S. Census Bureau.

Details: In order to make this benchmark more useful it may be necessary to extrapolate this data to reflect average yearly changes. The percent change is from the previous report year; not from the previous census.

Planning Evaluation: This benchmark is important in itself, but it becomes much more important when tied to other benchmarks in this category. This is because it is important to track the rate of growth, but it is more important to track where this growth is occurring. As this data shows, there has been a consistently high rate of growth over the last ten years (from 17655 to 28590). Because there has been a high rate of growth, other benchmarks become more valid because they track where this growth is taking place. It will be important to monitor this benchmark because of the fact that it is the first step toward a goal of controlling the pattern of growth in Noblesville.



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	Existing Conditions	1996	2000	2005	2010
8. Noblesville: Density - population per unit area of land.	1980 = 2,043.3 / sq. mi. 3.19 / acre 1990 = 2,052.9 / sq. mi. 3.21 / acre 1993 = 2,072.0 / sq. mi. 3.24 / acre	<i>Monitor</i> 1996 = 1,658.2 / sq. mi. 2.59 / acre	<i>Monitor</i> 2000 = 1,384.2 / sq. mi. 2.16 / acre	<i>Monitor</i>	<i>Monitor</i>

Previous Reference: L49

Source: Noblesville Department of Planning and Development.

Details: 2000 population: 28,590; area within city limits: 20.654 sq. miles (13,218.56 acres). 1996 calculation based on 1997 estimated population of 23,032.

Planning Evaluation: Because of the fact that there is a lot of emphasis on controlling urban sprawl, this benchmark becomes valid because it helps track levels of urban sprawl. In order to control urban sprawl, it will be important to encourage developments at a higher density. As the data in this benchmark shows, there has been a recent trend in which the density has decreased. There are several possible reasons for this trend. One could be that new developments are occurring at a lower density. The other could be that land is being annexed into the City of Noblesville that remains undeveloped. If the latter is true then the density is misleading because it tracks all land in the corporate limits rather than just developed land. This benchmark is meant to monitor the density going forward, but a more important question is, What density do we want?

	Existing Conditions	1996	2000	2005	2010
9. Noblesville: Miles of roads improved from Capital Improvement Plan	N/A	N/A	<i>Establish base level</i> 0.5 miles	<i>Increase above 2000</i>	<i>Increase above 2000</i>

Previous Reference: N/A

Source: Noblesville Engineering Department

Details: The capital improvements plan was developed as part of the road impact fee analysis in the late 1990's. This benchmark will have more relevance from the year 2000 forward. 146th street extension was the only road project built in 2000 under the Capital Improvement Plan.

Planning Evaluation: This benchmark has a direct relationship with the nature and rate of growth because the intent of road improvement projects from the Capital Improvement Plan is to maintain a specific level of service on roadways. The level of service on roadways will worsen as growth occurs (more drivers). Because a Capital Improvements Plan has only recently been developed, there will be much more activity with this data from this point going forward. With continued high rates of growth in Noblesville, it will become increasingly important to improve the roadways to accommodate the additional drivers.



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	Existing Conditions	1996	2000	2005	2010
10A. Noblesville: Police services response times.	Zone 1 = 18.31 min. Zone 2 = 10.85 min. Zone 3 = 11.56 min.	Zone 1 = 9.24 min. Zone 2 = 8.12 min. Zone 3 = 10.30 min.	<i>10 minute average for all zones</i> Overall City Time = 1.8 min	<i>10 minute average for all zones</i>	<i>10 minute average for all zones</i>
10B. Noblesville: Total Calls for service to Police Department.		1996 = 23,315	<i>Maintain Record</i> 2000 = 36,053	<i>Maintain Record</i>	<i>Maintain Record</i>
10C. Noblesville: Fire services response times.	1993 In town = 3 min. North Harbour and North of North Harbour = 8 min.	1996* Dist. 1 = 6.24 min. Dist. 2 = 7.25 min. Dist. 3 = 5.53 min. Dist. 4 = 6.07 min.	<i>Reduce from 1996 number</i> Dist. 1 = 5.23 min. Dist. 2 = 8.20 min. Dist. 3 = 8.11 min. Dist. 4 = 14.55 min. City Average = 7.43 min.	<i>Reduce from 1996 number</i>	<i>Reduce from 1996 number</i>
10D. Noblesville: Total Calls for service to Fire Department.		1996 = 2562	<i>Maintain Record</i> 2000 = 2767	<i>Maintain Record</i>	<i>Maintain Record</i>

Previous Reference: L55, L56

Source: Noblesville Communications Department Contact - Jeff Hendricks

Details: (10C) The Fire Chief reports that these response times reflect both emergency and non-emergency responses. Due to the non-emergency responses being included in city's tracking of response times, the goal for a 3-minute average response time for all districts may be an unreasonable goal. With the construction of Sub-Station #4, the response times in North Harbour and north of North Harbour have greatly improved.

Planning Evaluation: The goal of this benchmark is to make sure that, as growth occurs, the city is able to maintain a consistently good level of service to all residents of Noblesville, both existing and new. This goal can be accomplished by two methods. The first is to encourage growth to occur from the inside out so that existing services remain in the general proximity of the new residents. The second is to encourage growth but to understand that new substations will need to be built to accommodate the new residents and to make sure that existing residents continue to receive a consistent level of service. The data indicates that response times have been maintained and, in fact, slightly improved upon even with the rate of growth in Noblesville over the last ten years.



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	Existing Conditions	1996	2000	2005	2010
11A. Noblesville: Road Impact dollars collected.	N/A	N/A	Road Impact 1 \$581,626.68 Road Impact 2 \$237,968.83 Road Impact 3 \$160,110.00 Road Impact 4 \$263,777.41	<i>Monitor</i>	<i>Monitor</i>
11B. Noblesville: Road Impact dollars spent.	N/A	N/A	Road Impact 1 \$2442.50 Road Impact 2 \$2442.50 Road Impact 3 \$2242.50 Road Impact 4 \$2242.50	<i>Monitor</i>	<i>Monitor</i>

Previous Reference: N/A

Source: Clerk-Treasurer.

Details: Prior to 1997, there were no impact fee collected in the City of Noblesville. The difference between the collection and spending may be based on the fact that the data collected is a one year snapshot and does not reflect the prior years activity.

Planning Evaluation: The data in this benchmark can be used to indicate several different scenarios. The first is that an increase in the number of dollars collected will indicate that growth continues to occur and is actually increasing or whether the rate of growth is decreasing based on a decline in the amount of road impact money collected. The second is that the data can track where the money is being invested and is needed by where the money is spent. This benchmark is also important because the collection of road impact money will help to offset the cost of maintaining a consistent level of service for new and existing residents of Noblesville.



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2. Discussion of Highlights:

With little question, the **greatest challenge** to the community of Noblesville is finding the appropriate **balance between forces promoting growth and the desire to retain our small-town atmosphere**. The Comprehensive Master Land Use Plan has provided an outline for growth that respects the character of the community and has created strategies to that end. City government must continue to take an active role in supporting this document and assuring that all voices be represented in the debates that necessarily result when its strategies are pursued.

One of the most controversial tactics to relieve current citizens of part of the cost of growth has been impact fees imposed on new development and construction. Benchmarking has supported such technical devices, some of which are direct outgrowths of the strategic approach to public policy that benchmarking engenders in our leadership. Annexation and abatement are two effective examples, the goals of which are to balance over time the cost of services created by additions to our community. The extension of infrastructure and associated city services into areas beyond present jurisdictional boundaries has created more concerns. The benchmarking process discovered that many of these conflicts are not only expected in a dynamic community, but also necessary for responsible change. This report suggests that the burden of educating all citizens in the purpose and method of such devices and of providing opportunities for full discussion must be shouldered by city government and supported by the media.

Most notably lacking from the set of tools Noblesville uses to seek control of growth is a marketing strategy to identify and attract suitable businesses, corporations, and industries. Pieces of a coordinated plan exist in the operation of several organizations in Hamilton County and in Noblesville, but no agency has taken the responsibility to join these plans and planners into a unified effort to select from those economic entities that wish to come to Noblesville and to find and invite those we would prefer to locate here.

The right of a community to influence the development of its property is the fundamental authority for city planning. The management of that growth has become the most important community issue and was one of the most significant factors that initiated the benchmarking process. Our community seeks a balance between public interests and private rights, between new development and preservation, and between construction and the natural environment. Noblesville citizens, both individually and through the auspices of groups such as the



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Noblesville Preservation Alliance and Citizens for Municipal Development, have contested city government efforts to expand city facilities at the expense of historic buildings when a strong, clear case has not been made that growth needs outweigh the strong community bias toward preserving “Old Town.” The successful remonstrance in 2000 that stopped the expansion of City Hall is one example of this increased determination of private citizens to become involved in measuring governmental performance.

The Benchmarking Report of 1994 identified three themes that grew from the long discussions of issues. First, our community supports a diversity in housing types and styles, businesses, old and new structures, and natural settings. Noblesville’s citizen panels saw variety in these areas as strengths of the city. Second, we believe that the city and its government should take an active role in influencing the pattern and quality of growth in Noblesville, and yet we recognize that this requires maintaining a difficult balance between public and private interests. Third, benchmarking discussions clearly indicated sensitivity to the importance of the natural environment and to the multi-use potential of the undeveloped landscape.

The Comprehensive Master Plan, adopted by the City Council in November of 1995 reflects the priorities set by the original committee of residents. The first priority is blunt and direct. The City of Noblesville must control the pattern of growth in our community. Change will happen, and the only question remaining is whether it occurs randomly and on its own terms, or controlled and under the direction of the city. The second priority is virtually a benchmark itself: Net assessed valuation should grow at a rate faster than that of the cost of providing services. The third priority considers the nature of commercial and industrial growth. Noblesville should pursue industrial and commercial growth only if it supports the value, character, and place tests that benchmarking describes.

The overarching goal in the land section of the Benchmarking Report is to retain and enhance our distinctive small-town atmosphere. The problem of supporting growth and securing the character of the community is our greatest community challenge. If we do not take steps to set restrictions, either they will never be set or they will be set by others whose concerns differ from those of our community. The Comprehensive Master Plan has created preferences for the location of various types of construction and development in the City of Noblesville and in Noblesville Township. One strategy, to reduce the cost and increase the effectiveness of new infrastructure, targets the wandering growth patterns of city boundaries. Ongoing annexation and development of lands contiguous to present city limits will round the edges of the present city outline and make services easier to route, build, and



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maintain. Since January of 1999, over 1500 acres have been annexed. By comparison, Carmel has annexed approximately 6000 acres during the same period, while Fishers has annexed 1875 acres.

The village center concept designates a general area in each of the four quadrants of Noblesville Township for mixed-use development and to meet the daily needs of the surrounding residential neighborhoods by providing some facilities for social and community services and by including opportunities for small business. These "centers," which are intended to contain multi- and single-family housing, retail uses, community uses and parks, resemble a sort of mini-downtown. The object is to avoid the typical trend to develop commercial strips along frontages of primary thoroughfares and at intersections with little forethought given to coordinated traffic issues. By conveniently grouping commercial and service uses in close proximity to areas of residential neighborhoods, this type of haphazard commercial strip development and undesirable spot zonings are discouraged.

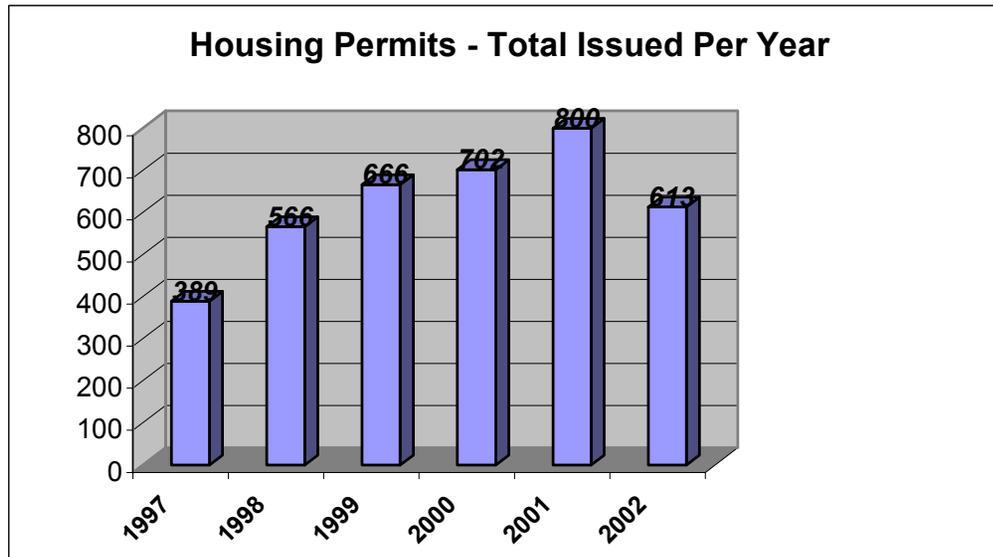
A third strategy intends to provide areas whose access to infrastructure will invite commercial business and industry. The Comprehensive Master Plan outlines how the corporate campus is being used to attract large corporate users, including company headquarters, research and development facilities, as well as smaller local industrial businesses, or a community college. The location of the corporate campus capitalizes on its proximity to State Road 37 and Interstate 69 and could help increase employment opportunities for area residents.

a) Balancing assessed valuation & cost of services

Providing services for a growing community is expensive. Schools, recreation areas, sewage treatment, road improvements, police and fire departments, and other service structures create heavy demands on public funds. The primary increase in the sources of public money in Noblesville has been in taxes from the growth in single-family housing. From 1997 to 2000, a total of 2,323 permits were issued for single-family residences, ranging from a low of 389 permits in 1997, to a high of 702 permits in 2000. **With little new industry or commercial businesses to offset the burden on services, individual homeowners are left to sustain cost increases in infrastructure and services.**



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In an effort to offset these costs associated with new development and relieve the increasing burden on the existing Noblesville taxpayers, the City Council recently approved the use of impact fees. Since April 1996, an impact fee of \$230, which was raised to \$427.60 in 2001, is collected with each new residential building permit issued for property located within the city's corporate limits. These fees are earmarked for the purchase of additional land for Forest Park. Beginning in the fall of 1997, a road impact fee began to be collected with each new residential, commercial and industrial permit issued in one area of the city. The entire city of Noblesville, divided into a total of four study areas, is being levied road impact fees in order to subsidize the city's future road construction and provide maintenance for its existing roads. The city is currently undergoing a road impact study in order to reevaluate and update the fees established for the city.

Recent annexations, involving roughly 1500 acres, have challenged the City service providers, especially in terms of fire and police service. The data collected prior to these recent annexations verifies that police response times are in line with the 1996 benchmark goals and, in fact, have met the goal projected for the year 2005. Because of the



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change in the data format in the year 2000, it will be necessary to adjust the goals based on this new format. Due to inclusion of non-emergency calls, the data gathered for fire response times is not as conclusive. However, fire response times for North Harbor and north of North Harbour do show significant improvement due to the construction of a fourth sub-station. These overall gains in the efficiency of the City public safety service can be attributed to improvements in the Computer Aided Dispatch System. But now, due to recent large annexations, fire and police service providers must increase their capacity to keep pace with the sharp increase in demand on their resources. The fact that over 1,500 acres have been annexed since the beginning of 1999 and the current annexation of approximately 2,400 acres in the Corporate Campus are prime examples of the difficult task the City faces in maintaining balance between rapid growth and the provision of city services.

The city has a responsibility to do more than prepare the way for new business and industry. Noblesville is enjoined by the Benchmarking Report to take an active role in attracting new enterprises while maintaining the vitality of existing ones. This requires carefully balanced municipal regulations and policies. One tactic, supported by benchmarking, which the City of Noblesville has applied to attract and retain business, is tax abatement. The City Council also financially supports civic organizations that specialize in attracting businesses, such as Hamilton County Alliance and Noblesville Main Street.



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D. People

1. Benchmarks:

	Existing Conditions	1996	2000	2005	2010
1A. Noblesville: Total persons in poverty (percent of population).	1990 = 1308 (7.5%) Ham. Co. = 3877 (3.6%)	See Footnote *	<i>Reduce number from 1990</i> City = 1527 (5.3%) County = 5300 (2.9%)		<i>Reduce number from 2000, monitor percentage</i>
1B. Noblesville: Persons under 18 in poverty (percent of all residents under 18).	1990 = 543 (11%) Hamilton Co. = 1355 (4.3%)	See Footnote *	<i>Reduce number from 1990</i> City = 566 (6.7%) County = 1659 (3%)		<i>Reduce number from 2000, monitor percentage</i>
1C. Noblesville: Persons 65 and over in poverty (percent of all residents 65 and over).	1990 = 180 (11.5%) Hamilton Co. = 512 (6.1%)	See Footnote *	<i>Reduce number from 1990</i> City = 122 (4.9%) County = 495 (3.6%)		<i>Reduce number from 2000, monitor percentage</i>
1D. Noblesville: Families w/ children under 18 headed by a single householder only, living below the poverty level (percentage of total).	1990 = 161 (28.8%) Hamilton Co. = 393 (18.0%)	See Footnote *	<i>Reduce number from 1990</i> City = 234 (28%) County = 437 (11.4%)		<i>Reduce number from 2000, monitor percentage</i>
1E. Noblesville: Married couple families with children under 18 living below the poverty level (percentage of total).	1990 = 65 (3.0%) Hamilton Co. = 196 (1.3%)	See Footnote *	<i>Reduce number from 1990</i> City = 51 (1.4%) County = 327 (1.3%)		<i>Reduce number from 2000, monitor percentage</i>

Previous Reference: P1, P2, P3, P5, P7

Source: U.S. Census Bureau.

Details: This data is only collected during the years of each decennial census. The Census 2000 data will be available in early 2002.

Definition of "poverty level" from the Census website: "The U.S. Census Bureau uses a set of money income thresholds that vary by family size and composition to determine who is poor. If a family's total income is less than that family's threshold, then that family, and every individual in it, is considered poor. The poverty thresholds do not vary geographically, but they are updated annually for inflation using the Consumer Price Index (CPI-U). The official poverty definition counts money income before taxes and does not include capital gains and noncash benefits (such as public housing, Medicaid, and food stamps)."



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Planning Evaluation: Although there are few methods for local government to directly affect poverty levels, it will be important to track this benchmark to see whether the indirect methods are working effectively. As the data shows, there has been decreases in each of these points of data from 1990 to 2000. There could be many reasons for the changes in these numbers. Because of the high rates of growth in the area, the changes in this data could just mean that the new residents are affecting the change simply by the fact that they are above the poverty level when they move in. Or, it could mean that there have been positive changes with the existing families in poverty, or a combination of both. It will be important to continue to track this number to see whether the various programs within the City and the surrounding area are affecting positive changes in these crucial areas.

	Existing Conditions	1996	2000	2005	2010
2. Hamilton County:	1991:	<i>0.97</i>	<i>100%</i>	<i>100%</i>	<i>100%</i>
Percentage of kindergartners with full immunizations by age 2.	Ham. Cty. = 62.3 % State Avg. = 50% 1993/94: Nob. Schools = 94% (percentage that come to school fully immunized)	1991: 84% 1992: 96% 1993 96.3 % 1994: 96.3% 1995: 93.7%	2000: 88%*		

Previous Reference: P17

Source: Indiana State Department of Health Website. http://www.in.gov/isdh/dataandstats/immunization/immunization_index.htm

Details: The State DOH uses census estimates for the given years to determine the rate. The percentages are calculated by dividing the actual number of cases by the estimated population, then multiplying the number by 100,000.

*Of all Noblesville kindergarten students. Of the students in Noblesville schools' pre-kindergarten programs, 100% had full immunizations.

State Averages: 1991-62%, 1992-68%, 1993-n/a, 1994-73%, 1995-71%, 2000-81%.

Planning Evaluation: The measurement of this benchmark is extremely important in that healthcare awareness must start early in a child's life. Immunizations provide preventative measures that are an absolute necessity by the time children reach school age. This data shows that Noblesville has stayed fairly consistent (90%) over the last ten years, although there was a slight dropoff from 1995 to 2000. This dropoff should not be of concern because it is only slight and it appears that the numbers should begin to increase as younger children become school age.



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	Existing Conditions	1996	2000	2005	2010
3. Hamilton County: Percent of women who give birth that receive prenatal care in first trimester (number).	1991 = 88.3%	89% 1991: 88.3% (1617) 1992: 89% (1684) 1993: 88.1% (1794) 1994: 88% (1944) 1995: 89.4% (2070)	90% 1999: 87.6% (2610)	95%	100%

Previous Reference: P22

Source: Indiana State Department of Health, Maternal and Child Health Website. <http://www.in.gov/isdh/programs/mch/index2.htm>

Details: State Data: 1999 = 79.5%

Planning Evaluation: Prenatal health care is an important benchmark measure because it helps translate to low numbers of infant mortality and low birthweight babies. The state has created the Maternal and Child Health Block grant in order to provide partial funding for prenatal health care for low income pregnant women in the form of physical exams, nutrition, social services, dental and health screening, etc. Programs such as this can help to increase the number of women who receive prenatal health care. The data has stayed fairly consistent with only slight increases or decreases that do not create any concern. Because there has not been an increase, it may be important to search for state programs to help with this cause.

	Existing Conditions	1996	2000	2005	2010
4. Hamilton County: Number of low birth weight babies (less than 5.5 lbs.) born.	1991 = 5.6% Riverview Hospital: 1989 = 4 (0.7%) 1990 = 19 (2.9%) 1991 = 13 (2.9%) 1992 = 19 (2.8%)	1991:106 (5.6%) 1992:108 (5.6%) 1993: 97 (4.8%) 1994:124 (5.6%) 1995:144 (6.2%) Riverview : 1993: 23 (3.5%) 1994: 27 (4.0%) 1995: 30 (4.5%) 1996: 25 (3.4%)	5% Total LBW (%) 1999: 2980 193 (6.5%) Riverview: 1997: 667 40 (6.0%) 1998: 712 29 (4.1%) 1999: 783 26 (3.3%) 2000: 757 29 (3.8%)	Less than 5%	Less than 2005 rate

Previous Reference: P24

Sources: Indiana State Department of Health, Maternal and Child Health Website: <http://www.in.gov/isdh/programs/mch/index2.htm>, and Riverview Hospital.

Details: Data prior to 1999 does not include the total number of live births.

Planning Evaluation: This data indicates another important element involving prenatal health care in that this can be a result of the lack of such care. The data shows that there is a fairly steady percent of low birth weight babies within the County (around 6%) with no sharp increases or decreases in any one year. The data for Riverview Hospital also shows a fairly steady percentage (around 4%) for most of the '90s with the peak being in 1997 at 6%. The data does not indicate that there is necessarily a major problem with low birth weight babies, but the numbers are still there and can always be improved upon. It is possible that there are state programs that may help in this case.



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	Existing Conditions	1996	2000	2005	2010
5A. Noblesville: Percentage of reported crashes that involve a driver under the influence of alcohol.	1992 = 5.0% (22) Hamilton Co. = 3.8% (135)	4% 1994 = 2.6% (15) 1995 = 2.7% (16) 1996 = 2.1% (14)	3.8% 2000 - 1.65% (16)	2%	0%
5B. Noblesville Police: Number of DUI Arrests and Drug Arrests	N/A	N/A	480 (44%)	Reduce number from 2000	Reduce number from 2005
5C. Noblesville Police: Arrests for underage drinking and drugs.	NA	NA	20 Arrests	Reduce from 2000	Reduce from 2005

Previous Reference: P27

Source: Noblesville Communications Department Contact - Jeff Hendricks

Details: The 1992 numbers were generated from the Indiana State Police Accident Information System.

Planning Evaluation: Drinking and driving is a universal problem that could involve anyone on the roadways. The data measured in this benchmark is important because it represents the result of the problem. However, it is important to note that the data can say one of several different things. The data shows that there has been a general decline in the percentage of crashes involving alcohol since 1994. This could mean that there are less drivers under the influence of alcohol or that there are less drunk drivers getting involved in accidents. Both of these scenarios are good, but it doesn't necessarily mean there are less drunk drivers. The same holds for the number of arrests. It could mean that there are less people using drugs or alcohol or that there are less people getting caught using drugs or alcohol. The first scenario is good but the second scenario could mean that the offenders are just not being caught as regularly.



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	Existing Conditions	1996	2000	2005	2010
6. Noblesville Township: Children involved in and/or witness to domestic violence.	1992 = 212	<i>Raise awareness, monitor. Increase the percentage of <u>actual</u> cases of abuse/violence that are reported.</i> Noblesville only: 1993 = 153 1994 = 181 1995 = 244 1996 = 319	<i>Raise awareness, monitor. Increase the percentage of <u>actual</u> cases of abuse/violence that are reported.</i> 1997 = 146 1998 = 161 1999 = 178 2000 = 305	<i>Raise awareness, monitor. Increase the percentage of <u>actual</u> cases of abuse/violence that are reported.</i>	<i>Raise awareness, monitor. Increase the percentage of <u>actual</u> cases of abuse/violence that are reported.</i>

Previous Reference: P29

Source: Prevail. Contact Person - Linda Rodgers (773-6942)

Details: The 2000 data's definition of "children" are those under, but not including, the age of 18. Beginning with the 2000 report, Prevail began receiving more detailed and accurate reports from the Police Department, meaning the 2000 number is more representative of the number of actual cases.

In 1995, Prevail began computerizing client information and can now count additional children in abusive homes. There might be a slight duplication in the numbers, however, the estimated duplication is no more than 5%. It is significant to note that these numbers are only for the City of Noblesville and do not include all of Noblesville Township.

Planning Evaluation: The benefit of this benchmark is twofold, in that the only way to address the problem is when cases are reported. The goal of this benchmark is to raise awareness, which will be demonstrated by an increase in the numbers. Once awareness is raised, the core of the problem can be addressed. Because of the change in the data collection method, it is somewhat difficult to analyze the data efficiently, but it appears that there were two peaks in the data. (1996, 2000) In this case, it is possible that an increase in the number is not necessarily a negative because it means there are more cases reported, not necessarily that there are more cases overall.



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	Existing Conditions	1996	2000	2005	2010
7. Noblesville: Child abuse/neglect cases.	<p>Police calls: 1991 = 19 1992 = 31 1993 = 40</p> <p>Hamilton County (reported cases): 1990 = 236 1991 = 367 1992 = 386 1993 = 380 1991 ("substantiated and indicated") = 151</p>	<p><i>Raise awareness, monitor. Increase the percentage of <u>actual</u> cases of abuse/violence that are <u>reported</u>.</i></p> <p>Police Calls: 1994: 31 1995: 42 1996: 55</p> <p>Hamilton County: 1994 = 31 1995 = 334 1996 = 424</p>	<p><i>Raise awareness, monitor. Increase the percentage of <u>actual</u> cases of abuse/violence that are <u>reported</u>.</i></p> <p>Police Calls: 2000 - 62</p> <p>Hamilton County: 2000 = 272 (total)</p>	<p><i>Raise awareness, monitor. Increase the percentage of <u>actual</u> cases of abuse/violence that are reported.</i></p>	<p><i>Raise awareness, monitor. Increase the percentage of <u>actual</u> cases of abuse/violence that are reported.</i></p>

Previous Reference: P30

Sources: Noblesville Police Department, Major Tony Boze (776-6343); Hamilton County Department of Family and Children, Susie Kennedy (773-2183 x262); Indiana Family and Social Services Administration Website: <http://www.state.in.us/fssa/children/dfc/>

Details: Of the 272 cases in the 2000 data for Hamilton County, 62 were substantiated sexual abuse (20 unsubstantiated), 28 were substantiated physical abuse (31 unsubstantiated), and 54 were substantiated neglect (77 unsubstantiated). The rate of cases per 1000 under 18 year olds (1999 Census estimate data) for Hamilton County is 3.0. State rate is 16.1.

Planning Evaluation: It is again important to recognize that an increase or decrease in the number of cases could mean several different things, positive or negative. An increase in the number of cases could mean that there are more cases being reported, which is a positive, or that there are more instances of child abuse, which is a negative. The same could work for a decrease in the numbers, which could mean that there are less instances of child abuse, which is a positive in this case, or that there are less cases being reported, which is a negative. It is also important to note that the rate per thousand in Hamilton County (3.0) is much less than the rate for the State (16.1).



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	Existing Conditions	1996	2000	2005	2010
8. Noblesville: Number of domestic disturbance and domestic violence calls responded to by the police department.	1991 = 185 1992 = 349	<i>Raise awareness, monitor. Increase the percentage of <u>actual</u> cases of abuse/ violence that are <u>reported</u>.</i> 1993: not avail. 1994: 475 1995: 511 1996: 492	<i>Raise awareness, monitor. Increase the percentage of <u>actual</u> cases of abuse/violence that are <u>reported</u>.</i> 2000 - 480	<i>Raise awareness, monitor. Increase the percentage of <u>actual</u> cases of abuse/violence that are <u>reported</u>.</i>	<i>Raise awareness, monitor. Increase the percentage of <u>actual</u> cases of abuse/violence that are <u>reported</u>.</i>

Previous Reference: P31

Source: Noblesville Police Department. Contact Person - Major Tony Boze (776-6343)

Details: Explain the discrepancy between 96 and 92.

Planning Evaluation: This benchmark again shows that if awareness is raised, it is possible that the number of cases reported will actually increase, which would be a positive occurrence. The numbers show that there has been a significant increase in the number of actual cases reported from 1991 to 2000. This could be explained by any one of or all of the following reasons. Just because of the fact that the population in Noblesville has increased could explain a portion of the increase in the number of cases. Note that this data is the number of cases rather than the number of cases per a section of the population. Another reason could be that there is no longer tolerance for this type of behavior such that more cases are being reported rather than ignored.



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	Existing Conditions	1996	2000	2005	2010
9. Hamilton County: Pregnancy rate per 1,000 population for 10-14 and 15-19 year olds. (Total number of pregnancies)	1989: 30.6 (132) 1991: 49.6 (15-17 yr. olds only, 39 pregnancies)	<i>30.0 per 1,000</i> 1991: 40.0 (146) 1992: 39.7 (148) 1993: 39.9 (157)	<i>Reduce from 1996 rate</i> 10-14 15-19 1995: 0.2 (1) 24.4 (85)* 1996: 0.2 (1) 23.8 (113)* 1997: 0.2 (1) 17.0 (85)* 1998: 0.2 (1) 18.5 (99)* 1999: 0.5 (3) 24.6 (137)	<i>Reduce from 2000 rate</i>	<i>Reduce from 2005 rate</i>

Previous Reference: P33

Source: Indiana State Department of Health Website. http://www.in.gov/isdh/dataandstats/data_and_statistics.htm

Details: "Reported pregnancies include live births, fetal deaths of 20 or more weeks gestation, and induced termination of pregnancy (if it was performed in Indiana)." The State DOH uses census data to determine these percentage rates. The relevant census data is that which distinguishes the population by age. This data is then compared to the actual cases listed above. Data prior to 1995 only includes ages 15-19. Data for years 1995-1998 is birth rate, not pregnancy rate.

Planning Evaluation: The goal this benchmark is intended to achieve is to reduce the number of families at risk or, in other words, to increase awareness relating to teen pregnancy and parenting. In this case, a positive trend would be a gradual decrease in the number of pregnancies in these age groups. The data shows that the number of pregnancies per thousand in the early 90s was significantly higher (40-50) than in the late 90s. This trend could be due to the fact that culture has changed somewhat and people are waiting to have children until they are older (Going to college, Waiting to get married).



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	Existing Conditions	1996	2000	2005	2010
10. Noblesville Township: Number of child care slots available for children and infants.	1993 = 439 est.	<i>Develop a more complete estimate of slots in 1995. Set appropriate goals for increasing the number of slots in the future.</i> 1996 = 669	<i>Increase from 1996</i> 2001 = 1164	<i>Increase from 2000</i>	<i>Increase from 2005</i>

Previous Reference: P44

Sources: Childcare Answers (a central Indiana non-profit organization that maintains a database of child-care providers), and Indiana Family and Social Services Administration
Website: <http://www.in.gov/fssa/children/dfc/>

Details: The 2001 total includes 876 state-licensed slots at 7 child care centers (LaPetite, Pebble Brook, Stoney Creek, New Life Children's Center, Polly Panda, Creative Campus, and Y.A.L.E.). Childcare Answers lists 19 licensed (12 slots) homes (228 slots), and 12 unlicensed (5 slots) homes (60 slots) within the City of Noblesville.

The 1996 total of 669 childcare slots includes: 495 - State-licensed Centers, 144 - State-licensed day care homes (an assumed 6 slots per each of the 24 homes), 30 slots - unlicensed homes (per Childcare Answers - 6 homes X 5 slots per home). The total is most likely lower than the data presented due to the difficulty in acquiring an accurate tabulation of unlicensed homes. Child care issues are handled out of "Day Nursery of Indianapolis and Child Care Association (State Licensed) and tracks infants.

Planning Evaluation: The data clearly shows that the number of childcare spots has been increasing steadily since the early 90s. The data for this benchmark will show the results of several general family trends within Noblesville. First, the population has increased from 17,655 in 1990 to 28,590 in 2000 resulting in a higher demand for childcare. Also, the trend is moving toward two working parents rather than one, therefore, childcare needs for the existing population are increasing as well.

2. Discussion of Highlights:

In issues that affect the quality of life, Noblesville has taken positive steps, but the frequency and size of them remain uncertain. Volunteerism will be a key to extending quality of life opportunities to all of the residents of the community regardless of income, age, or capacity. The willingness of the residents of Noblesville to volunteer should be supported by a fuller understanding and a greater coordination of the services we freely offer each other. Several benchmarks indicate that Noblesville is willing to approach problems concerning the physical and mental health of its citizens, and the coordination of programs, departments, businesses, and persons that respond them has grown.



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Noblesville has begun the foundations for a "life-cycle" community through expansions of infrastructure, facilities, and programs that respond to the needs and interests of children, adults, and the elderly. We can retain the small-town values that embrace across income levels, gender, ethnicity, and generations, but only if this becomes a clearer target of coordinated community policy. The risk remains that Noblesville will devolve into a suburb serving only the prevailing economic interests and dictated by forces beyond our control.

The original Benchmarking Report noted three themes in the People section: the importance of community cooperation, the desire for diversity in a "life-cycle" community, and a need to address a variety of issues affecting at-risk families. One purpose of this report is to determine whether action taken in our community pursues that balance.

a) The importance of community cooperation

Much of the involvement that Noblesville's citizens have with their community is through positive, volunteer action. Although no exact percent is available, the number of organizations that are based in volunteer work and the number of persons who do that work indicate that a significant number of persons donate their time and effort to a wide range of organizations, groups, and clubs. The increase in the number of organizations providing volunteers for the community has created some duplication in service that better coordination among agencies and organizations might prevent. At least three attempts have been made to assess and publish the number and nature of community organizations, but no one has made such a list since the one created by the Hamilton County Community Service Council in 1994. Benchmark priorities seek an increase in the coordination among service and volunteer organizations in Noblesville.

Unfortunately, the original People benchmarks failed to incorporate information from religious organizations and their many volunteer works. For a more complete picture of volunteerism in Noblesville, future benchmarks and the resultant planning documents must include this major area of contribution to the Noblesville community. While motivated by religious and moral beliefs and goals, rather than traditional commercial or educational investment criteria, there has been a very significant increase in citizen investments in the church-based facility and program infrastructure. This theme was highlighted well in the December 2002 issue of "Hamilton County Business Views." The strength and diversity of the religious infrastructure in Noblesville is a significant measurement for both existing



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residents and those considering Noblesville as a residence, employment or investment destination. The significance of this measure should not be underestimated. If the capital investment in church facilities during the most recent three-year period is a valid indication, religious opportunities are a particular strength of the Noblesville community. Recent examples include over \$25 million in total facility investment for the First United Methodist, Our Lady of Grace Catholic, and White River Christian churches alone. All three of these examples include high-quality preschool programs and facility investments that match or exceed the quality of the public educational opportunities in Noblesville.

b) The desire for diversity in a “life-cycle” community

Like many of the themes established through the Benchmarking-Stewardship process, the issue of diversity is best presented as a concern for balance. The most powerful factors that impede progress toward these goals are growth and its complications. **If Noblesville intends to provide opportunities for education, housing, work, health, service, and recreation for all of its citizens throughout their lives, then it must pro-actively commit planning, resources, and infrastructure to that end.**

Noblesville's overarching goals demand that we become more responsive to the needs of our residents and protect our small-town atmosphere, and juggle this duty with the responsibility to manage the growth that appears inevitable. This is only compounded by the realization that the community's members and their needs are dynamic; as population demographics shift, so do needs. Answering the needs of a "life-cycle" community demands an awareness of all elements within it and an anticipation of their "aging."

The provision of opportunities for diversity in housing, education, business, and government is a benchmarking priority. Beyond fulfilling the responsibility any community has for all of its citizens, diversity assures a range of opportunities at each phase of the cycle. The larger problem of balance is not only of present demands but also of needs across time. Growth, particularly in upper-middle, high income, single-family housing, can affect possibilities for members of the community in the present and affect as well their opportunities in the future, when their circumstances and needs are different.



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Benchmark goals support the provision of diverse recreational and educational opportunities for all of Noblesville's citizens regardless of their age or economic status. Recreational programs provided by the city parks department and other organizations continue to increase both in number and diversity of events. The new construction of educational facilities in the community increased the available space, thereby providing greater access for life-long learning opportunities including adult continuing education, GED programs and classes sponsored by area universities. Other gathered benchmark data highlights that Noblesville's families with preschool children appear to be well provided for in terms of childcare accessibility. Estimates of the capacity of childcare providers in Noblesville, according to the benchmark data, indicate that the number of child-care slots has increased by almost 74% from 1996 to 2000.

c) Addressing the needs of families at risk

The overarching goal of the People Benchmarks includes the word "compassionate." The extent of volunteerism noted above underscores the desire of the community to assist those in need and to expand the awareness of the conditions of risk through education. Problems of mental and physical health, and substance and physical abuse affect the entire community regardless of social or economic conditions. The response a community makes to its citizens at-risk is a fair indicator of the compassion noted in the goal.

A significant shortfall in this area is that many of the markers that benchmarking tracks in human services and needs come from federal census information that is only available at the close of each decade.

The perception remains that Noblesville is an upper-middle class community whose citizens can and do provide care for themselves in issues of risk. However, benchmark data indicates that Noblesville is not immune to the pervasiveness of abuse and domestic violence. Benchmark goals seek to increase awareness of all forms of abuse and violence, which should result in an increased number of cases reported. The collected data verifies that the number of reported incidents has increased in most instances. The increase in incidents should continue to be monitored for detection of any significant changes in underlying conditions.



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E. Environment

1. Benchmarks:

	Existing Conditions	1996	2000	2005	2010
1A. Noblesville Township: Amount of public land located in the flood plain.	1993 = 87.90 acres	<i>Monitor</i> 1996 = No change	<i>Monitor</i> 2000 = No change	<i>Monitor</i>	<i>Monitor</i>
1B. Noblesville Township: Number of permanent structures located in the flood fringe and floodway.	1993: Recreational = 4 Commercial/Residential = 274 Total Structures = 278	<i>Maintain or fewer than 278</i> No change	<i>Maintain or less than number in 1996</i> Essentially no change.	<i>Maintain or less than number in 2000</i>	<i>Maintain or less than number in 2010</i>
1C. Noblesville: Acreage of greenspace/parks in the floodplain.	1993: Southside park = 1 acre	<i>300 acres or 10% of floodplain</i> 1996 = No change	<i>750 acres or 25% of floodplain</i> 2000 = Some growth	<i>1200 acres or 40% of floodplain</i>	<i>1500 acres or 50% of floodplain</i>
1D. Noblesville Township: Number of building permits issued for non-recreational structures in the floodway fringe.	1993 = 1 permit	0 1994 = 0 1995 = 0 1996 = 3	0 1998: 1 1999: 1 2000: 0	0	0
1E. Noblesville Township: Total acreage of floodplain.	1993 = 3,000 acres estimated	<i>More than 2,700 acres</i> No apparent change	<i>2,700+ acres</i> No effective change	<i>2,500+ acres</i>	<i>2,500+ acres</i>

Previous Reference: L2, L4, L5, L6, L8

Source: Information taken from May 1996 aerial photographs.

Details: (1A) Most public land located in the floodplain in 2000 had been owned by the public for years before. Numbers were measured using a planimeter. Acreage varied from 1993. Based on data collected during this review process, there appears to be little change, if any, from the numbers collected for 1993. Any variation is insignificant and is attributed to measurement methods. (1B) The 2000 figure was determined by reviewing construction and demolition permits for floodway zones. Some accessory structures have been built but, to be approved, all had to be built above the 100-year flood line. (1C) For the purposes of this report, greenspace was described as private and public park area and excludes golf courses. (1D) The 1998 permit was issued for a water treatment facility. The 1999 permit was for a cell phone tower. (1E) The 2000 data reflects that gravel pits have built dikes and ponds that affect the floodway, but no major filling operations have occurred. Flood data was collected mostly from the FEMA Flood Hazard Maps from 1982.



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Planning Evaluation: Because waterways are a major characteristic of Noblesville, floodplain and flooding issues are a factor in many policy decisions. This benchmark is intended to show the result of potentially beneficial policies that affect the nature of the floodplain within the community. Benchmarks 1A and 1C will show the result of a policy decision to purchase floodplain areas when they become available with the possibility of converting the land to a public park to maintain the natural characteristics. Benchmarks 1B and 1D reflect a policy decision to regulate construction within the floodplain. Because there have been very few permits issued reflects Noblesville's policy that no new structures can be constructed within the floodplain. The best possible method to affect beneficial change in this benchmark is through the proper policy decisions, several of which are already in place.

	Existing Conditions	1996	2000	2005	2010
2. Noblesville Township: Number of toxic spills.	1989 = 7 spills 1990 = 5 1991 = 4 1992 = 10	<i>0 spills/year</i> 1993 - 8 1994 - 8 1995 - 11 1996 - 8	<i>0 spills/year</i> 2000 - 14	<i>0 spills/year</i>	<i>0 spills/year</i>

Previous Reference: L11

Source: Emergency Response Section of the Indiana Department of Environmental Management (232-8603); <http://www.in.gov/idem/oppta/tri/search.html>

Details: 2000 data collected from IDEM's spills report file. Some of the listings are not necessarily "spills" but also dumping, illegal burning, etc.

Planning Evaluation: The Indiana Department of Environmental Management maintains several databases that relate to releases or transfers of toxic chemicals from manufacturing facilities. The ability to minimize the amount of toxic spills is for the most part given to the state and federal government, however, this benchmark does have utility locally as well. The most important information is not necessarily the number of spills, rather, it is Noblesville's ability to react and respond to chemical emergencies when they do occur. The information available on IDEM's website is helpful because it tracks the types of toxic chemicals that are released or transferred, thus allowing the locality to prepare for specific types of spills before they occur.



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	Existing Conditions	1996	2000	2005	2010
3. Noblesville Township: Number of miles of waterways (inc. the White River) under a fish consumption advisory.	1994 = 14.5 miles	<i>Fewer than 12.0 miles</i> See Footnote*	<i>Fewer than 9.0 miles</i> Advisories White River 3/4 Stoney Creek 5 Morse Reservoir 2/3	<i>Fewer than 4.0 miles</i>	<i>0 mile</i>

Previous Reference: L16

Source: Indiana DNR Fish Consumption Advisory Guide. http://www.in.gov/isdh/dataandstats/fish/fish_adv_index.htm

Details: The most recent guide does not list the areas by miles of waterways. Advisories are based on the kind and size of fish, and how often the fish should be eaten. A Level 5 fish advisory is a "Do Not Eat" warning for all fish. A Level 4 fish advisory means that adult males and females should limit their intake of fish from this area to one meal per two months. Women who are pregnant or breastfeeding, women who plan to have children, and children under the age of 15 should not eat the fish. Level 3 means one meal per month for adults, none for pregnant or breastfeeding women, women who plan to have children, or children under 15. Level 2 means a limit of one meal per week for adults, or one meal per month for pregnant women and children. Level 1 is unrestricted consumption.

Stoney Creek is under a Level 5 advisory for all fish. West Fork of the White River is under Level 3 and 4 advisories. In December 1999, the state lifted the Level 5 advisory on the river put in place after the major fish kill. Morse Reservoir is under Level 2 and 3 advisories for Largemouth Bass.

Planning Evaluation: The waterways in Noblesville are a major issue, whether it be concerning recreation or the environment. Although there are many factors that attribute to the environmental well-being of the waterways, this benchmark displays a good measure toward that goal. The data shows that this issue continues to be an area of concern, especially considering recent news regarding the White River. Historical data shows that there has been neither an improvement nor a deterioration in the quality of these waterways over the last four years.



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	Existing Conditions	1996	2000	2005	2010
4A. Noblesville: Average Suspended Solids released by the Wastewater Utility into White River.	N/A	N/A	Maintain level below state limits Achieved	Maintain level below state limits	Maintain level below state limits
4B. Noblesville: Average CBOD (Chemical/Biological Oxygen Demand) of Wastewater Utility into White River.	N/A	N/A	Maintain level below state limits Achieved	Maintain level below state limits	Maintain level below state limits
4C. Noblesville: Average Ammonia released by the Wastewater Utility into White River.	N/A	N/A	Maintain level below state limits Achieved	Maintain level below state limits	Maintain level below state limits
4D. Noblesville Township: Average <i>E. coli</i> levels (counts/100ml) in the White River upstream and downstream.	'90 '91 Up 3,301 807 Down 798 758	Actual Bench Up 700 675 Down 962.5 600	Actual Bench Up * 335 Down 292.5 300	Improve level over 2000	Improve level over 2005

Previous Reference: L20

Source: Noblesville Wastewater Department. IDEM Division of Water (308-3203) Contact: Chuck Bell

Details: (4A,B,C) Only estimated limits are shown. The treatment plant average release is well below the state limits. Data from previous years was unavailable; however, it is known that the plant has been operating within state limits. (4D) For the purposes of this benchmark, the north calculation was based off data collected at the Little Cicero Creek measurement station (58-03) and the south numbers were based off data collected from the Nora station (WR-248). No measurements were taken from the Little Cicero Creek station during 2000. If this station is no longer used in 2005, a new measuring station should be chosen.

Planning Evaluation: The data in this benchmark shows a positive trend over time. Not only are the *E. coli* levels from upstream decreasing, but in each case the levels downstream are less than the levels upstream. This shows that there is a concerted effort being taken to improve water quality for our neighbors downstream. This benchmark is also important because of water quality concerns with the White River; as these numbers continue to decrease, the water quality will continue to increase.



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	Existing Conditions	1996	2000	2005	2010
5A. Noblesville: Acres of public greenspace per 1,000 residents.	1993 = 13 acres per 1,000 residents	<i>13+ acres per 1,000 residents with equal amounts of passive & active recreation areas</i> 16.67 acres/1,000 residents	<i>14+ acres per 1,000 residents with equal amounts of passive & active recreation areas</i> 15.49 acres/1,000 residents	<i>15+ acres per 1,000</i>	<i>15+ acres per 1,000</i>
5B. Noblesville: Acres of private greenspace per 1,000 residents.	1 acre per 1,000 residents	<i>1+ acre per 1,000 residents with equal amounts of passive & active recreation areas</i> 1996 = No Apparent Change*	<i>1+ acre per 1,000 residents with equal amounts of passive & active recreation areas</i> 2000 = See attached table		

Previous Reference: L23, L24

Source: Noblesville Parks Department.

Details: (1A) According to a 2000 Noblesville Parks inventory report, the Parks Dept had 133.75 "community park" acres; 28.05 "neighborhood park" acres; and 2.5 "block park" acres. In addition, there were some 50 acres of county parks in the township, 214.96 acres of school land used as parks; and 13.5 acres of neighborhood association parks. This gives a total of 442.76 developed acres of parks and greenspace in Noblesville. The 2000 population was 28,590.

1996 calculation does not reflect any changes from 1993; the discrepancy apparently due to different measurement methods. The data collected for 1996 reflects a total of 171.8 acres of public parks and 148 acres of greenspace for the local school system. (1B) The 2000 data was based on the amount of greenspace in each residential Planned Development from 1993-2000.

Planning Evaluation: The measurement of this benchmark is important for several different reasons, including from the environmental and community recreation perspectives. Environmentally, it will become increasingly important to maintain and plan for greenspace as development continues to occur. From the community recreation perspective, as new people continue to move to Noblesville, it will be important to maintain and increase the number of recreational opportunities for these people, as well as the existing residents of Noblesville. Because Noblesville continually improves upon its existing park system and requires many new residential developments to include greenspace, this benchmark should continue its positive trend.



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	Existing Conditions	1996	2000	2005	2010
6A. Noblesville: Park impact money collected.	N/A	N/A	<i>Monitor</i> \$303,378.67	<i>Monitor</i>	<i>Monitor</i>
6B. Noblesville: Park Impact money spent.	N/A	N/A	<i>Monitor</i> \$397,685.30	<i>Monitor</i>	<i>Monitor</i>

Previous Reference: N/A

Source: Noblesville Parks Department. Contact: Sherry Faust.

Details: (6A) 1997: 97,966.78; 1998: \$124,964.80; 1999: \$159,082.99 Collection of park impact fees did not start until 1997. (6B) 1997: \$15,181.31; 1998: \$209,750; 1999: \$128,379.39. The difference between the collection and spending may be based on the fact that the data collected is a one year snapshot and does not reflect the prior years activity.

Planning Evaluation: This benchmark is a good measure of Noblesville's efforts to improve its park system as the population grows. As the city grows, the demand for parks and recreational activities will grow as well. The park impact fee was created as a way to satisfy the demand created by growth and new residents.

	Existing Conditions	1996	2000	2005	2010
7. Noblesville: Greatest distance in miles a Noblesville resident must travel to reach a usable public/ private park.	1993 = 6 driving miles from Lakeside subdivision to Morse Beach.	<i>Fewer than 6 driving miles</i> 1996 = 4.7 *	<i>Fewer than 3 driving miles</i> 4.4 *	<i>Fewer than 1 driving mile</i>	

Previous Reference: L25

Source: Noblesville Department of Planning and Development.

Details: The 2000 number is the distance from Pebblebrook to Forest Park. The driving distance from Kingsley to Forest Park is 6.4 miles. However, the benchmark suggests that any public park is acceptable, and Kingsley is only 3 miles east of Cool Creek Park (a county park).

Data for 1996 does not reflect any changes from 1993. There have been no new public parks. Likewise no new subdivisions have been built at a further distance from a public park than what existed in 1993. Apparently the decrease in the distance to a public park is due to different measurement methods.

Planning Evaluation: This benchmark displays that it is not only important to have park facilities for the residents, but it is also important that the facilities are available and accessible by all residents. The data shows a slight decrease in the distance; however, the distance is not decreasing at a rate that will meet the goals of this benchmark. In order to meet the goals set out for this benchmark, additional public parks would need to be constructed to reach the residents.



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	Existing Conditions	1996	2000	2005	2010
8. Noblesville: Number of miles of pedestrian pathways and bikeways connecting residents to community greenspace (not including subdivision sidewalks).	1994 = Currently no designated routes.	<i>Prepare Greenway Study of linkages within the community and with surrounding communities</i> 1996=No Change	2000 = 19.02	<i>Increase mileage</i>	<i>Increase mileage</i>

Previous Reference: L26

Source: Noblesville Parks Department.

Details: The 2000 figure comes from a Noblesville Parks inventory report and is listed as NAT (Noblesville Alternative Transportation). These miles were currently in place or under construction as of October 2000. In summer of 2001, the link from Forest Park to Downtown on the ITM railroad bridge was under construction.

The City has been collecting park impact fees since 1996 in an effort to expand Forest Park. It is also relevant to note that the city has required new developments to construct sidewalks and paths as development has occurred in an effort to provide for better pedestrian traffic flow.

Planning Evaluation: This benchmark exhibits a method for linking the park system to the residents, thus creating a system that is more accessible to all residents. This benchmark has been instrumental in the creation of the Noblesville Alternative Transportation Plan, which has created a network of trails to link the Noblesville community to the park system. There have been around 20 miles of trails developed since the creation of the NAT plan. With this plan in place, the positive trend expressed in the benchmark should continue.

2. Discussion of Highlights:

Although not a priority highlighted by the original Benchmarking Report, the condition of our environment is clearly linked to Noblesville's overall quality of life. Much of the environmental health of the community is a product of many federal and state regulations and statutes. Given the complexity of these governmental agencies and the technical expertise required to interpret much of their data, there is an inherent difficulty in tracking local data for the benchmarks related to environmental issues. Although limited, the benchmark data collected for 1996 appears to indicate that the benchmarks related to the community's environmental health are either in a holding pattern or, in some instances, are experiencing minor gains. Suggestions to improve local accessibility and re-establish local



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oversight include the creating a new organization or designating an existing agency to be responsible for the interpretation and dissemination of federal and state data pertinent to Noblesville.

Successes related to environmental issues which were noted by data results include the revision of the City's Unified Development Ordinance and Comprehensive Master Plan recommendations as each pertains to floodway and floodplain issues. Both of these land use tools were significantly strengthened in an effort to discourage development of floodway and floodplain areas. As one commendable example of practical and successful utilization of the benchmarking process, the City's Parks Department incorporated benchmarking objectives into the update of their Master Plan, and then enacted impact fees to purchase more public recreational land. Two very positive examples of public-private cooperation, primarily citizen-led are the riverwalk efforts and the highly successful, annual White River Cleanup. This effort not only offers a strong confirmation that environmental measures should be part of the benchmarking process, but it is unprecedented in Indiana for its scale, its level of success and its breadth of community involvement.

Because water quality is a critical issue measured by benchmarking, there are two processes that are currently being addressed by the City that have the potential for a major impact on the outcome of benchmarking data. The first process involved the creation of the Combined Sewer Overflow Citizen Advisory Committee. The City of Noblesville currently has nine combined sewer overflow points, or CSOs, that, during wet weather activity, discharge combined untreated sewage into the White River and Wilson's Creek. Currently, Noblesville's Wastewater Treatment Plant is able to capture 76% of the wet weather flow. The Citizen Advisory Committee was started to provide input to the process of created Noblesville's CSO Long Term Control Plan. This plan describes the changes and improvements that will need to be made to the combined sewer system in order to meet the requirements of the federal Clean Water Act, or to increase the percentage captured in the combined sewer system during wet weather flow. The CSO Citizen Advisory Committee will help to address any possible priority CSO areas, or areas within the water bodies where there is consistent human interaction with the water. The committee will also help to address any CSO control alternatives, or projects that will help to increase the percentage of combined sewage captured during wet weather. One such project, currently being studied, has the potential to increase the percentage captured to between 85 and 90 percent, all using money currently on hand. The benchmarking data collected over the next 5 years should help to support the efforts of this committee and the City in improving the water quality in Noblesville.



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Another process currently underway involves the U.S. Environmental Protection Agency's (EPA) Storm Water Phase II Final Rule. Phase II is the next step in EPA's effort to protect and improve water resources from polluted storm water runoff. This program will expand upon current rules so that additional separate storm sewer systems and operators of construction sites will need to implement controls for polluted storm water runoff. Phase II is intended to further reduce impacts to water quality by requiring controls on unregulated sources of storm water discharges that have the greatest likelihood of causing continued environmental degradation. The Phase II program will help to minimize the affects that storm water discharges will have on the local water bodies, such as the White River, Morse Reservoir, or Stony Creek. This process will again be supported by the benchmarking data, specifically with regard to the water quality and fish advisories in the major bodies of water in the City of Noblesville.



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V. Lessons Learned & Closeout Review

A. Lessons Learned

The Benchmarking Committee conducted a review of its own processes and results. The lessons learned during the FY 2001 to 2002 benchmarking review should be considered during the periodic reviews of individual benchmarks. More significantly, these lessons learned should be applied during the next comprehensive review during FY 2006 to 2007. Key among those:

- The Benchmarking Committee must include diverse perspectives, personal priorities and values. This diversity enriches and strengthens, rather than impedes, the process.
- Every effort should be made to adhere to an aggressive, short timeline for the five-year update. The current committee lost valuable momentum and productivity when the time between meetings was stretched out. Unfortunately, this long timeline also resulted in two committee members' leaving town before completion of the review and drafting of the final product, although all benchmarking review, ranking and assessment was completed before their departure. In short, this round took too long and that should not be repeated.
- The availability of measurement data for benchmarks varies significantly. Some benchmarks might need to be eliminated simply because there is no practical or accurate way to measure them.
- Benchmarks must not only be measurable, but have practical, policy or governance applicability and value. If committee reviewers or stakeholders cannot clearly relate a benchmark to day-to-day realities, then it should be considered either as an appended statistic or eliminated.
- Some benchmarks have limited lifecycles as valid measures. The Steering Committee should not be hesitant about discarding invalid measures and adding more relevant measures.



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B. Closeout & Next Steps

- Present a summarized, PowerPoint version of the benchmarking report to:
 - session one - the City Council (*summary overview, supported by detailed documentation*)
 - session two - the Mayor and his department heads (*detailed presentation, supported by documentation*)
 - session three general public / key citizen groups; if required based upon public reaction to sessions one and two (*summary overview, followed by question and answer session; no detailed documentation distributed – direct to city Website*)
- Post the benchmarking report and that summary presentation on the city's Website
- Pro-actively distribute the benchmarking report according to the accompanying communications plan
- Appoint replacements to fill two vacancies on the benchmarking committee
- Support, on an ad-hoc, as requested basis, the work of city officials as they learn to use the tool in fulfilling their duties to the citizens of Noblesville
- Schedule annual reviews by Steering Committee for 2003 & 2004
- Preliminary planning by Planning Department for 2005 data collection and review, including process to strengthen the education and environment benchmarks and measurement / evaluation process



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VI. Attachments:

A. Summary Table – Identifying Disposition of Each Original Benchmark

<i>Land Benchmarks</i>	<i>Outcome</i>
1. Noblesville Township: Number of permanent structures located in the flood fringe and floodway.	Environment Benchmark 1B
2. Noblesville Township: Amount of public land located in the flood plain.	Environment Benchmark 1A
3. Noblesville Township: Amount of tree cover in the flood plain.	Deleted
4. Noblesville Township: Number of permanent structures located in the flood fringe and floodway.	Environment Benchmark 1B
5. Noblesville Township: Acreage of greenspace/parks in the floodplain.	Environment Benchmark 1C
6. Noblesville Township: Number of building permits issued for non-recreational structures in the floodway fringe.	Environment Benchmark 1D
7. Noblesville Township: Number of square feet of non-recreational structures granted building permits in the floodway fringe.	Deleted

<i>People Benchmarks</i>	<i>Outcome</i>
1. Noblesville: Total persons in poverty (percent of population).	People Benchmark 1A
2. Noblesville: Persons under 18 in poverty (percent of all residents under 18).	People Benchmark 1B
3. Noblesville: Persons 65 and over in poverty (percent of all residents 65 and over).	People Benchmark 1C
4. Noblesville: Families w/ children under 18 headed by a single householder only.	Deleted
5. Noblesville: Families w/ children under 18 headed by a single householder only, living below the poverty level (percentage of total).	People Benchmark 1D
6. Noblesville: Married couple families with children under 18.	Deleted
7. Noblesville: Married couple families with children under 18 living below the poverty level (percentage of total).	People Benchmark 1E



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<i>Land Benchmarks</i>	<i>Outcome</i>
8. Noblesville Township: Acreage of floodplain minus greenspace/ parks.	Deleted
9. Noblesville Township: Number of standards variances given for the floodway fringe.	Deleted
10. Noblesville Township: Number of land use variances given for the floodway fringe.	Deleted
11. Noblesville Township: Number of toxic spills.	Environment Benchmark 2
12. Noblesville Township: Number of smoke-free environments (public buildings).	Deleted
13. Noblesville Township: Industrial Air Pollutant Releases - Federal Toxic Release Inventory (TRI).	Deleted
14. Noblesville Township: Number of hazardous sites.	Statistical Reference

<i>People Benchmarks</i>	<i>Outcome</i>
8. Noblesville: Households without access to an automobile.	Deleted
9. Hamilton County: Number of Food Stamps recipients served per month.	Statistical Reference
10. Hamilton County: Average number of WIC recipients served per month.	Statistical Reference
11. Noblesville Schools: Number of students receiving free and reduced-price lunches.	Statistical Reference
12. Noblesville Schools: High School dropout rate.	Education Benchmark 1
13. Noblesville: Adults age 25 and over who have high school diploma or GED.	Statistical Reference
14. Noblesville: Adults age 25 and over who have less than a high school education.	Deleted



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Land Benchmarks

Outcome

15. Noblesville Township: Number of opportunities and locations to properly dispose of household hazardous waste.	Statistical Reference
16. Noblesville Township: Number of miles of waterways (inc. the White River) under a fish consumption advisory.	Environment Benchmark 3
17. Noblesville Township: Number of septic failures.	Statistical Reference
18. Noblesville Township: Number of homes that are tested for radon.	Deleted
19. Noblesville: Occurrences of construction-related erosion on sites five (5) acres or greater.	Deleted
20. Noblesville Township: <i>E. coli</i> levels (counts/ml) in the White River upstream and downstream.	Environment Benchmark 4D
21. Noblesville: Tons of material that is landfilled annually per capita.	Statistical Reference

People Benchmarks

Outcome

15. Noblesville: Literacy Rate.	Deleted
16. Hamilton County: Unemployment rate.	Economy Benchmark 9
17. Hamilton County: Percentage of kindergartners with full immunizations by age 2.	People Benchmark 2
18. Hamilton County: Total confirmed AIDS cases.	Statistical Reference
19. Hamilton County: Mortality rate (per 100,000 population) from heart disease.	Statistical Reference
20. Hamilton County: Mortality rate (per 100,000) from cancer.	Statistical Reference
21. Hamilton County: Active tuberculosis cases per 100,000 (number of cases).	Statistical Reference



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<i>Land Benchmarks</i>	<i>Outcome</i>
22. Noblesville: Tons of material that is recycled annually per capita.	Statistical Reference
23. Noblesville: Acres of public greenspace per 1,000 residents.	Environment Benchmark 5A
24. Noblesville: Acres of private greenspace per 1,000 residents.	Environment Benchmark 5B
25. Noblesville: Greatest distance in miles a Noblesville resident must travel to reach a public park.	Environment Benchmark 7
26. Noblesville: Number of miles of pedestrian pathways and bikeways connecting residents to community greenspace.	Environment Benchmark 8
27. Noblesville Township: Percentage of groundwater that is contaminated.	Deleted
28. Noblesville Township: Acres of land with forest/dense vegetation.	Deleted

<i>People Benchmarks</i>	<i>Outcome</i>
22. Hamilton County: Percent of women who give birth that receive prenatal care in first trimester.	People Benchmark 3
23. Hamilton County: Infant mortality rate (per 1000 live births).	Statistical Reference
24. Hamilton County: Number of low birth weight babies (less than 5.5 lbs.) born.	People Benchmark 4
25. Hamilton County: Suicide rate (per 100,000 population).	Statistical Reference
26. Noblesville: Number of police contacts with youth involving alcohol and other drugs (percent of all youth contacts).	Deleted
27. Noblesville: Percentage of reported crashes that involve a driver under the influence of alcohol.	People Benchmark 5A
28. Noblesville: Number of fatal crashes involving a driver under the influence of drugs or alcohol.	Deleted



NOBLESVILLE BENCHMARKING REPORT & PLAN
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Land Benchmarks

Outcome

29. Noblesville Township: Acres of presumed wetlands.	Statistical Reference
30. Noblesville: Stock of historic structures.	Growth Benchmark 2B
31. Noblesville: Demolitions of historic building.	Growth Benchmark 2B
32. Noblesville: Number of historic facade renovations and historic building rehabilitations within the downtown.	Growth Benchmark 2B
33. Noblesville: Percentage of residents in the workforce who commute to Indianapolis.	Economy Benchmark 7A
34. Noblesville: Percentage of residents in the workforce who commute to Anderson and Kokomo.	Economy Benchmark 7B
35. Noblesville: Percentage of residents who commute to and from work using carpools or public transportation.	Deleted

People Benchmarks

Outcome

29. Noblesville Township: Children involved in and/or witness to domestic violence.	People Benchmark 6
30. Noblesville: Child abuse/neglect cases.	People Benchmark 7
31. Noblesville: Number of domestic disturbance and domestic violence calls responded to by the police department.	People Benchmark 8
32. Noblesville Township: Opportunities available to help families and individuals maintain mental health and cope with stress, anxieties, and loneliness.	Deleted
33. Hamilton County: Pregnancy rate per 1,000 population for 15-19 year olds.	People Benchmark 9
34. Noblesville Schools: Attendance rate.	Education Benchmark 2
35. Noblesville: Runs by police department involving youth contact.	Deleted



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Land Benchmarks

Outcome

36. Noblesville: Inventory of street trees.	Statistical Reference
37. Noblesville: Amount of tree cover.	Deleted
38. Noblesville: Number of permanent exhibits of nature or natural processes for educational purposes.	Deleted
39. Noblesville Township: Ratio of residential to non-residential assessed valuation.	Economy Benchmark 1
40. Noblesville: Gross assessed valuation per capita.	Economy Benchmark 8
41. Noblesville: Net levy per capita (total and city)	Statistical Reference
42. Noblesville Township: Acres and percentage of industrial uses in areas zoned for those purposes.	Growth Benchmark 4A

People Benchmarks

Outcome

36. Noblesville: Cases referred by the police department to juvenile court.	Deleted
*37. Noblesville: Number of police contacts with youth involving alcohol and other drugs.	Deleted
38. Noblesville: Percentage of population, 65 and over, living independently.	Deleted
39. Noblesville Township: Estimated percentage of "at risk" (0 to 3rd birthday) population served in community programs.	Deleted
40. Noblesville Schools: Number of developmentally disabled, school-aged children that are served by schools.	Deleted
41. Hamilton County: Number of developmentally disabled persons served by group homes.	Deleted
42. Hamilton County: Number of developmentally disabled persons in supportive employment.	Deleted



NOBLESVILLE BENCHMARKING REPORT & PLAN
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Land Benchmarks

Outcome

43. Noblesville Township: Acres and percentage of commercial uses in areas zoned for those purposes.	Growth Benchmark 4B
44. Noblesville: Ratio of land area to perimeter distance.	Deleted
45. Noblesville Township: Number of variances.	Statistical Reference
46. Noblesville Township: Number of zone changes.	Statistical Reference
47. Noblesville Township: Ratio of new primary structures occurring within one mile of Noblesville City Hall to new primary structures occurring beyond one mile but within two miles radius.	Growth Benchmark 6
48. Noblesville: Population growth rate.	Growth Benchmark 7
49. Noblesville: Density - population per unit area of land.	Growth Benchmark 8

People Benchmarks

Outcome

43. Hamilton County: Percentage of adults aged 18 to 64 with a work disability that are served by community programs.	Deleted
44. Noblesville Township: Number of child care slots available.	People Benchmark 10
45. Noblesville Township: Number of child care slots for infants in state-licensed facilities.	Deleted
46. Waiting list for child care: a. Noblesville Township: state-licensed facilities b. Hamilton County: assistance programs	Deleted
47. Noblesville Schools: Number of reported slots of before-and-after-school programs.	Deleted
48. Noblesville: Number of city-related committees.	Deleted
49. Noblesville Schools: Number of school-related parent committees (long term).	Deleted



NOBLESVILLE BENCHMARKING REPORT & PLAN
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Land Benchmarks

Outcome

50. Noblesville Township & Two Mile Jurisdiction: Acres subdivided.	Statistical Reference
51. Noblesville Township & Two Mile Jurisdiction: Building permits issued.	Deleted
52. Nob.Twp.: Land uses.	Statistical Reference
53. Noblesville Township: Number of new developments installing sewer trunk lines (18" or larger)	Deleted
54. Noblesville: Level of Service at Key Intersections:	Growth Benchmark 5B
55. Noblesville: Police services response times.	Growth Benchmark 10A
56. Noblesville: Fire services response times.	Growth Benchmark 10C

People Benchmarks

Outcome

50. Noblesville: Number of organizations and clubs.	Deleted
51. Noblesville: Number of business/ education/community partnerships (formal and informal).	Deleted
52. Noblesville: Chamber composition.	Deleted
53. Noblesville: Chamber attendance.	Deleted
54. Noblesville Township: Hamilton County Convention and Visitors Bureau membership.	Deleted
55. Noblesville Township: Hamilton County Convention and Visitors Bureau attendance.	Deleted
56. Noblesville Schools: School activities that are sponsored by another organization.	Deleted
57. Noblesville Schools: Number of scholarship programs sponsored by other organizations.	Education Benchmark 9



NOBLESVILLE BENCHMARKING REPORT & PLAN
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***Economy
 Benchmarks***

Outcome

1. Noblesville: Business to residential gross assessed valuation.	Deleted
2. Noblesville: Gross assessed valuation per capita.	Economy Benchmark 8
3. Noblesville: Net levy per capita (total and city).	Statistical Reference
4. Noblesville Township: Number of hotel/bed and breakfast rooms in Noblesville Township.	Deleted
5. Noblesville Township: Vacancy rate for hotel/bed and breakfast rooms.	Deleted
6. Noblesville Township: Number of bed and breakfast facilities in Noblesville Township.	Deleted
7. Noblesville: Number of site visits by tourism-related industries.	Deleted

People Benchmarks

Outcome

58. Noblesville Schools: Number of cooperative vocational programs.	Deleted
*59. Noblesville: Greatest distance in miles a resident must travel to reach a public park.	Environment Benchmark 7
60. Noblesville Township: Diversity of recreational programs.	Deleted
61. Noblesville Township: Opportunities to participate in recreational programs.	Deleted
62. Noblesville: Market coverage for homes affordable to families with metropolitan median income (42,800).	Deleted
63. Noblesville: Market coverage for apartments affordable to families with incomes most suitable for renting (\$20,000 - \$40,000).	Deleted
64. Noblesville: Number of families that cannot afford market-priced housing (ownership of rental).	Deleted



NOBLESVILLE BENCHMARKING REPORT & PLAN
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***Economy
 Benchmarks***

Outcome

8. Noblesville Township: Attendance at events/festivals	Deleted
9. Hamilton County: Number of specialty shops, traditional retail, and restaurants downtown.	Economy Benchmark 2A
10. Hamilton County: Small business starts/survivals.	Economy Benchmark 2B
11. Noblesville Schools: Number of contacts between small business and city staff/chamber.	Deleted
12. Noblesville: Annual budget/expenditures for infrastructure.	Growth Benchmark 1
13. Noblesville: Annual increase in acres served by public utilities.	Deleted
14. Noblesville: Number of abatements issued.	Deleted

People Benchmarks

Outcome

65. Noblesville Schools: Number of GED certificates earned by persons under 25, and persons 25 and over.	Deleted
66. Noblesville Township: Number of residents that participate in adult education opportunities.	Deleted
67. Noblesville Schools: Percentage of women and minorities working in the schools system.	Statistical Reference
68. Noblesville: Percentage of women and minorities holding public office.	Statistical Reference
69. Noblesville High School: Percentage of 12th-graders that use alcohol monthly.	Deleted
70. Noblesville High School: Percentage of 12th-graders that use marijuana monthly.	Deleted
71. Noblesville High School: Percentage of 12th-graders that use other drugs monthly.	Deleted



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***Economy
 Benchmarks***

Outcome

15. Noblesville: Dollars private investment leveraged.	Deleted
16. Noblesville: Number of jobs attracted.	Economy Benchmark 3
17. Noblesville: Number of abatements to new competing businesses.	Economy Benchmark 4A
18. Noblesville: Infrastructure investment for new competing business.	Deleted
19. Noblesville: Number of abatements to existing businesses.	Economy Benchmark 4B
20. Noblesville: Infrastructure investment for existing business.	Deleted
21. Noblesville Township: Survey of businesses in Noblesville.	Statistical Reference

People Benchmarks

Outcome

*72. Noblesville: Police Department: Number of youth alcohol and other drug cases (Percent of all youth cases).	Deleted
73. Noblesville: Number of reported traffic accidents with a driver under the age of 21 that involve alcohol.	Deleted
74. Noblesville: Number of traffic fatalities involving a driver under the age of 21 and under the influence of alcohol.	Deleted
*75. Noblesville: Percentage of reported crashes that involve a driver under the influence of alcohol.	People Benchmark 5A
*76. Noblesville: Number of fatal crashes involving a driver under the influence of drugs or alcohol.	Deleted
77. Noblesville Schools: Percentage of parents that attend parent-teacher conferences.	Deleted
78. Noblesville Schools: Percentage of parents that volunteer for in-school events, after-school events.	Deleted



NOBLESVILLE BENCHMARKING REPORT & PLAN
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***Economy
 Benchmarks***

Outcome

22. Noblesville: Number of site visits	Deleted
23. Noblesville: Number of contacts.	Deleted
24. Noblesville: Dollars spent on marketing strategy and advertisement/contact.	Statistical Reference
25. Noblesville: Number of marketing campaigns.	Deleted
26. Noblesville: Downtown vacancy rates (Basement, 1st floor, 2nd floor, 3rd floor, etc.).	Economy Benchmark 5
27. Noblesville: Number of changes in ownership.	Deleted
28. Noblesville: Increase/decrease in value of land and improvements.	Deleted

People Benchmarks

Outcome

79. Noblesville Schools: Number of cooperative vocational opportunities.	Deleted
80. Noblesville Schools: Number of students that get jobs in field of apprenticeship.	Deleted
*81. Noblesville: Number of GED certificates awarded to persons under 25, and 25 and over.	Deleted
*82. Noblesville Township: Number of participants in community-based continuing education (non-traditional).	Deleted
83. Noblesville High School: Number of continuing education classes offered at high school.	Education Benchmark 3
84. Noblesville High School: Percentage of high school students who graduate.	Education Benchmark 6
85. Noblesville High School: Percentage of students who pursue further education (2-year college, 4-year college, trade school).	Education Benchmark 7



NOBLESVILLE BENCHMARKING REPORT & PLAN
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***Economy
 Benchmarks***

Outcome

29. Noblesville: Retail uses as a percentage of total 1st floor uses.	Economy Benchmark 6
30. Noblesville: Track downtown investment (private and public).	Growth Benchmark 2A
31. Noblesville: Number of business/education/ community partnerships (formal and informal).	Deleted
32. Noblesville: Chamber composition.	Deleted
33. Noblesville: Chamber attendance.	Deleted
34. Noblesville Township: Hamilton County Convention and Visitors Bureau membership.	Deleted
35. Noblesville Township: Hamilton County Convention and Visitors Bureau attendance.	Deleted

People Benchmarks

Outcome

86. Noblesville Schools: Percentage of students who participate in extra-curricular activities (sports, clubs, music, youth activities outside of school setting).	Deleted
87. Noblesville Schools: Number of opportunities to participate in extra-curricular activities.	Education Benchmark 8A
*88. Noblesville Township: Number of participants in community-based continuing education (non-traditional).	Deleted
89. Noblesville High School: Number of residents that earn GED certificate at high school after 25.	Deleted
90. Noblesville Schools: Number of non-school events scheduled in school facilities.	Education Benchmark 8B
91. Noblesville Schools: School activities that are (co-) sponsored by another organization.	Deleted
92. Noblesville Schools: Number of scholarship programs sponsored by other organizations.	Education Benchmark 9



NOBLESVILLE BENCHMARKING REPORT & PLAN
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***Economy
 Benchmarks***

Outcome

36. Noblesville Schools: School activities that are sponsored by another organization.	Deleted
37. Noblesville Schools: Number of scholarship programs sponsored by other organizations.	Education Benchmark 9
38. Noblesville Schools: Number of cooperative vocational programs.	Deleted
39. Noblesville: Comprehensive Plan completion.	Deleted
40. Noblesville: Comprehensive Plan updates (requiring City Council action).	Statistical Reference
41. Noblesville: Annual report completion.	Deleted
42. Noblesville Township: Deviations from Comprehensive Plan (variances and zone changes).	Statistical Reference
43. Noblesville: Land (acres) annexed.	Growth Benchmark 3A, B

People Benchmarks

Outcome

*93. Noblesville Schools: Number of cooperative vocational opportunities.	Deleted
94. Noblesville Schools: Number of internships/work experience opportunities.	Education Benchmark 10
*95. Noblesville High School: Percentage of students that graduate from high school.	Education Benchmark 6
*96. Noblesville High School: Percentage of students that pursue further education (2-year college, 4-year college, trade school).	Education Benchmark 7



**NOBLESVILLE BENCHMARKING REPORT & PLAN
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B. Statistical Appendix

Environment Statistics

LAND SUBGOAL: Reduce Risks of Pollutants in the Community					
	Existing Conditions	1996	2000	2005	2010
1. Noblesville Township: Number of hazardous sites by location and rank.	1993 = 25 sites	<i>Monitor</i> See Footnote*	<i>Monitor</i> 66 hazardous waste handlers/producers See Footnote*		<i>Reduce number to 50% of the sites found hazardous in the year 2000.</i>

Source: IDEM. <http://www.state.in.us/idem/communityinfo/zip.html>

LAND SUBGOAL: Reduce Risks of Pollutants in the Community					
	Existing Conditions	1996	2000	2005	2010
2. Noblesville Township: Number of opportunities and locations to properly dispose of <i>household</i> hazardous waste.	1993 = No broad-based opportunities currently exist.	<i>Once a month or more</i> 1996 = No change	<i>Twice a month</i> 2000 = New Site Funded	<i>Twice a month</i>	<i>Facility that accepts wastes on a once/week basis.</i>

Source: IDEM

LAND SUBGOAL: Protect and Improve Our Environment					
	Existing Conditions	1996	2000	2005	2010
3. Noblesville Township: Number of septic failures.	1991 = 27 1992 = 29 1993 = 25	<i>Fewer than 20 failures</i> 1994 = 20 1995 = 18 1996 = 14	<i>Fewer than 15 failures</i> 1998 = 17 1999 = 22 2000 = 26	<i>Fewer than 10 failures</i>	<i>Fewer than 5 failures</i>

Source: Hamilton County Health Department.



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LAND SUBGOAL: Protect and Improve Our Environment							
	Existing Conditions			1996	2000	2005	2010
4. Noblesville: Tons of material that is landfilled annually per capita. Tons of material that is recycled annually per capita. Percent of households served by curbside pickup that participate in recycling program.	'91 0.26	'92 0.25	'93 0.23	<i>0.15 tons/capita</i> 2/96 to 2/97 = 0.30*	0.12 tons/capita (Trash) 2000 = .26 0.12 tons/capita (Recycle) 2000 = .04	<i>Reduce trash and increase recycle</i>	<i>Reduce trash and increase recycle</i>

Source: Noblesville Street Department.

LAND SUBGOAL: Protect and Improve Our Environment							
	Existing Conditions			1996	2000	2005	2010
5. Noblesville: Percent of households participating in curbside pickup recycling program.	N/A			N/A	<i>Goal = 50%</i> 2000 = 65%	<i>Goal = 75%</i>	<i>Goal = 100%</i>

Source: Noblesville Street Department.

LAND SUBGOAL: Provide Adequate Greenspace							
	Existing Conditions			1996	2000	2005	2010
6. Noblesville: Number of trees planted annually by Street Department.				<i>Monitor</i>	<i>Monitor</i> 116	<i>Increase plantings from 2000</i>	<i>Increase plantings from 2005</i>

Source: Noblesville Street Department.



NOBLESVILLE BENCHMARKING REPORT & PLAN Covering 2002 – 2007

LAND SUBGOAL: Identify and Protect the Community's Critical Assets: Environmental, Historical, and Non-historical/Unique Physical					
	Existing Conditions	1996	2000	2005	2010
7. Noblesville Township: Acres of presumed wetlands.	1993 = 1,564 acres 5% approx.	1,564+ acres 1996 = No Change	1,564+ acres 2000 = No effective change	1,564+ acres	1,564+ acres

Source: John South, Soil and Water Conservation (773-1406)

LAND SUBGOAL: Identify and Protect the Community's Critical Assets: Environmental, Historical, and Non-historical/Unique Physical					
	Existing Conditions	1996	2000	2005	2010
8. Noblesville: Inventory of street trees.	1993 = 3,909 trees	5,100+ trees 1996 = 4277 trees	6,700+ trees 4524	7,500+ trees	7,500+ trees

Source: Noblesville Street Department.

People Statistics

PEOPLE SUBGOAL: Reduce the number of families and persons at risk starting with education and awareness (Basic Needs)					
	Existing Conditions	1996	2000	2005	2010
1. Hamilton County: Number of Food Stamps recipients served per month.	Oct. 1992 = 998 1993 = 1,184 Oct.	<i>Monitor</i> Jan 1996 = 1,666 (676 households) Jan 1997 = 1,920	<i>Monitor</i> January 2000: 1,447 households	<i>Monitor</i>	<i>Monitor</i>

Source: Hamilton County Division of Family and Children



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PEOPLE SUBGOAL: Reduce the number of families and persons at risk starting with education and awareness (Basic Needs)					
	Existing Conditions	1996	2000	2005	2010
2. Hamilton County: Average number of WIC recipients served per month.	1993 = 1,250 800 participants at the Noblesville clinic 450 participants at the Westfield clinic	<i>Monitor</i> Noblesville clinic 1994 = 705 1995 = 661 1996 = 684 Westfield clinic 1994 = 350 1995 = 321 1996 = 292	<i>Monitor</i> Noblesville 1998 = 804 1999 = 866 2000 = 1010	<i>Monitor</i>	<i>Monitor</i>

Sources: Hamilton County Women, Infants and Children (WIC) Program. Contact Person: Suzanne Flanders (776-3445)

PEOPLE SUBGOAL: Reduce the number of families and persons at risk starting with education and awareness (Basic Needs)						
	Existing Conditions	1996	2000		2005	2010
3. Noblesville Schools: Number of students receiving free and reduced-price lunches.	1993/94 = 590	1996/1997 = 317	Free	Reduced	<i>Monitor</i>	<i>Monitor</i>
			HS 77	41		
			MS 78	26		
			IS 70	45		
			ES 279	103		
			Total 504	215		
			(2000/01)			

Source: Indiana Department of Education Website.



NOBLESVILLE BENCHMARKING REPORT & PLAN Covering 2002 – 2007

PEOPLE SUBGOAL: Reduce the number of families and persons at risk starting with education and awareness (Health Care)					
	Existing Conditions	1996	2000	2005	2010
4. Hamilton County: Total confirmed AIDS cases.	1989 = 3 1993 = 15 Total reported since 1982 = 31	<i>Raise awareness, monitor</i> 1991: 3 (17) 1992: 13 (30) 1993: 19 * (49) 1994: 15 (64) 1995: 8 (72) 1996: 6 (78) Total reported since 1982 = 50	<i>Raise awareness, monitor</i> 1999: 4 2000: 9 Total AIDS reported 1982-2000 = 74 Total HIV reported 1985-2000 = 30	<i>Raise awareness, monitor</i>	<i>Raise awareness, monitor</i>

Source: Indiana State Department of Health, Epidemiology Resource Center, Data Analysis Section Website. <http://www.in.gov/isdh/programs/hivstd/>

PEOPLE SUBGOAL: Reduce the number of families and persons at risk starting with education and awareness (Health Care)					
	Existing Conditions	1996	2000	2005	2010
5. Hamilton County: Mortality rate (per 100,000 population) from heart disease.	1989 = 191	<i>Reduce from 1989 rate</i> 1991: 177 1992: 177 1993: 198 1994: 212 Ave. rate = 191	<i>Reduce from 1996 rate</i> 1997: 111.04 1998: 90.51	<i>Reduce from 2000 rate</i>	<i>Reduce from 2005 rate</i>

Source: Indiana State Department of Health Website. http://www.in.gov/isdh/dataandstats/mortality/mortality_index.htm

PEOPLE SUBGOAL: Reduce the number of families and persons at risk starting with education and awareness (Health Care)					
	Existing Conditions	1996	2000	2005	2010
6. Hamilton County: Mortality rate (per 100,000) from cancer.	1989 = 167	<i>Reduce from 1989 rate</i> 1991: 153 1992: 125 1993: 145 1994: 164 Ave. rate = 147	<i>Reduce from 1996 rate</i> 1997: 89.74 1998: 94.52	<i>Reduce from 2000 rate</i>	<i>Reduce from 2005 rate</i>

Source: Indiana State Department of Health Website. http://www.in.gov/isdh/dataandstats/mortality/mortality_index.htm



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PEOPLE SUBGOAL: Reduce the number of families and persons at risk starting with education and awareness (Health Care)					
	Existing Conditions	1996	2000	2005	2010
7. Hamilton County: Active tuberculosis cases per 100,000 (number of cases).	1989 = 0.0 (0) 1988 = 3.1 (3) 1987 = 3.1 (3) 1986 = 2.1 (2) 1985 = 2.2 (2)	<i>Maintain rate lower than 3.5</i> 1991: 2.59 (3) 1992: 0.0 (0) 1993: 2.47 (3) 1994: 0.0 (0) 1995: 4.96 (7)	<i>Reduce from 1995 rate</i> 1997: (2) 1998: 1.85 (3) 1999: 1.85 (3) 2000: 1.1 (2)	<i>Reduce from 2000 rate</i>	<i>Reduce from 2005 rate</i>

Source: Indiana State Department of Health Website. http://www.in.gov/isdh/dataandstats/tuberculosis/tb_index.htm

PEOPLE SUBGOAL: Reduce the number of families and persons at risk starting with education and awareness (Health Care)					
	Existing Conditions	1996	2000	2005	2010
8. Hamilton County: Infant mortality rate (per 1000 live births).	1991 = 6.4	<i>Reduce from 1991 rate</i> 1992: 6.7 * 1993: 4.9 * 1994: 5.4 * 1995: 7.3 *	<i>Reduce from 1996 rate</i> 1999: 5.0 *	<i>Reduce from 2000 rate</i>	<i>Reduce from 2005 rate</i>

Source: Indiana State Department of Health, Maternal and Child Health Website. <http://www.in.gov/isdh/programs/mch/index2.htm>

PEOPLE SUBGOAL: Reduce the number of families and persons at risk starting with education and awareness (Health Care)					
	Existing Conditions	1996	2000	2005	2010
9. Hamilton County: Suicide rate (per 100,000 population).	Total: 1989 = 7.7 Ages 15-24 1989 = 11.7 (2) 1988 = 5.9 (1) 1987 = 18.2 (3) 1986 = 19.1 (3) 1985 = 0.0 (0) Ages 15-19: 1991 = 11.8 (1)	<i>Less than 1989 rate for total and 15-24 age group</i> Total 1991: 7.8 1992: 6.6 1993: 11.02 1994: 15.6	<i>Total: Less than 1996 level</i> Total 1997: 5.21 1998: 4.76	<i>Less than 2000 rate</i>	<i>Less than 2005 rate</i>

Source: Indiana State Department of Health, Epidemiology Resource Center, Data Analysis Section Website. http://www.in.gov/isdh/dataandstats/mortality/mortality_index.htm



NOBLESVILLE BENCHMARKING REPORT & PLAN Covering 2002 – 2007

PEOPLE SUBGOAL: Reduce the number of families and persons at risk starting with education and awareness (Developmentally Disabled)					
	Existing Conditions	1996	2000	2005	2010
10. Noblesville Schools: Number of special education students served by schools.	1992/93 = 842	<i>Monitor</i> 1993/94 = 785 1994/95 = 744 1995/96 = 842	<i>Monitor</i> 2000/01 = 1275	<i>Monitor</i>	<i>Monitor</i>

Source: Indiana Department of Education, Division of Special Education; Noblesville Schools, contact: Tom Ryan.

PEOPLE SUBGOAL: Support human diversity in housing, education, and government (Education)					
	Existing Conditions	1996	2000	2005	2010
11. Noblesville: Percentage of women and minorities holding public office.	1994: Women = 35% African-American = 2.5%	<i>Monitor</i> 1997: Women = 30% Minority = 2.5%	<i>Monitor</i> 2001: Women = 37% Minority = 0%	<i>Monitor</i>	<i>Monitor</i>

Source: Noblesville Chamber of Commerce Biennial Directory.

Economy Statistics

ECONOMY SUBGOAL: Business attraction and support shall center upon business which increases assessed value and makes minimum demands on public services					
	Existing Conditions	1996	2000	2005	2010
1. Noblesville: Per capita income in Noblesville and distribution.	1989 = \$16,999	See Footnote*	See Footnote*		

Source: U.S. Census Bureau.



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ECONOMY SUBGOAL: Business attraction and support shall center upon business which increases assessed value and makes minimum demands on public services					
	Existing Conditions	1996	2000	2005	2010
2. Noblesville: TIF dollars collected.	Beginning balance \$35,741.02 Revenue \$204,603.92	<i>Monitor</i> Beginning balance \$168,966.63 Revenue \$434,454.34	<i>Monitor</i> Beginning balance \$1,459,772.09 Revenue \$1,215,347.09	<i>Monitor</i>	<i>Monitor</i>

Source: Noblesville Clerk-Treasurer.

ECONOMY SUBGOAL: Business attraction and support shall center upon business which increases assessed value and makes minimum demands on public services					
	Existing Conditions	1996	2000	2005	2010
3. Noblesville: TIF dollars spent.	Beginning balance \$35,741.02 Disbursement \$222,741.00	<i>Monitor</i> Beginning balance \$168,966.63 Disbursement \$571,966.00	<i>Monitor</i> Beginning balance \$1,459,772.09 Disbursement \$1,118,528.91	<i>Monitor</i>	<i>Monitor</i>

Source: Noblesville Clerk-Treasurer.



NOBLESVILLE BENCHMARKING REPORT & PLAN Covering 2002 – 2007

ECONOMY SUBGOAL: Maintain and pursue diversity of commercial and industrial businesses					
	Existing Conditions	1996	2000	2005	2010
4. Noblesville Township: Survey of businesses in Noblesville. (Total may be 100% +/- due to rounding.)	Noblesville currently has a diverse complement of businesses. 1992: Agri. = 3.2% Mining = .3% Constr. = 9.2% Manuf. = 6.3% Freight = .9% H2O trans. = .1% Comm. = .6% Utilities = .4% Whlsale =12.2% Retail = 22.3% Finance = 1.2% Hotels = 0% Entertain. = 3.2% Services = 40.0%	<i>Monitor annual changes and increase percentage of businesses that are hotels or entertainment services.</i> 1996: Agri. = 3.2% Mining = .2% Constr.= 11.2% Manuf. = 4% Freight = 1.4% H2O trans.=.2% Comm.= .6% Utilities = .4% Whlsale=12.4% Retail = 15.6% Finance = 2% Hotels = .4% Entertain.= 3.2% Services = 45.2%	<i>Monitor annual changes and increase percentage of businesses that are hotels or entertainment services to at least 5% of all businesses.</i> 2000* (SIC): Agri. (11--) = .09% Mining (21--) = .47% Constr. (23--) = 15.84% Manuf. (31--) = 4.75% Freight (48--) = 1.58% Information (51--) = 1.12% Utilities (22--) = .56% Whlsale (42--) = 11.74% Retail (44--) = 16.40% Finance (52--) = 5.50% Hotels (721-) = .28% Entertain. (71--) = 1.77% Services = 39.52%	<i>Monitor annual changes and increase percentage of businesses that are hotels or entertainment services at 5% or more of all businesses.</i>	<i>Monitor annual changes and increase percentage of businesses that are hotels or entertainment services at 5% or more of all businesses.</i>

Source: Economic Census.



NOBLESVILLE BENCHMARKING REPORT & PLAN Covering 2002 – 2007

ECONOMY SUBGOAL: Pursue a marketing strategy that retains goals of the benchmarking process					
	Existing Conditions	1996	2000	2005	2010
5. Noblesville: Dollars spent on marketing strategy and advertisement/contact.	1994 = This data is not currently tracked by the City or the Chamber of Commerce.	<i>Set baseline in 1994. Increase by 5% per year. 1996 = \$14,000</i>	<i>Increase by 5% per year. Noblesville: \$16,000 Visitors Bureau: \$312,000 Alliance: \$25,000 Corporate Campus: \$92,000</i>	<i>Increase by 5% per year.</i>	<i>Increase by 5% per year.</i>

Source: Noblesville Mayor's office; Hamilton County Convention and Visitors Bureau. Contact Person - Amy Vaughan (598-4444); Hamilton County Alliance.

LAND SUBGOAL: Net Assessed Valuation Should Grow at a Faster Rate than the Cost of Providing Services					
	Existing Conditions	1996	2000	2005	2010
6. Noblesville: Net levy per capita (total and city).	Noblesville City = (1982) = 119.46 (1987) = 147.67 (1992) = 229.51 (1993) = 286.24 Noblesville School = (1982) = 382.26 (1987) = 355.28 (1992) = 546.11 (1993) = 570.79	<i>Nob. Civil City = 286 plus an increase of at least the inflation rate (of the Municipal Cost Index) per year. (1996) = \$288.20 *</i>	<i>Nob. Civil City = 1996 level plus an increase of at least the inflation rate (NCI) per year. Goal (city) = \$330.36 Actual City = \$330.86 Goal (twp.) = \$680.21 Actual Twp. = \$1,389.19</i>	<i>Nob. Civil City = 2000 level plus an increase of at least the inflation rate (NCI) per year.</i>	<i>Nob. Civil City = 2005 level plus at least the inflation rate (NCI) per year.</i>

Source: Hamilton County Auditor's Office; Inflation Calculator, <http://stats.bls.gov/cpihome.htm>



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Growth Statistics

ECONOMY SUBGOAL: Create a comprehensive land use plan. Consider the following uses: residential; industrial; business; open space, parks and recreation, agricultural and historic districts					
	Existing Conditions	1996	2000	2005	2010
1. Noblesville: Comprehensive Plan updates (requiring City Council action).	N/A	<i>Evaluate success of plan--if 50% of the benchmark measurements are not achieved, update the plan.</i> 0	<i>Evaluate success of plan--if 50% of the benchmark measurements are not achieved, update the plan.</i> 4 - 1 map change, 3 thoroughfare changes	<i>Evaluate success of plan. If 50% of the benchmark measurements are not achieved, update the plan.</i>	<i>Evaluate success of plan. If 50% of the benchmark measurements are not achieved, update the plan.</i>

Source: Noblesville Department of Planning and Development.

ECONOMY SUBGOAL: Create a comprehensive land use plan. Consider the following uses: residential; industrial; business; open space, parks and recreation, agricultural and historic districts					
	Existing Conditions	1996	2000	2005	2010
2. Noblesville Township: Deviations from Zoning Ordinance and Comprehensive Plan (variances and zone changes)	1993: Standards var. = 41 Land use variances = 5 Zone changes = 2	<i>Monitor</i> Cases filed 1994: SV = 48 LUV = 1 ZC = 3 CPA = 1994: SV = 48 LUV = 1 ZC = 11	<i>Reduce Number</i> Cases filed 2000: SV = 40 LUV = 6 ZC = 10	<i>Reduce Number</i>	<i>Reduce Number</i>

Source: Noblesville Department of Planning and Development Annual Report.



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LAND SUBGOAL: Identify and Protect the Community's Critical Assets: Environmental, Historical, and Non-historical/Unique Physical							
	Existing Conditions	1996		2000		2005	2010
3. Noblesville Township: Average percentage of open space per residential development.	10%	15%	12%	20%	25%	25%	27%

Source: Noblesville Department of Planning and Development.

LAND SUBGOAL: Control the Pattern of Growth in Noblesville							
	Existing Conditions	1996		2000		2005	2010
4. Noblesville Township & Two Mile Jurisdiction: Acres subdivided.	1980-84: 220 acres average lot: 0.5 acre 1985-89: 692 acres average lot: 0.5 acre 1990-93: 702 acres average lot: 0.4 acre	<i>Monitor</i> 1994: 112 acres average lot: 0.49 acre 1995: 200 acres average lot: 0.5 acre 1996: 196 acres average lot: 0.6 acre		<i>Monitor</i> 1997: 317 acres average lot: 0.52 acre 1998: 19 acres average lot: 0.4 acre 1999: 69 acres average lot: 1.13 acres 2000: 390 acres average lot: 1.26 acres		<i>Monitor</i>	<i>Monitor</i>

Source: Noblesville Department of Planning and Development.

LAND SUBGOAL: Control the Pattern of Growth in Noblesville										
	Existing Conditions		1996			2000			2005	2010
5. Noblesville Township: Land uses.	Acres	% of Total	Acres	Actual %	Goal%	Acres	Actual %	Goal%		
Residential	7,417.95	23.65	7915.78	25.2%	25%	9005	28.4%	27%	29%	32%
Industrial / Retail / Service	1,755.09	5.60	1763.99	5.6%	6%	2001	6.3%	7%	8%	9%
Transportation / Utilities	1,174.11	3.74	1186.11	3.8%	4%	1310	4.1%	4%	5%	5%
Recreational	1,431.95	4.57	1431.95	4.6%	5%	1462	4.7%	5%	6%	7%
Agricultural	19580.90	64.44	19062.17	60.8%	60%	17578	55.4%	57%	52%	47%

Source: Noblesville Department of Planning and Development.



NOBLESVILLE BENCHMARKING REPORT & PLAN Covering 2002 – 2007

PEOPLE SUBGOAL: Support human diversity in housing, education, and government (Housing)					
	Existing Conditions	1996	2000	2005	2010
6. Noblesville: Mix of housing values in Noblesville.	<\$50k = 18% \$50-99k = 35% \$100-150k = 26% \$150-199k = 11% \$200-299k = 7% \$300k+ = 3%	See Footnote*	See Footnote*		

Source: U.S. Census Bureau.

PEOPLE SUBGOAL: Support human diversity in housing, education, and government (Housing)					
	Existing Conditions	1996	2000	2005	2010
7. Noblesville: Number of families that cannot afford market-priced housing (ownership or rental).	1993 = 805	See Footnote*	<i>Reduce from 1993 level Hamilton County: 9.2%</i>		<i>Reduce from 2000 level</i>

Source: 2001 Consolidated Plan Update for Indiana Housing Finance Authority, Housing Market Characteristics section.

Education Statistics

PEOPLE SUBGOAL: Reduce the number of families and persons at risk starting with education and awareness (Basic Skills)					
	Existing Conditions	1996	2000	2005	2010
1. Noblesville: Adults age 25 and over who have high school diploma or GED.	1990 = 9,037 (81.1%) Hamilton Co. = 61,313 (88.7%)	See Footnote*	88.7% See Footnote*		<i>Increase over 2000 level</i>

Source: U.S. Census Bureau.



NOBLESVILLE BENCHMARKING REPORT & PLAN Covering 2002 – 2007

PEOPLE SUBGOAL: Support human diversity in housing, education, and government (Education)							
	Existing Conditions		1996		2000	2005	2010
2. Noblesville Schools: Number (%) of women and minorities working in the school system.	At the time of printing, this data was not available.		<i>Monitor</i> See Footnote*		<i>Monitor</i> Women = 778 (70.7%) Minorities = 1 (0%) Total employees = 1101	Monitor	<i>Monitor</i>

Source: Noblesville School Corporation, Terry Rich. (773-3171)

PEOPLE SUBGOAL: Promote training and educational opportunities for students to enter the local workforce, technical training, or university										
	Existing Conditions			1996			2000		2005	2010
3. Noblesville High School: Percentage of students who graduate from high school with academic honors diplomas and with core 40 diplomas.										
	Honors	Core 40		Honors	Core 40		Honors	Core	<i>Increase over 2000</i>	<i>Increase over 2005</i>
	92/93	N/A	N/A	94/95	31%	N/A	40			
				95/96	30%	N/A	97/98	36%		
				96/97	25%	N/A	66%			
							98/99	41%		
							71%			
							99/00	38%		
							61%			

Source: Department of Education Website. <http://www.doe.state.in.us/htmls/education.html>



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C. Detailed Communications Plan:

(To be supplemented by separate communications planning and marketing planning by city officials, within the overall city's communications context)

1. Distribution & presentation to public officials

- Advance mailing of packet
- PowerPoint presentation(s)
- Annual update mailed prior to annual municipal budget development

2. Public mailing

- Limited distribution, primarily on request

3. Press releases & interviews

- To highlight presentation of plan & linkage to other documents and community efforts
- To highlight City Council usage of plan
- To highlight Mayor and department usage of plan
- To note citizen reaction

4. Electronic distribution

- Posting on city Web page
- Distribution to city planners and economic development officials on a statewide basis
- Distribution to academic institutions on a statewide basis
- CD-Rom versions, limited distribution



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D. Contact Information for Benchmarking Steering Team (for use as future resources)

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