The PLANoblesville: 2013 Comprehensive Plan Update would not have been possible without the tremendous input, feedback, and expertise of the City of Noblesville's leadership and staff. We would also like to give a special thank you to the countless residents and business owners who generously devoted their time and creativity in the hopes of building a stronger and more vibrant community.

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2015 Progress Update

*Click chapter title to jump to page.
“Make no little plans; they have no magic to stir men’s blood and probably themselves will not be realized. Make big plans; aim high in hope and work, remembering that a noble, logical diagram once recorded will not die, but long after we are gone be a living thing, asserting itself with ever-growing insistence. Remember that our sons and our grandsons are going to do things that would stagger us. Let your watchword be order and your beacon beauty.”

- Daniel H. Burnham

Architect & City Planner
Author of the Plan for Chicago
Purpose of the Comprehensive Plan
In 2012, the City of Noblesville kicked off a process to update the City’s comprehensive plan. The plan, which serves as the general document to guide the city’s growth policies and planning decisions, was last updated in 2003. Much has changed in Noblesville since that time including development of Saxony and Hamilton Town Center along I-69. The City wanted to build on the previous plan but expand the vision and goals to cover the needs and values of today.

The overall purpose of the updated city comprehensive plan is to:

• Update and provide a vision of where the City of Noblesville wants to be in the future;
• Create a new land-use map to help guide land use policy-making decisions;
• Outline economic opportunities and potential;
• Be inclusive with stakeholders and the general public in shaping the vision, goals and policy framework within the plan.

How will the comprehensive plan be used?
The Comprehensive Plan is a legal document that serves as a decision-making guide for both officials and citizens and is intended to serve as a tool for making decisions about the promotion of public health, safety, morals, convenience, order, or the general welfare and for the sake of efficiency and economy in the process of development. The Comprehensive Plan is not an ordinance. It is however, a policy document that will guide decision-making related to land use, growth, public investments, and economic development.

City of Noblesville Planning Area
The City of Noblesville has the power to make planning and zoning decisions within its city boundaries, and also in an extra-jurisdictional planning area that covers some unincorporated land outside of the city. State law allows for this power to help shape future land uses to ensure compatibility with Noblesville's future urban development and growth. The boundaries to the right show the incorporated area of the City (tan shading) as well as the overall “planning area” which includes the extra-jurisdictional planning area (orange line).

The planning area represents the city’s future tax base and utility service area. By establishing the extra-jurisdictional area, the city is able to ensure subdivisions that may be annexed by Noblesville in the future meet certain minimum standards. The extra-jurisdictional area also enables the city to extend regulations to adjacent land where development can affect quality of life within Noblesville.

How to Read and Utilize this Document
PLANoblesville provides the basis for policies and regulations that will guide the physical and economic development of the community. The plan includes maps, diagrams, and representative imagery of the concepts presented in order to make the document more clear and accessible to City officials, residents, developers, and other groups.
Map of existing City boundary (green shading) and the larger planning jurisdiction (orange outline). Online Version
The plan is organized around a vision statement and series of goals and objectives. The goal statements look to accomplish the overall vision by each addressing an element of the plan. The goal is then achieved through a series of objectives. The intent and importance of each objective is summarized along with an identified priority timeframe. The four time frames are:

- Immediate – on-going to 1 year
- Short – 1 to 3 years
- Medium – 4 to 6 years
- Long – 7 or more years

For many of the objectives, a case study has been included to show how another community has completed a similar project or initiative. These case studies illustrate that the objective has been successfully implemented in another location and may be referred back to as the concept is implemented in Noblesville. For objectives the City has already established or practices, case studies have not been included. Finally, actions steps and required resources are identified for each objective. The action steps lay out the sequential process that will be necessary to achieve the objective. The resources are those City departments, community groups, or programs that will be involved in implementation.

Vision Statement

Noblesville is an authentic, welcoming community that embraces our diversity. An unparalleled school system, historic downtown, expanded parks and recreation amenities, and variety of housing choices create a high quality of life for...
all citizens. The array of youth activities, sports clubs, and school programs make Noblesville a great place to thrive. Job opportunities and social vitality attract diverse talent to the community. The strong schools, community services, reasonably priced homes, and close-knit neighborhoods produce an ideal place to raise a family, and expanded housing options, support services, and transportation choices create opportunities for longtime residents to remain in Noblesville as they age.

As growth continues, Noblesville maintains its distinct small town charm while providing a high level of community services. Arts, culture, and civic engagement are embraced by a community that understands the social issues and needs of fellow residents. The historic downtown is strengthened by infill and redevelopment projects including a mix of retail, restaurant, residential, and office uses leading to around the clock activity. The Riverwalk connects downtown to a revitalized West Gateway District, Forest Park and neighborhoods to the north, and the South 8th and 10th Street corridors.

The City is a model of economically, environmentally, and culturally responsible development. Office and industrial development in the Corporate Campus allows the City to maintain low tax rates. The transportation network is balanced and connected to provide opportunities for all ages and abilities. This includes safe and efficient roadways, pedestrian-friendly paths and sidewalks, trails, bicycle amenities, and public transportation. All of this has led to Noblesville becoming the employment, recreation, and residential destination of central Indiana.

**Vision Core Statements**

- A diverse and affordable housing stock attracting young professionals, families, and seniors.
- A balanced and connected network of multiple transportation methods allowing safe and efficient movement by users of all ages, abilities, and modes.
- A business-friendly economy that allows the City to maintain low taxes while providing superior services.
- A lively downtown containing shopping, dining, entertainment, offices, and residences surrounded by revitalized neighborhoods, connected to all parts of the community.
- A river corridor, parks, and open spaces that have been embraced, celebrated, and protected by adjacent development and the surrounding community.

**Goals**

1. **Land Use and Environment** – Maintain and grow responsibly, a balance of land uses that support the tax base of Noblesville while preserving natural features and environmentally sensitive areas.

2. **Housing and Neighborhoods** – Provide diverse housing options that are compatible with the established character of the surrounding community.

3. **Economic Development** – Attract, retain and expand an array of businesses and industries that create jobs and wealth for residents and support the economic vitality of the City.

4. **Transportation** – Provide a safe and efficient transportation system that connects neighborhoods, employers, and attractions that can be utilized by all ages and abilities.

5. **Parks and Open Space** – Create additional park and recreation amenities to serve residents and visitors and accommodate new growth while continuing superior maintenance and programming of existing facilities.

6. **Downtown** – Capitalize on existing successful areas of the downtown and its historic qualities to expedite revitalization of surrounding neighborhoods and create an around the clock, vibrant, mixed-use district.

7. **Community Infrastructure** – Develop community infrastructure and services to support the socioeconomically diverse population in coordination with land use planning and projected growth.

8. **Design and Placemaking** – Combine elements of the built environment, historic features, and intangible community characteristics to further establish a sense of place and identity for Noblesville.

9. **Arts and Culture** – Enhance and celebrate arts and culture to strengthen the social fabric of the City.
### Objectives & Prioritization

(Click on Objective letter to jump to section)

#### LAND USE

<table>
<thead>
<tr>
<th>Goal</th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maintain and grow responsibly a balance of land uses that support the tax base of Noblesville while preserving natural features and environmentally sensitive areas.</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>a</td>
<td>Short</td>
</tr>
<tr>
<td>b</td>
<td>Short</td>
</tr>
<tr>
<td>c</td>
<td>Short</td>
</tr>
<tr>
<td>d</td>
<td>Short</td>
</tr>
<tr>
<td>e</td>
<td>Medium</td>
</tr>
<tr>
<td>f</td>
<td>Short</td>
</tr>
<tr>
<td>g</td>
<td>Medium</td>
</tr>
<tr>
<td>h</td>
<td>Short</td>
</tr>
<tr>
<td>i</td>
<td>Short</td>
</tr>
<tr>
<td>j</td>
<td>Immediate</td>
</tr>
<tr>
<td>k</td>
<td>Medium</td>
</tr>
</tbody>
</table>
Housing & Neighborhoods

<table>
<thead>
<tr>
<th>Goal</th>
<th>Objective</th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>a</td>
<td>Ensure opportunities for the creation of a diverse housing stock by allowing the construction of various housing types and accessory dwelling units within the same neighborhood, so that residents may remain in the community through all stages of life.</td>
<td>Short</td>
</tr>
<tr>
<td>b</td>
<td>Amend the UDO to allow single-family attached structures in residential districts, by-right.</td>
<td>Short</td>
</tr>
<tr>
<td>c</td>
<td>Expand opportunities for housing partnerships with non-profits and the development community.</td>
<td>Short</td>
</tr>
<tr>
<td>d</td>
<td>Create incentives such as permit streamlining, fee waivers, or tax deferral for builders and organizations that provide infill construction and rehabilitation on underutilized properties in a manner that compliments and enhances the surrounding neighborhood.</td>
<td>Medium</td>
</tr>
<tr>
<td>e</td>
<td>Establish a privately funded neighborhood grant program for improvement projects.</td>
<td>Medium</td>
</tr>
<tr>
<td>f</td>
<td>Conduct a residential market analysis to help guide UDO changes to support current and future market demand.</td>
<td>Immediate</td>
</tr>
<tr>
<td>g</td>
<td>Designate and confer with a Neighborhood Liaison for the downtown area.</td>
<td>Long</td>
</tr>
<tr>
<td>h</td>
<td>Develop neighborhood plans to improve the quality of life, preserve the culture and history, and improve the aesthetic and sense of place of each neighborhood.</td>
<td>Medium</td>
</tr>
</tbody>
</table>
**ECONOMIC DEVELOPMENT**

<table>
<thead>
<tr>
<th>Goal</th>
<th>Attract, retain and expand an array of businesses and industries that create jobs and wealth for residents and support the economic vitality of the City.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Objectives</strong></td>
<td></td>
</tr>
<tr>
<td><strong>a</strong></td>
<td>Develop a strategy for the use of public financial incentives as a potential attraction tool that includes performance criteria for participants to meet.</td>
</tr>
<tr>
<td><strong>b</strong></td>
<td>Identify gaps in the production chain that could assist new and existing Noblesville businesses.</td>
</tr>
<tr>
<td><strong>c</strong></td>
<td>Continue to partner with the Workforce Development Council to determine which workforce skills are missing in Noblesville and how they can be developed through continuing education opportunities.</td>
</tr>
<tr>
<td><strong>d</strong></td>
<td>Continue to partner with the Noblesville School Corporation to incorporate science, technology, engineering, and mathematics (STEM) as well as business classes more closely with curriculums.</td>
</tr>
<tr>
<td><strong>e</strong></td>
<td>Continue industry roundtable discussions for business to business sharing on pertinent issues affecting certain industry sectors.</td>
</tr>
<tr>
<td><strong>f</strong></td>
<td>Initiate a formal business visitation program to improve communications and relationships with current businesses to identify needs and wants to strengthen the local business climate.</td>
</tr>
<tr>
<td><strong>g</strong></td>
<td>Develop an annual business retention and expansion survey to track trends in terms of business needs and attitudes on a yearly basis.</td>
</tr>
<tr>
<td><strong>h</strong></td>
<td>Embrace regionalism and increase partnerships with local resources.</td>
</tr>
<tr>
<td><strong>i</strong></td>
<td>Further develop the business appreciation program, including events, webinars, and awards.</td>
</tr>
<tr>
<td><strong>j</strong></td>
<td>Continue to develop collaborative partnerships between area universities, colleges, secondary schools, and local employers to develop job placement programs for qualified workers.</td>
</tr>
<tr>
<td><strong>k</strong></td>
<td>Work with local secondary schools, colleges, universities, and employers in key employment sectors to develop career ladder programs to improve access to higher paying jobs through continuing education and training.</td>
</tr>
</tbody>
</table>
## INTRODUCTION & EXECUTIVE SUMMARY

| l | Explore modifying the micro-enterprise loan program to be more user-friendly and better utilized by entrepreneurs and new business startups. | Medium |
| m | Identify and develop entrepreneurial talent within the community, also known as “Economic Gardening”, through personal, peer group, and community coaching by way of an entrepreneur training program. | Medium |
| n | Develop a business financing one-stop information center that provides information on community sources of micro-enterprise loans, angel financing, small-business investment corporations and venture capital funds. | Medium |
| o | Continue to develop and maintain relationships between the business community and regulatory bodies. | Immediate |

### TRANSPORTATION

**Goal**

Provide a safe and efficient transportation system that connects neighborhoods, employers, and attractions that can be utilized by all ages and abilities.

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>a</td>
<td>Develop an all modes policy to guide public and private infrastructure investment in a manner that creates a better sense of public space and equal access for multiple modes of transportation.</td>
</tr>
<tr>
<td>b</td>
<td>Evaluate options to include bicycle facilities in public works projects and as a development regulation in the <em>Unified Development Ordinance</em>.</td>
</tr>
<tr>
<td>c</td>
<td>Partner with other Hamilton County communities to improve overall transit services within Hamilton County including expanding paratransit services and developing fixed route services.</td>
</tr>
<tr>
<td>d</td>
<td>Engage INDOT to evaluate SR 37 scenarios in order to maintain volume capacity but improve overall urban context, provide for pedestrian and bicycle facilities for improved safety and accessibility, and improve access to existing and future planned development.</td>
</tr>
<tr>
<td>e</td>
<td>Work with INDOT and Hamilton County to develop a pedestrian connectivity plan to connect Federal Hill Commons and Historic Downtown Noblesville.</td>
</tr>
<tr>
<td>Item</td>
<td>Task Description</td>
</tr>
<tr>
<td>------</td>
<td>------------------</td>
</tr>
<tr>
<td>f</td>
<td>Develop a prioritization schedule and implementation plan for current bicycle/pedestrian trails that are identified in the <strong>Noblesville Alternative Transportation Plan</strong> and identify funding opportunities to pursue.</td>
</tr>
<tr>
<td>g</td>
<td>Continue to improve connectivity between existing neighborhoods, existing and proposed trails, and destinations such as commercial areas and schools with improved pedestrian facilities such as sidewalks, multi-use facilities, and connector paths.</td>
</tr>
<tr>
<td>h</td>
<td>Update the existing thoroughfare plan to include prioritized projects from the <strong>Noblesville Alternative Transportation Plan</strong>, identified connectors, and reflection of complete streets guidelines and standards.</td>
</tr>
<tr>
<td>i</td>
<td>Complete development and construction of the Noblesville Riverwalk, including a connection to the Midland Trace Trail.</td>
</tr>
<tr>
<td>j</td>
<td>Continue to work with the Indianapolis MPO in implementation of the Indy Connect strategy for rapid-transit service between Noblesville and Indianapolis.</td>
</tr>
<tr>
<td>k</td>
<td>Continue to improve safety for pedestrians in and around residential neighborhoods in efforts to reduce overall traffic speeds and raise driver awareness.</td>
</tr>
<tr>
<td>l</td>
<td>Enhance coordination of a bicycle and pedestrian safety program for residents to improve awareness and the correct use of new facilities proposed in the <strong>Noblesville Alternative Transportation Plan</strong>.</td>
</tr>
<tr>
<td>m</td>
<td>Develop a parking management program in the downtown area to improve overall parking efficiency and manage demand to improve access for local businesses and government services.</td>
</tr>
<tr>
<td>n</td>
<td>Provide for bus shelters and protected waiting areas for areas frequently served by public transportation.</td>
</tr>
<tr>
<td>o</td>
<td>Develop a park-and-ride facility in correlation with the proposed transit station near 146th Street.</td>
</tr>
<tr>
<td>p</td>
<td>Obtain “Bicycle Friendly Community” status from the League of American Bicyclists.</td>
</tr>
</tbody>
</table>
### INTRODUCTION & EXECUTIVE SUMMARY

<table>
<thead>
<tr>
<th>q</th>
<th>Plan capital improvements strategically by giving priority to areas experiencing or expecting the highest levels of residential and employment growth.</th>
<th>Short</th>
</tr>
</thead>
<tbody>
<tr>
<td>r</td>
<td>Extend Hague Road south of SR 32 to connect with Cherry Tree Road.</td>
<td>Long</td>
</tr>
<tr>
<td>s</td>
<td>Further examine and analyze alternates for east/west connectivity and the threshold of demand that will deem that investment necessary.</td>
<td>Short</td>
</tr>
<tr>
<td>t</td>
<td>Connect Boden Road and Brooks School Road between Campus Parkway and 136th Street.</td>
<td>Medium</td>
</tr>
<tr>
<td>u</td>
<td>Develop bicycle and pedestrian facilities along 10th Street/Allisonville Road, south to 146th Street.</td>
<td>Short</td>
</tr>
</tbody>
</table>

### PARKS & OPEN SPACE

**Goal**
Create additional park and recreation amenities to serve residents and visitors and accommodate new growth while continuing superior maintenance and programming of existing facilities.

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>a</td>
<td>Increase the use of the floodplain for public recreational use and greenspace.</td>
</tr>
<tr>
<td>b</td>
<td>Continue planning for the Finch Creek Park and begin implementation of the plan.</td>
</tr>
<tr>
<td>c</td>
<td>Continue planning for Hague Road Park and begin implementation of the plan.</td>
</tr>
<tr>
<td>d</td>
<td>Partner with schools to recognize school playgrounds as neighborhood park facilities.</td>
</tr>
<tr>
<td>e</td>
<td>Maintain a 5-year parks master plan to guide capital planning and continue to implement the strategies laid out in the plan.</td>
</tr>
<tr>
<td>f</td>
<td>Create a Riverfront Master Plan/Riverfront Recreational Plan to address underutilized opportunities and growing recreational needs along the riverfront.</td>
</tr>
</tbody>
</table>
### DOWNTOWN

**Goal**
Capitalize on existing successful areas of the downtown and its historic qualities to expedite revitalization of surrounding neighborhoods and create an around the clock, vibrant, mixed-use district.

<table>
<thead>
<tr>
<th>Objective</th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>a</strong></td>
<td>Improve Riverwalk/Riverfront connectivity with downtown.</td>
</tr>
<tr>
<td><strong>b</strong></td>
<td>Improve communication channels to better inform the public and applicable organizations of downtown activity.</td>
</tr>
<tr>
<td><strong>c</strong></td>
<td>Put together a retail market assessment of what is missing in the downtown landscape to encourage diverse usage.</td>
</tr>
<tr>
<td><strong>d</strong></td>
<td>Create a downtown streetscape plan for Conner Street and 8th, 9th, and 10th Streets between Maple Avenue and Logan Street.</td>
</tr>
<tr>
<td><strong>e</strong></td>
<td>Create a Riverfront Redevelopment District ordinance in downtown Noblesville to improve entertainment choices.</td>
</tr>
<tr>
<td><strong>f</strong></td>
<td>Create a stronger connection between downtown and the west side of river through increased pedestrian and bicycle amenities and a wayfinding and beautification program.</td>
</tr>
<tr>
<td><strong>g</strong></td>
<td>Develop a Historic District Plan for the area surrounding the historic Hamilton County Courthouse and Courthouse Square.</td>
</tr>
<tr>
<td><strong>h</strong></td>
<td>Review and amend the Downtown District standards to allow for increased residential uses away from the Courthouse Square.</td>
</tr>
</tbody>
</table>

### COMMUNITY INFRASTRUCTURE

**Goal**
Develop community infrastructure and services to support the socioeconomically diverse population in coordination with land use planning and projected growth.

<table>
<thead>
<tr>
<th>Objective</th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>a</strong></td>
<td>Encourage the community use of education facilities through dialogue with schools.</td>
</tr>
</tbody>
</table>
### INTRODUCTION & EXECUTIVE SUMMARY

- Foster intra-community relationships with the schools to develop better cooperative strategies.  
  - Short
- Support the City’s Community Oriented Policing Program linked with neighborhood liaisons.  
  - Short

### DESIGN & PLACEMAKING

**Goal**  
Combine elements of the built environment, historic features, and intangible community characteristics to further establish a sense of place and identity for Noblesville.

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Priority</th>
</tr>
</thead>
</table>
| a | Identify critical community assets and establish programs/policies to ensure their protection.  
  | Short |
| b | Create an East Gateway plan.  
  | Medium |
| c | Create a South Gateway plan.  
  | Medium |
| d | Encourage developments to maintain and/or expand the grid or modified grid street pattern to create better connectivity and more efficient use of infrastructure.  
  | Short |
| e | Continue implementation of the Village Center model to create distinctive neighborhood nodes that include a mixture of uses, walkable scale, bicycle and pedestrian amenities, and civic and public gathering spaces.  
  | Short |

### ARTS & CULTURE

**Goal**  
Enhance and celebrate arts and culture to strengthen the social fabric of the City.

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Priority</th>
</tr>
</thead>
</table>
| a | Increase residents’ awareness of the community’s heritage by promoting arts and culture preservation programs and activities.  
  | Short |
| b | Develop a program to highlight arts and cultural strengths as well as support the provision of adequate infrastructure to attract tourism-related industries that support the image of Noblesville.  
  | Medium |
| c | Continue to support a city-wide arts organization to foster programming and funding in the arts and humanities.  
  | Immediate |
| d | Assist in supporting an arts center facility for performance, educational, and retail space for Noblesville artists.  
  | Medium |
“The first step toward creating an improved future is developing the ability to envision it. VISION will ignite the fire of passion that fuels our commitment to do WHATEVER IT TAKES to achieve excellence. Only VISION allows us to transform dreams of greatness into the reality of achievement through human action. VISION has no boundaries and knows no limits. Our VISION is what we become in life.”

- Tony Dungy
While not the only consideration, policymakers and decision makers should always remember the vision to help guide whether or not a decision is right.

How Was the Vision Created?
At the second public workshop on April 29th 2013, participants were asked what they value about Noblesville and what they would like to see improved in the future. Areas such as social and economic well-being, physical character, arts and culture, growth standards, and employment were considered. The City’s Planning Taskforce and planning consultant refined the elements of the vision that were created during the public workshops. The actual vision statement then began to take shape.

Vision Statement
Noblesville is an authentic, welcoming community that embraces our diversity. An unparalleled school system, historic downtown, expanded parks and recreation amenities, and variety of housing choices create a high quality of life for all citizens. The array of youth activities, sports clubs, and school programs make this a great place to thrive. Job opportunities and social vitality attract diverse talent to the community. The strong schools, community services, reasonably priced homes, and close-knit neighborhoods produce an ideal place to raise a family, and expanded housing options, support services, and transportation choices create opportunities for longtime residents to stay in Noblesville as they age.

As growth continues, Noblesville maintains its distinct small town charm while providing a high level of community services. Arts, culture, and civic engagement are embraced by a community that understands the social issues and needs of fellow residents. The historic downtown is strengthened by infill and redevelopment projects including a mix of retail, restaurant, residential, and office uses leading to around the clock activity. The Riverwalk connects downtown to a revitalized West Gateway District, Forest Park and neighborhoods to the north, and the South 8th and 10th Street corridors.

The City is a model of economically, environmentally, and culturally responsible development. Office and industrial development in the Corporate Campus allows the City to maintain low tax rates. The transportation network is balanced and connected to provide opportunities for all ages and abilities. This includes safe and efficient roadways, pedestrian-friendly paths and
sidewalks, trails, bicycle amenities, and public transportation. All of this has led to Noblesville becoming the employment, recreation, and residential destination of central Indiana.

Vision Core Statements

- A diverse and affordable housing stock attracting young professionals, families, and seniors.
- A balanced and connected network of multiple transportation methods allowing safe and efficient movement by users of all ages, abilities, and modes.
- A business-friendly economy that allows the City to maintain low taxes while providing superior services.
- A lively downtown containing shopping, dining, entertainment, offices, and residences surrounded by revitalized neighborhoods, connected to all parts of the community.
- A river corridor, parks, and open spaces that have been embraced, celebrated, and protected by adjacent development and the surrounding community.

What are Goals, Objectives and Action Plans?

Goals, objectives, and action plans outline a guide for future growth and development in a manner that will reflect the city’s unique character. In developing the goals and objectives, it is important to analyze demographics, housing, economic conditions, services and facilities, cultural and natural resources, and existing land use.

An equally important step in developing goals is public engagement. From all the information gathered throughout the public workshops and focus group interviews, basic goals and objectives were derived to address issues in nine broad categories, including land use and environment, housing and neighborhoods, economic development, transportation, parks and open space, downtown, community infrastructure, design and place making, and arts and culture. The Planning Taskforce worked closely with the city’s planning consultant to synthesize the public
engagement results, previous plans and studies and identified issues into the policy framework of the vision, goals and objectives that serve as the backbone of the plan.

**So How Are the Goals and Objectives Organized?**

The Comprehensive Plan is based upon goals and objectives. Each has a distinctive meaning and purpose in the planning process. Together, goals and objectives serve as the basis for development decisions. They are implemented by legislative and policy actions throughout the city, such as zoning ordinances, design regulations, capital improvement programs, and building code enforcement.

**Goals**

Goals are concise statements that describe in general terms, a desired future condition that further defines the vision statement. They are the future of the plan and address those things the City wants to accomplish over the life of the plan. Goals also form the framework for more detailed decision making and are used by the City to establish priorities for public and private discussion and consideration, as well as to identify needed public improvements and services.

**Objectives**

Objectives are statements that describe a specific, measurable, future condition to be attained during a stated period of time and, ultimately, the course of action required to achieve a stated goal. Furthermore, objectives are tasks that recommend how a goal will be accomplished. Objectives are statements of community intent against which individual actions and decisions are evaluated. Objectives should be sufficiently quantifiable to gauge the appropriateness of development applications, have a general time frame, and be understood by both the decision-makers and the general community.

**Action Plans**

The action plan is an extension of the objective and describes how the objective may be accomplished. As the comprehensive plan is a broad document with a long time horizon, the action plans should be refined into more detail when it is time to implement the objective. The action plan describes the who, what, when, where and how. This includes explaining the reasoning for the objective and how it can be implemented, the timeframe of when implementation should begin, the steps necessary for successful implementation and the people and resources needed to make it happen.

**Goals**

1. **Land Use and Environment** – Maintain and grow responsibly, a balance of land uses that support the tax base of Noblesville
while preserving natural features and environmentally sensitive areas.

2. **Housing and Neighborhoods** – Provide diverse housing options that are compatible with the established character of the surrounding community.

3. **Economic Development** – Attract, retain and expand an array of businesses and industries that create jobs and wealth for residents and support the economic vitality of the City.

4. **Transportation** – Provide a safe and efficient transportation system that connects neighborhoods, employers, and attractions that can be utilized by all ages and abilities.

5. **Parks and Open Space** – Create additional park and recreation amenities to serve residents and visitors and accommodate new growth while continuing superior maintenance and programming of existing facilities.

6. **Downtown** – Capitalize on existing successful areas of the downtown and its historic qualities to expedite revitalization of surrounding neighborhoods and create an around the clock, vibrant, mixed-use district.

7. **Community Infrastructure** – Develop community infrastructure and services to support the socioeconomically diverse population in coordination with land use planning and projected growth.

8. **Design and Placemaking** – Combine elements of the built environment, historic features, and intangible community characteristics to further establish a sense of place and identity for Noblesville.

9. **Arts and Culture** – Enhance and celebrate arts and culture to strengthen the social fabric of the City.
Maintain and grow responsibly a balance of land uses that support the tax base of Noblesville while preserving natural features and environmentally sensitive areas.
Why is Future Land Use Planning Important?

In order to plan for future growth and development, it is important to have an understanding of existing land use supply. The existing land use pattern shows not only where concentrations of certain uses are but also what land may be available for development and what type of development pressure that may be. The current city planning and zoning jurisdiction is 34,669 acres, or about 54 square miles. Single family residential development, including farmsteads, accounts for approximately one-third of this area. Agriculture is the next largest use at nearly 28%.

Future land use planning is an important part of the comprehensive plan process because it translates the vision, goals, and objectives into a tangible, physical form. The future land use map was created through examination of existing land use patterns, zoning, stakeholder input, and discussion with City staff. In many instances, the existing land use is the desired future use and expected to continue indefinitely. However, there are some areas where changes in land use are anticipated as farm properties are developed for the first time or vacant and under-utilized properties are redeveloped.

The future land use map is intended to be general in nature and not based on specific property lines. For this reason, it is drawn with irregular shapes and symbols. This allows some development flexibility and interpretation on a project by project basis while still establishing the foundation by which to make judgments on the appropriateness of future development petitions.

Land use planning involves examining multiple layers of information including past development patterns, anticipated market demands, transportation systems, utility availability, and the hhural environment. and other development standards of that land use activity. There are often multiple different single-family residential zones, ranging from rural or estate in character to more dense, traditional neighborhood forms like those around downtown Noblesville.
Future Land Use Map
Land Use Classifications

Countryside
The countryside classification includes land that is sparsely occupied and used primarily for farmland, agricultural uses and single-family homes on large lots. These areas are rural in character, may or may not be served by public utilities, and subsequently must be low-density.

Mixed Density Single Family Residential
These areas incorporate a variety of single-family dwellings into an overall project. Single-family developments that integrate a range of housing options within neighborhoods allow for greater housing choices for all age groups. Overall densities may vary across projects but will generally be between two and five units per acre and should reflect nearby developments. Some developments may contain both high and low density sections to achieve overall densities while providing coordinated open spaces and amenities.

Residential Infill & Redevelopment
As demographic trends shift and demand grows for more walkable urban living, it will be increasingly important for infill and redevelopment of varying residential types in and around the city core. This infill and redevelopment will contribute to the ongoing renewal and revitalization efforts of the mature neighborhoods of Noblesville.

Mixed Residential
Mixed residential areas include mixed-density and higher-density residential dwellings on either one parcel or group of parcels or in one coordinated development. These may be integrated into village center nodes to create walkable and active pedestrian areas. Examples include condominiums, apartments, and townhouses, and other attached dwelling units. Mixed residential areas can be used to buffer higher intensity land uses such as office and retail from single family residential areas.
Commercial
The commercial land use classification comprises the majority of retail and service business development within Noblesville. It is generally oriented to automobile access and includes retail. Restaurant, personal service, office, hotel, and automobile-related uses concentrated within shopping centers and out lot parcels.

Mixed Use Office / Commercial / Residential
Mixed use districts may include properties that contain both residential and commercial uses in one building or it may be that residential, office, and retail uses are developed in close proximity with compatible character. The benefits of allowing mixed uses include the opportunity for diverse and affordable housing, bicycle and pedestrian-friendly destinations, and an enhanced sense of place. These areas should be coordinated with future public transportation initiatives to maximize success.

Downtown Mixed Use
Downtown’s primary focus has been as a government hub for Hamilton County and the City of Noblesville offices. As the Hamilton County seat, it is important that downtown maintain this function. However, additional office and retail development opportunities as well as dwelling units in upper floors can create a district with 24-hour activity. Mixed-use development is critical to a healthy downtown in that it provides an immediate customer base for local retailers and contributes to street life.

Transitional Corridor
Properties along a corridor that are currently experiencing, or are anticipated to experience, an increased demand for commercial and higher intensity residential uses in an area that has primarily been single family residential in use. It is important to protect the visual appearance and composition of these areas and to put forth a positive image of these gateways into Noblesville. Any new commercial uses should be compatible with the established residential character and improve the aesthetic and architectural character of the corridor.
Office uses are buildings used for the conduct of business where no sales of stock-in-trade, manufacturing, or warehousing occur. Examples include medical offices, professional offices, and larger-scale buildings which may have one or multiple tenants. Office developments may also include ancillary uses such as restaurants and service businesses incorporated into the interior of buildings with the primary customer base being the office employees.

Office / Industrial Flex
Office and industrial flex areas are employment centers that may include office, research and development, light industry, and small-scale warehousing uses. These areas could include a combination of both high intensity users with multi-story buildings on large parcels and groups of smaller structures in a campus setting. Light industrial uses conduct nearly all operations within a closed building and do not have extensive outdoor storage areas or operations. Many light industrial operations resemble office buildings from the exterior and as such are compatible in flex areas. These flex areas may include some commercial support uses as a secondary element.

Industrial
General industrial uses include light and heavy manufacturing, warehouse, production, logistics and distribution, and materials processing. They may require a large amount of area for outdoor operations or storage and can generate impacts to the surrounding area. As such, consideration should be given to location, buffering, and negative impacts of these uses.

Institutional
Institutional uses include schools, religious facilities, government facilities, hospitals, cemeteries, utilities, and other quasi-public facilities. These uses are typically located near residential areas or urban centers and serve the local population. As new residential areas are developed or redeveloped, the need for additional institutional services will also increase.
**Municipal Parks**
Park and recreation uses are located on publicly owned parcels and may contain open space, green areas, ball fields, children’s play equipment, public golf courses, community gardens, natural features, animal habitats, conservation areas, and environmentally sensitive areas. Recreation and park areas should be used as a respite from urban development and link to each other through a system of greenways and trails.

**Open Space**
These areas may be publicly or privately owned and include both undeveloped or preserved natural areas as well as non-park recreation spaces such as those internal to residential subdivisions or privately owned golf courses. It is recommended that much of the floodway and floodplain be preserved as open space.

**Village Center**
The Village Center concept contained in the previous comprehensive master plan, while generally sound, must be re-evaluated and adjusted to consider the changing development landscape. The concept has been carried over with more significant nodes with neighborhood-serving uses integrated with mixed use developments. They are intended to provide the daily retail and convenience needs of nearby residents and may also include office and higher density residential uses. Focus should be given to ensure connectivity with adjacent developments through the provision of pedestrian and bicycle facilities.

**Floodway & Floodplain**
While not specifically land uses, the floodway and flood hazard areas have been identified on the future land use map to help inform thoughtful planning decisions regarding responsible development. The floodway includes the river channel and adjacent lands that are reasonably required to discharge flood waters downstream. The flood hazard area is the area that is susceptible to being inundated by a flood event having a 1-percent chance of being equalled or exceeded in any given year. This is sometimes referred to as the base flood or 100-year flood.
Northwest Quadrant

The northwest quadrant of the Noblesville planning area includes Morse Reservoir, a number of neighborhoods, and several recreation destinations. The primary existing land uses are agriculture and single family residential subdivisions. It is anticipated that this area will face continued residential development pressure in the areas south and west of Morse Reservoir. Some additional single family development may occur north of the reservoir in areas easily served by city utilities. The area between the reservoir and State Road 19 does not have city utilities and will be difficult to extend services to in the future. For this reason, the area is planned to remain as countryside.

This area is well served by parks and recreation destinations including Forest Park, Morse Park and Beach, the future Hague Road Nature Haven, Noblesville Soccer Club Fields as well as Pebble Brook Golf Course, Harbour Trees Golf Club, Forest Park Golf Course, and Fox Prairie Golf Course.

The area around the intersection of Hazel Dell Road/Little Chicago Road and State Road 32 has already been identified as a village center and is planned for more mixed uses in the future. This may include additional housing types and retail development.

Expansion of the small retail node near the Hague Road/Carrigan Road intersection into a more complete village center would provide more shopping, entertainment, and housing options for the Morse community.

With the exception of flex spaces in the Corporate Campus, most of the industrial land in Noblesville is occupied. In an effort to expand economic development efforts and create light industrial sites outside of the Corporate Campus, a new office and industrial flex area is proposed along State Road 38, west of Little Chicago Road. Given recent improvements to US Highway 31 through Carmel and Westfield, access to this roadway may be in increasing demand.
Southwest Quadrant
Primary existing uses in the southwest quadrant of the City are agriculture, residential, and industrial in the form of mineral extraction operations west of the river. These industrial operations are expected to continue for some time into the future.

The primary changes in land use in this quadrant will be agriculture lands developed as mixed density single family subdivisions. The access created by 146th Street to both State Road 37 and Interstate 69 to the east and US 31 to the west will make this a popular residential location. This area includes several mixed residential developments such as the townhomes at Noble West and the Noble West Apartments which are currently planned for the area. An additional mixed use residential development is expected along Hazel Dell Road, north of the shopping center. As residential intensity increases around the intersection of 146th Street and Hazel Dell Road, there is the opportunity to create a true village center node at this location. Future build-out of the commercial development and the proximity to James A. Dillon Park could result in a vibrant mixed-use neighborhood center. Special consideration should be given to future projects to ensure pedestrian and bicycle connectivity so that the area may be safely travelled without the need of an automobile.

Similarly, the existing village center near State Road 32 and Hazel Dell Road may grow to incorporate properties along the south side of State Road 32. The area has been identified for mixed use office, commercial, and residential development. The proximity to the future Midland Trace Trail here may create opportunities for trail side dining, shopping, and entertainment as well as mixed residential dwellings that address the trail and provide a direct connection to West Gateway and downtown employment centers.

The light industrial area along the south side of State Road 32, between Mill Creek Road and Oakmont Drive, is expected to remain. There are some parcels currently available, which may be used for office or industrial flex developments in the future.
The residential population in this area is expected to grow with new mixed-density single family developments in the current agriculture area west of State Road 37 between State Road 32 and 196th Street. North of 196th Street and further west into Wayne Township is expected to remain as countryside.

Northeast Quadrant
The northeast planning area of the city contains several large institutional users including Noblesville Public Schools and some residential developments but is primarily rural in character. In addition to agricultural land, the area north of the White River and east of State Road 19 includes homes on estate-sized lots. These areas are not served by city utilities and the area is planned to remain countryside.

Between the White River and State Road 37, institutional uses dominate the landscape. They include Noblesville High School and Freshman campus, Noblesville East Middle School, the Hamilton East Public Library, Hamilton County public safety offices and jail, Our Lady of Grace School, and several other religious institutions. In addition to the well established neighborhoods, these are some of the most stable land uses and are not expected to see any change in the future.

The State Road 37 corridor is expected to see continued development interest into the future. The current retail, restaurant, and hotel uses near the State Road 32/State Road 37 intersection may be supported by additional mixed use development north along the corridor. This new development may be retail, office or residential. A village center node is planned for the southeast corner of the State Road 37 and 191st Street intersection. Although there are significant retail developments south along State Road 37, this node is intended to serve the daily needs of nearby residents.
Southeast Quadrant

The southeast quadrant of the planning area is home to several significant employment centers including the State Road 37 commercial corridor, Stoney Creek business park, Pleasant Street business park, and the Corporate Campus. Commercial business areas along State Road 37 maintain high occupancy levels and the Stoney Creek business park is near capacity. There is some availability for new commercial uses at the southeast corner of State Road 37 and State Road 32 but there are environmental considerations that must be taken into account in this area. Additionally, there are several out lots available east of State Road 37 between 141st Street and 146th Street and along Campus Parkway near Hamilton Town Center.

There are industrial and office flex opportunities in both the Pleasant Street business park south of State Road 32 as well as in the Corporate Campus. The Corporate Campus also contains significant areas planned only for office use. It will be important to protect the intent of the Corporate Campus as there may be pressure for additional retail and residential development in this growing area.

In addition to single family residential development east of Union Chapel Road between 156th and 166th Streets, mixed residential opportunities exist south of 146th Street near State Road 37 and along both sides of Town and Country Boulevard. There is already a mixed residential project planned along Promise Road, south of Greenfield Avenue.

Recreation and entertainment uses in this quadrant include Sagamore and Stony Creek golf courses and Klipsch Music Center. The 200 acre Eastside Park is in the planning stages and will be located at the southeast corner of 166th Street and Boden Road.
City Core

Noblesville’s central core has long been its heart and primary area of activity. As a hub of both local and County government, the downtown is home to a vibrant mix of governmental offices and mixed use buildings that contain retail businesses, offices, and residential dwellings. Many communities are striving to create downtown and mixed use experiences like what has been present in Noblesville for years. This area should remain a vibrant district containing shops, restaurants, and offices. Residential uses in the nine block courthouse square area shall remain only on upper floors where possible.

Increased mixed use opportunities surround the downtown core. This area may grow to include more mixed use buildings with commercial uses on the ground floor with residences above. There may also be opportunities for mixed residential buildings that contain condominiums, apartments, and/or townhomes.

The primary corridors into and out of downtown experience high traffic volumes and as such are attractive to commercial developers. Some of these corridors that have historically been residential in use are attracting interest to convert them to more commercial use. At the same time, because of high traffic volumes, they are losing their appeal as residential streets. In order to preserve the appearance of these corridors and avoid deteriorating properties, the future land use plan identifies their conversion potential from residential to commercial if done appropriately and with respect given to adjacent properties. Conner Street, South 8th Street, and South 10th Street have been identified as transitional corridors.

The City has already begun creation of the West Gateway. This area has the potential to grow into a village center, complimentary of the downtown, to serve residents of the surrounding neighborhoods and mixed use residential developments. Additional public gathering spaces and bicycle and pedestrian facilities to connect the West Gateway with the downtown and Noblesville Riverwalk will go a long way to creating a more vibrant city core.

The city center will also be strengthened by planned transit service from Indianapolis. Although exact station locations have not been determined, there will be at least one stop along South 8th Street. The area around the potential station is planned for a walkable, mixed use district to contain residences, retail, and offices. The area between the downtown and the transit station is planned for residential infill and redevelopment to create increased housing options within the City. These traditional neighborhoods have great redevelopment potential because of the existing pedestrian orientation, flexible grid pattern, and diversity of housing types.
Summary
Human development has a profound effect on the natural environment; consequently, communities must balance this growth and development with protection of the environment. Zoning and subdivision ordinances are the primary way local governments shape the built environment. Unfortunately, many ordinances are out of date and do not reflect current best management practices. It is important to identify areas of the ordinance that prevent or prohibit the use of these best practices and identify where incentives and encouragement can be placed into the ordinance so future development is in congruence with the vision of environmental protection established by the community.

Conventional development includes buildings, roads, and sidewalks that are all impervious surfaces. These impervious surfaces do not allow stormwater to infiltrate and recharge groundwater supplies. Instead, stormwater travels over the land and runs off at a rate much higher than would occur on the site before development. This stormwater runoff carries pollutants and sediment to receiving lakes, streams, and rivers thus degrading water quality. Additionally, increased stormwater volumes contribute to greater downstream flooding. Stormwater management has typically occurred at the site level, using pipes, curbs, and detention basins to direct and/or temporarily store the stormwater.

Low impact development (LID) and green infrastructure practices have been developed to mitigate the negative impacts of stormwater at the site, municipal, and watershed levels. LID is a strategy to minimize runoff by: decreasing site disturbance during construction, preserving existing natural features on a site, reducing the amount of impervious coverage, disconnecting drainage flows, and increasing opportunities for infiltration. This can be accomplished through a combination of thoughtful site design, bio retention structures, and pervious pavements.

Case Study
The City of Charlotte and Mecklenburg County, NC created the BMP design manual to provide engineering and professional design guidance to:

- Local agencies responsible for implementing the Charlotte-Mecklenburg Storm Water Management program.
- Professional designers responsible for the design of storm water management facilities.
- Developers involved in site planning and design.
- Others involved in storm water management at various levels who may find the manual useful as a technical reference to define and illustrate engineering design techniques.

The manual includes detailed technical guidance on the design performance of storm water BMPs and contains equations, charts, illustrations, and example problems to aid in the implementation of these techniques.
**Action Steps**

1. Review and amend the [Unified Development Ordinance](#) and other development regulations, as needed, to remove barriers to green infrastructure best management practices.


3. Offer incentives or reduced requirements for development proposals that include green infrastructure. These incentives may include reduced stormwater utility fees and height or density bonuses.

**Resources**

- Planning Department
- Engineering Department
- Stormwater Department
- Plan Commission
- Common Council

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Rain gardens, also known as stormwater planters, such as those pictured above can be used to slow stormwater runoff and filter the first flush of pollutants as they run off the roadway. When combined with other ornamental plantings they can contribute to overall corridor aesthetics.

The alley pictured at top and detailed above looks very similar to traditional concrete. In reality it is porous pavement that allows stormwater to run through it and infiltrate the ground. It does require annual maintenance vacuuming to ensure the pores do not fill with sediment.
1b

Protect the floodway and floodplain through continued application of the Flood Hazard District.

Summary
Flooding events have been some of the most widespread and costly natural disasters in the United States despite continued investment in structural flood controls and other non-structural measures. Flood events and impacts are anticipated to increase in the future due to an increasing frequency and severity of storms as well as the pressure for more development in at-risk areas. Continued application of the Flood Hazard District in the Unified Development Ordinance is critical to reduce future impacts and associated costs of flooding.

The Flood Hazard District boundaries include all areas of special flood hazard (floodplain, floodway, and floodway fringe) as identified in the Flood Insurance Study of Hamilton County and Incorporated Areas, dated February 19, 2003. Special flood hazard areas are those that would be under water during a 100-year flood. A 100-year flood does not mean a flood of that magnitude can only happen once every 100 years but rather, there is a 1 percent chance of a flood of that magnitude every year. Uses allowed in the Flood Hazard District are limited to agriculture and public parks and playgrounds. Campgrounds and marinas are also allowed but only by conditional use. The floodway fringe may be developed to a greater intensity than the Flood Hazard District permits if the developed land’s elevation is increased through the use of cut and fill to a level two (2) feet above the regulatory flood profile, as long as there is no net loss of floodway fringe and compensatory storage is added at a 3:1 ratio. The property must also be rezoned to a district appropriate for the use intended.

Action Steps
1. Continue to limit development within the 100-year floodplain to those uses devoted to greenspace preservation.
2. Periodically review the identified boundaries of the Flood Hazard District to ensure they coincide with the 100-year floodplain.
3. Identify and maintain a database of at risk properties and structures within the Flood Hazard Area.
4. Purchase at risk properties in the floodplain as resources are available.

Resources
- Planning Department
- Engineering Department
- Common Council
This map depicts the floodway and 100-year floodplain areas within the City’s planning jurisdiction. These areas coincide with the application of the Flood Hazard District as part of the [Unified Development Ordinance](#).
Summary
Annexation is the legal process by which a City expands its boundaries. Once an area is annexed, it receives municipal services such as police, fire and capital improvements. During the annexation process, the City may apply zoning to the properties. Through application of the zoning controls in the Unified Development Ordinance, annexation prevents the establishment of incompatible development and protects existing and future land uses. Annexation can therefore be used as a growth management tool by promoting orderly development patterns. To be annexed, Indiana law says one of two conditions must be met:

1. The area is at least 1/8 contiguous, the density of the territory is at least three persons/acre; 60% of the territory is subdivided; or the territory is zoned commercial, industrial, or business, or
2. The territory is contiguous, except that at least one-fourth (1/4) rather than one-eighth (1/8) of the boundary must coincide with municipal boundaries; and the land is needed and can be used by the municipality for its development in the reasonably near future.

Annexations may be initiated by the City or by property owners.

The City should develop an annexation policy to provide the guidance and rationale by which to consider potential annexation actions and more closely match the timing of development to the provision of public services. The policy should include specific criteria for both voluntary and involuntary annexations.

Case Study
The City of Valparaiso, Indiana created an annexation policy to help the Plan Commission, City Council, and City Staff when considering annexation petitions. The policy was also incorporated as a part of the City’s comprehensive plan. It includes a brief explanation of Indiana Code as it relates to annexation, answers the questions of “Why?” or “Why Not?” annex a territory, and describes guiding principles for decision making.
Action Steps
1. Identify and maintain an inventory of key environmental assets and issues within the extra-territorial planning area.
2. Develop evaluation criteria for annexation; considerations should include:
   • existing and planned development
   • environmental assets and liabilities
   • service delivery needs
   • infrastructure and utility capacity
   • fiscal impacts
3. Draft criteria into an official annexation policy.
4. Adopt annexation policy as a resolution to guide future annexation decisions.

Resources
• Planning Department
• Engineering Department
• Parks and Recreation Department
• Police Department
• Fire Department
• Common Council
• Plan Commission
• Hamilton County Commissioners
• Noblesville Schools/Hamilton Southeastern Schools
• Noblesville Utilities
• Stormwater Department
Summary
Development within Noblesville has a fiscal impact on City resources in both positive and negative manners. Development requires the extension of additional City services which often means increased personnel and capital costs. At the same time, most new development also increases tax revenues which could potentially off-set some or all of those costs. Traditionally, commercial office development and industrial development often require a lower level of service outlays and pay a higher proportion of property taxes resulting in new revenue increases for local government. This helps keep overall tax rates low. At the same time low density residential development often requires higher service outlays that sometimes does not result in enough revenue to pay those outlays long-term. It is important that a mix of development is encouraged so the net effect of development allows for expanded services without negatively impacting City budgets.

To ensure more fiscally responsible development, fiscal impact modeling should be used in the development review process of larger developments. Fiscal impact studies can help analyze and project the potential cost to provide services to a new development and what the expected revenues will be to the City. The study can be used to help guide decision-making when it comes to development approvals and agreements resulting in the extension of utilities, services, and financial incentives to new development.

Case Study
A fiscal impact analysis model was created by the Ohio-Kentucky-Indiana Regional Council of Governments (OKI) to give area decision makers a better understanding of the budgetary implications of land use decisions. Created from a recommendation of OKI’s Strategic Regional Policy Plan adopted in 2005, the model is available to all OKI jurisdictions that have provided their data to the model.

The Ohio-Kentucky-Indiana Regional Council of Governments (OKI) created a fiscal impact analysis model to help area municipalities understand the relationship between land use decisions and fiscal budgets.
**Action Steps**

1. Develop a fiscal impact model or standard method of analysis for new development.
2. Work with other City departments and applicable jurisdictions to calculate accurate service costs.
3. Establish criteria for the review of fiscal impact studies and the degree to which they will influence the development review process.
4. Amend the [Unified Development Ordinance](#) to include the fiscal impact analysis as part of the development review process.

**Resources**

- Planning Department
- Engineering Department
- Economic Development Department
- Common Council
- Development Community

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Infrastructure for new projects is typically paid for and installed by the developer. However, once completed, roadways and water and sewer lines become the responsibility of the City. The long-term maintenance and replacement costs should be considered as part of the development review process.
Create a Transit Oriented Development (TOD) district designation and standards in the Unified Development Ordinance to prepare the community for transit service from Indianapolis to downtown Noblesville.

Summary
Transit oriented development (TOD) involves the integration of land uses and transit around the creation of a compact, walkable, and mixed use community within close proximity of a transit stop or station. TOD brings together residents, jobs, and services; and is designed in a way that makes it efficient, safe, and convenient for all modes of travel. Successful transit oriented developments include a range of activities and urban design features that result in higher transit ridership while providing convenience benefits to residents and transit riders.

In anticipation of planned transit service connecting downtown Indianapolis to Noblesville, the City should amend the Unified Development Ordinance to include a special zoning district to be used for TOD projects. The transit oriented development district standards should promote the creation and retention of a mixture of land uses in areas within reasonable walking distance of station locations. Additionally, the development standards should be written to encourage compact urban form, opportunities for increased transportation choice, reduced reliance on the automobile, a safe and welcoming pedestrian environment, and amenities that support the use of transit, bicycles, and pedestrian facilities.

Because the TOD projects will be occurring on infill and redevelopment sites, it is important to get the proper zoning in place before development interest begins. Whereas greenfield development typically involves rezoning during the development approval process from an agriculture or estate residential district to a higher intensity residential or commercial district, that will likely not be the case for TOD areas. To ensure that the full potential of these sites are realized, and that the ensuing development reflects the transit potential, the City must conduct outreach and education with property owners and initiate zoning map amendments for the TOD areas. Otherwise, property owners and developers may try to use existing commercial zoning that does not reflect the compact, mixed use intent of the TOD zones.

Case Study
Beaverton, Oregon is connected to downtown Portland via the TriMet MAX Blue Line light rail service. The City of Beaverton has created several TOD districts in their development code. The Station Area – Multiple Use District and Station Area – Medium Density Residential District are to be used within one mile of light rail stations. The Station Community – Multiple Use, Station Community – High Density Residential, and Station Community – Employment District are for use immediately adjacent to or within one-half mile of transit platforms. In addition to allowing a mixture of uses, the development code establishes minimum density residential standards for these areas.
**Action Steps**

1. Establish TOD district locations and boundaries based on final route and station plans.
2. Determine TOD district identities (i.e. regional park-and-ride, neighborhood center, downtown)
3. Conduct public outreach to validate district identities and continue to develop district goals and objectives.
4. Draft development standards for TOD areas.
5. Continue public outreach and education ultimately leading to Unified Development Ordinance text amendment.
6. Work with owners of property within the TOD districts so they understand the new regulations.
7. Initiate rezoning map amendments of properties within the TOD district before transit service begins.

**Resources**

- Planning Department
- Indianapolis MPO
- Central Indiana Regional Transportation Authority (CIRTA)
- Common Council
- Property Owners
- Engineering Department

A bus rapid transit stop includes additional control measures as compared to a traditional bus stop to expedite loading and unloading.

Transit oriented development may take many forms and can include mixed density residential and traditional neighborhood design elements.

An example of an apartment building located adjacent to the light rail line in Beaverton, Oregon. Development intensities are highest near the station and should decrease as use transitions to single family neighborhoods.
Establish a Transit Oriented Development (TOD) node around the proposed light rail station along the South 8th Street corridor.

Summary
The Indy Connect transit plan, developed by the Indianapolis Metropolitan Planning Organization (MPO), Central Indiana Regional Transportation Authority (CIRTA), and IndyGo includes several different types of transportation, from buses to rail, roadways, and even bike and pedestrian facilities, all working together to serve residents across Central Indiana counties. The proposed Green Rapid Transit Line is a 23-mile long corridor that follows the Hoosier Heritage Port Authority railroad right-of-way, also known as the Nickel Plate Line, from downtown Indianapolis to Noblesville. The proposed route will approach downtown Noblesville along the 8th Street corridor. Preliminary recommendations include stations near the intersection of Gerald Street and 8th Street, one closer to the Hamilton County Courthouse square, and south of 146th Street, slightly west of State Road 37. While these station locations have not been finalized, there will be at least one station along the South 8th Street corridor.

In combination with the above mentioned TOD development district in the Unified Development Ordinance, the area around the South 8th Street station should be developed as a compact, mixed use, neighborhood capitalizing on the proximity to transit. To guide this development and better establish an overall vision for the station area, a sub-area plan should be created. This planning process should engage the community, identify areas of concern and positive opportunities for change, build community consensus, and include specific recommendations regarding:

- Urban Design
- Connectivity
- Open Space
- Land Use and Density
- Infrastructure
- Parking
- Traffic and Circulation
- Affordability and Gentrification

Case Study
The City of Carrollton, Texas is a northern suburb of Dallas and is served by the Dallas Area Rapid Transit (DART) system. In 2002, the City of Carrollton adopted the Downtown Carrollton Station Area Plan to guide growth and development in anticipation of the arrival of DART in 2008. The plan focused on how Carrollton could positively impact DART ridership and how DART ridership could contribute to the vitality of the downtown. Special consideration was given to pedestrian access to the station and parking design.
Action Steps

1. Establish an overall understanding of TOD for Noblesville.

2. Create a sub-area plan for the TOD node/station area along South 8th Street that outlines land use and development character in coordination with the Transit Oriented Development district of the Unified Development Ordinance.

3. Create an economic development strategy for the station area.

4. Focus funding tools on the TOD area to finance necessary public improvements.

5. Work with property owners and the development community to implement recommendations of the plan.

6. Monitor and amend the Unified Development Ordinance development regulations as necessary to ensure development products are in accordance with the overall community vision and goals for the TOD area.

Resources

- Planning Department
- Engineering Department
- Plan Commission
- Common Council
- Economic Development Department
- Indianapolis MPO
- Central Indiana Regional Transportation Authority
- Property Owners

Unlike traditional bus service where fares are paid upon boarding, bus rapid transit service utilizes pre-paid fares to expedite the boarding process.

The proposed Green Rapid Transit Line includes three stations in Noblesville.
Summary
Established residential neighborhoods of Noblesville often present opportunities for additional housing through development of vacant/abandoned lots or removal of obsolete or unsafe structures. This activity presents the opportunity to improve the fabric of the existing neighborhood. The Urban Land Institute (ULI) notes that the back-to-city trend is energizing demand for infill units in established areas such as Noblesville’s core.

It is important that infill development reflect the context of the existing neighborhood including its architectural history. This does not mean replicating structures that are already there, but how new development can respond to the basic patterns and cherished aspects of the neighborhood.

A good infill policy must address:

- How to make innovative housing the preferred choice for builders.
- Ensuring development costs are competitive with greenfield sites.
- Help identify market demand for infill development.
- Encourage design development that is context-sensitive.
- Ensure zoning codes do not penalize infill development and even promote it over greenfield development.

Case Study
In December of 2008, the City of Portland, Oregon adopted an Infill Design Toolkit to guide the integration of infill development into the City’s neighborhoods. The toolkit includes design recommendations and considerations as well as a number of infill prototypes. Parking strategies are addressed as well as access for emergency services, which can be complex in older neighborhoods developed when fire and rescue equipment was not so large. Finally, the document includes project profiles of good examples of constructed infill projects in many of Portland’s neighborhoods.

Action Steps
1. Conduct inventory and analysis of existing housing stock in the traditional neighborhood areas south of Conner Street.
2. Identify non-residential buildings with adaptive re-use potential.
3. Designate a targeted infill and redevelopment area.
4. Create a residential infill toolkit and guidelines, working with local neighborhood groups, to identify appropriate building types and site design principles.
5. Offer incentives to developers and property owners for property rehabilitation and infill construction. This may include: upgraded infrastructure, reduced impact fees, fee waivers for infrastructure hook-ups, property tax abatements, density bonuses, and expedited permitting.
6. Ensure development applications for properties within the targeted infill and redevelopment area comply with the recommendations of the infill toolkit.

**Resources**
- Planning Department
- Plan Commission
- Common Council
- Engineering Department
- Noblesville Preservation Alliance
- Neighborhood Associations
- Property Owners

The Infill Design Toolkit: Medium-Density Residential Development

A Guide to Integrating Infill Development into Portland’s Neighborhoods

December 2008

The City of Portland, Oregon Infill Design Toolkit helps to inform property owners and developers of appropriate infill building types. (City of Portland)

Pages from the Portland Infill Design Toolkit display medium density housing prototypes. (City of Portland)
Summary
There are two primary types of plan commissions in Indiana, area and advisory, with differing rules guiding each. Advisory plan commissions serve a county, city, or town; the Noblesville Plan Commission is an example of an advisory plan commission. The plan commission serves the incorporated city limits and an area up to two miles from the corporate boundary. If the city or town is in a county without a comprehensive plan they can assume this full two-mile extraterritorial jurisdiction. However, if the city or town is in a county with a comprehensive plan, they must request the extraterritorial jurisdiction from the county. Since Hamilton County has an adopted comprehensive plan, any increases in the City of Noblesville’s planning jurisdiction must be granted by the County. It should be noted that a planning jurisdiction is not the same as a corporate boundary. Even though a planning jurisdiction may expand, it will only allow the City to have authority over development matters. Other government services and tax rates would be unchanged and residents within the planning jurisdiction and outside the corporate boundary would not be considered City residents.

Noblesville currently exercises some extraterritorial planning jurisdiction into unincorporated areas of Noblesville Township and some areas of Wayne Township. Given that development is anticipated to continue east into Wayne Township, it is recommended that the City and County consider expanding the City’s planning jurisdiction further into this area. The extent to which the planning area be expanded will depend on the City’s ability to extend planning services and the County’s willingness to relinquish such planning control.

Action Steps
1. Engage Hamilton County Commissioners in regard to potential planning jurisdiction expansion.
2. Analyze growth pressures to determine the need for extraterritorial jurisdiction expansion.
3. If necessary, request jurisdictional authority from County Commissioners.
4. File map and description of territory involved with Hamilton County Recorder.

Resources
• Planning Department
• Plan Commission
• Hamilton County Commissioners
• Hamilton County Advisory Plan Commission
This map depicts the existing City boundaries as well as the larger planning jurisdiction which includes unincorporated areas of Hamilton County. [Online Version]
Summary

Zoning regulations focused on single-use districts have been and will likely continue to be, the primary land use control in much of the country. Single-use districts were established largely to protect public health and safety by separating harmful industrial and waste-generating uses from residential and commercial areas. As environmental performance standards were developed, these strict land use separations are becoming less necessary. However, existing codes are still antiquated and stand in the way of developing compact mixed use districts that contribute to community identity and help establish a sense of place.

By establishing a mixed use zoning district and planning for multiple land uses, the stage is set to blend residential, retail, office, and institutional uses at Village Center nodes. When people are able to live, work, shop, and recreate in close proximity, the benefits can include:

- Reduced traffic and commuting times.
- Decreased transportation costs.
- Reduced air pollution through fewer vehicle trips.
- Better public health given walking and bicycling opportunities.
- Increased community interaction.
- Land conservation through more compact development.
- Lower tax burdens because of the efficient use of infrastructure.

Elements to consider when creating the mixed-use zoning classification(s) are:

- Allowed mixture of uses.
- Residential densities and commercial intensities.
- Vertical mixed use (multiple uses in one building) versus horizontal mixed use (multiple uses across one site of development project).
- Active streetscapes (limited front yard setbacks, wider sidewalks, street trees, pedestrian-scaled signage)
- Minimizing the visibility of parking.
- Pedestrian orientation (wider sidewalks, crosswalks, site furnishings)
- Connectivity.
- Multiple modes of transportation.
- Centralized open space.

Case Study

Based on recommendations in the Balanced Development Patterns Project and the Town Center Plan, the City of Albany, New York established a number of special zoning districts for mixed use village centers. District identities include the Historic Downtown District, Mixed Use Residential District, Waterfront District, and several other specific neighborhoods/corridors. These standards recognize the village center as the hub of neighborhood and commercial activity and allow for both vertical and horizontal mix of uses. Permitted uses vary across the different districts, but, in all cases, commercial uses must fit the scale of adjacent neighborhoods and the desired character envisioned for each village center.
**Action Steps**

1. Create a mixed use zoning district designation in the *Unified Development Ordinance* which permits retail, personal service, office and residential uses on the same parcel of land.

2. Amend existing commercial districts to allow for infill and new mixed use opportunities where appropriate.

3. Initiate map amendment rezonings of properties at identified Village Center nodes to districts that allow for mixed use.

4. Work with property owners around identified Village Center nodes to educate them about desired character and the development possibilities of their properties.

5. Create incentives for projects that include compact, pedestrian scaled development, a mixture of uses, and high-quality design.

**Resources**

- Planning Department
- Plan Commission
- Common Council
- Development Community
- Property Owners
- Economic Development Department

*Village centers should be designed with active streetscapes and public plazas to accommodate pedestrians and decrease the number of vehicle trips.*

*The existing village center near the intersection of State Road 32 and Little Chicago Road could be complemented by additional mixed use development around the intersection.*
Encourage residential development that reflects surrounding residential character and intensity with a focus on providing efficient services and maintaining the urban fabric that is representative of Noblesville.

Summary
The City has experienced tremendous residential growth since the last comprehensive planning process. Much of the land identified for future mixed density residential use has been developed. Based on prior land use planning, most of the land now available for development was identified as low density single family residential use in the range of one to 2.4 dwelling units per acre. While it is important to maintain some of this land for low density residential use, it is also important to understand what future residential demand may be and how to efficiently provide services to this new population.

New development increases the tax base of the City. However, new homes and businesses also increase the cost of city services such as sewer, water, fire and police protection, parks, libraries, and roads. Low density residential development is almost always tax negative. Even when home prices are high, the long term infrastructure maintenance and replacement costs outweigh the tax revenues. In order to better match existing residential characters and intensities, and reduce the costs of low density residential development, the City must promote future residential development that reflects more mixed densities.

Action Steps
1. Assess current residential activities in various parts of the city taking into account future land use, location, transect and existing development.
2. Assess the current Unified Development Ordinance and zoning map to determine potential adjustments to residential activity levels, architecture, bulk, massing, open space and setback requirements.
3. Amend the current Unified Development Ordinance and zoning map to adjust requirements so that residential activity levels, architecture, bulk, massing, open space and setback requirements are more in-line with the character of existing development while also taking into account the desired transect.

Resources
• Planning Department
• Plan Commission
• Common Council
Neighborhoods representative of Noblesville include Wellington North (left) and Stony Ridge (right).

Much of the land available for development is zoned R1 - Low Density Single Family Residential. These development patterns are costly to provide municipal services to and in many instances, lower density than the established Noblesville character.
Summary

The U.S. Environmental Protection Agency (US EPA) defines brownfields as properties where expansion, redevelopment, or reuse may be complicated by the presence or potential presence of a hazardous substance, pollutant, or contaminant. Contamination does not necessarily have to exist, just the fact that it is suspected often causes buyers and developers to steer clear of these types of properties. Brownfields may be a single lot or multiple parcels which were used together and they may be in urban, suburban, or rural communities. Common examples include abandoned manufacturing facilities, auto salvage businesses, old dry cleaners, and gas stations.

Brownfields are tremendous opportunities for redevelopment in areas where land is scarce and property values are high, such as in many urban locations. However, if left unchecked, brownfields can have negative community impacts which include:

- Becoming eyesores when boarded up and not properly maintained.
- Soil, air, and water pollution can be present both on- and off-site, sometimes to the point where future development on the property must be limited to certain land uses to protect the public.
- Safety issues can be significant if the site is used for criminal activity, illegal dumping, or contains dangerous remnants from previous occupancy.
- The abovementioned impacts can then create economic costs in the form of police and fire resources and lower tax revenues because of negative effects on surrounding property values.
- Aesthetic and safety concerns can lead to loss of neighborhood morale and feelings of disinvestment.

To make brownfield redevelopment successful and mediate the negative impacts of abandoned brownfields, reuse assessments should be performed that consider environmental assessments, market conditions, community needs, opportunities for funding partnerships, and any potential barriers to implementation. Depending on the results of the environmental assessment, and assuming that contamination exists, there are a range of clean up options. If substantial redevelopment is unlikely in the near term, interim uses such as parks and open spaces can help to improve overall neighborhood character. If no contamination exists, the site has a clean bill of health and a major barrier to reinvestment in the property is removed.

Case Study

In Detroit, Michigan, the Mexicantown Community Development Corporation turned a brownfield at the base of the Ambassador Bridge, connecting Detroit to Windsor, Canada, into the Mexicantown International Welcome Center and Mercado. The 43,000 square foot welcome center includes an open air market and plaza for events and displays the neighborhoods rich cultural heritage as an economic development tool. Historically a Hispanic neighborhood, Mexicantown experienced significant disinvestment as several
auto manufacturers closed facilities in the industrial area around the neighborhood. Through a partnership with local businesses, the Michigan Department of Transportation, the educational community, and area non-profits and using both Federal and private funding, the welcome center opened in 2006.

**Action Steps**
1. Establish and maintain a comprehensive database of brownfield sites including an assessment of health and environmental hazards, existing structures, and potential re-uses.
1. Establish criteria by which to evaluate brownfield redevelopment opportunities.
1. Prioritize brownfield redevelopment opportunities using evaluation criteria.
1. Work with the Indiana Brownfields Program to identify technical and financial assistance opportunities for owners and developers of brownfield sites.

**Resources**
- Planning Department
- Economic Development Department
- Engineering Department
- EPA Brownfield Grant Program
- Indiana Brownfields Program

The former Bridgestone Americas (Firestone) facility, pictured above, has been demolished. What remains is known as a brownfield because redevelopment may be complicated by potential site contamination.

The Mexicantown International Welcome Center and Mercado in Detroit, Michigan was developed on a former brownfield site.
HOUSING & NEIGHBORHOODS

Provide diverse housing options that are compatible with the established character of the surrounding community.
Summary
A sustainable neighborhood is not just one that is more environmentally friendly, but it is one that is also socially and economically stable. Sustainability includes providing options to allow residents to remain in their same neighborhood, even when housing needs change due to life events, families or other needs.

Currently, many modern subdivisions contain a homogenous housing stock that caters to one particular market segment. Oftentimes, an individual will not have the same demands through their entire life and find they need to relocate outside of their neighborhood or community to meet their housing needs. As families expand, there is more demand for areas in which different family generations can live closer together.

Integrating different housing styles and types within a single neighborhood can have a huge impact on the long-term viability of a neighborhood and the ability to meet the needs of Noblesville’s residents as their situations and preferences change.

One way to increase housing diversity within a neighborhood is with accessory dwelling units. Accessory dwelling units are separate housing units located on the same property as a primary dwelling. These are also referred to as granny-flats, accessory apartments or second units. They can either be attached or detached from the primary residence. Many communities, both urban and suburban are looking to relax their use requirements to allow these units with acceptable development standards to protect against nuisances and ensure stable property values.

Seeing the increased demand for more affordable housing and needs for different family configurations, accessory units are more in demand. They offer a variety of benefits including increasing housing supply, allowing seniors to live closer to their families, and to help young professionals just entering the workforce, find housing in stable neighborhoods. Furthermore, the extra income to the primary resident can help offset cost-of-living increases and provides more disposable income for the local economy.

Case Study
The City of Santa Cruz, California created an Accessory Dwelling Unit Manual to help residents through the application, design, review, and construction process. Not only is the manual a “how to” guide but it also includes recommendations on appropriate scale, siting, and buffering to ensure neighborhood compatibility. Multiple prototypical designs are included as well as information about the building code and hiring a contractor. There are even suggestions on how to navigate the tenant selection process.
**HOUSING & NEIGHBORHOODS**

**Action Steps**

1. Evaluate the [Unified Development Ordinance](#) and other planning documents to allow a diverse housing stock.

2. Amend the [Unified Development Ordinance](#) to include a range of residential and mixed use districts that include development standards and incentives for attached, detached, live work, mixed use, and accessory dwelling units.

3. Support land use and zoning changes that will lead to provisions for more diverse housing types.

4. Periodically review development regulations to assess their effectiveness in leading to a variety of housing types.

**Resources**

- Planning Department
- Plan Commission
- Common Council
- Economic Development Department

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*Example of a two-family attached dwelling next to a single-family dwelling.*

*Interior accessory dwelling unit within a primary residence.*

*Live/work townhomes adjacent to single-family dwellings.*

*Exterior accessory dwelling unit over a garage.*
Summary

Traditional zoning districts, over time, have become extremely rigid and are often responsible for creating neighborhoods with only one housing type and style. One alternative is using planned developments to allow some flexibility; however, this can introduce uncertainty and create a cumbersome and lengthy approval process. Many communities are changing standards that redefine multi-family housing as true apartment and condominium complexes (i.e. more than four units) and allows for different ratio mixes of single family residential sizes, accessory dwellings, and 2 to 4 unit attached single family units like townhomes and brownstones. The Urban Land Institute (ULI) has found that the proximity of this type of multi-family to single-family housing actually has an upward impact on property values and net property tax receipts. Furthermore, ULI found that the type of market that this style of housing attracts are often singles or double-income no-kids couples and therefore decrease overall demand on local schools. There are many options to achieve this mix including developing incentive programs to encourage diverse housing designs, density bonuses and the use of form-based development standards that regulate the look and imposition of structures more heavily than the use.

Important considerations for allowing more attached units are:

- Medium density but lower perceived density – When 2 to 4 unit attached structures are mixed with a variety of single family detached structures, even on an individual block, they do not look like dense neighborhoods. However, the increased units lead to more efficient use of infrastructure, are more supportive of transit, and walkable retail and services become more viable.
- Comparable footprints – Even with four units in one structure, these buildings can be designed to match the 45 to 60 foot widths of comparable estate homes.
- Smaller, well-designed units – It seems obvious but when units are well-designed they utilize space more efficiently and can therefore be smaller. Smaller units can lead to lower development costs and affordability to a larger range of buyers.
- Don’t provide too much parking – If parking is allowed to drive the site plan and two or more off-street spaces are provided per unit, development potential decreases and the likelihood of negative attitudes of adjacent land owners increases.
**Case Study**

The East Beach neighborhood of Norfolk, Virginia is a waterfront community developed in the traditional neighborhood style. It includes a variety of housing unit types including mansion apartments that are compatible with and contextually sensitive to the surrounding single family homes.

**Action Steps**

1. Analyze existing residential standards in the Unified Development Ordinance against built residential products in the community.
2. Identify good examples of compatibility between single family detached and single family attached development.
3. Examine where modifications could be made to established residential districts to also allow attached units.
4. Amend the appropriate residential districts of the Unified Development Ordinance to define standards for the development of single family attached units.

**Resources**

- Planning Department
- Plan Commission
- Common Council
Expand opportunities for housing partnerships with non-profits and the development community.

Summary
The construction and management of affordable housing is often done by non-profit agencies and non-profit developers specialized in such projects. In addition to construction and management, these non-profits may also provide housing assistance services, deliver social services, and advocate for affordable housing. Local municipalities are often partners in these projects to coordinate funding and other incentives. Private sector developers rarely develop affordable housing without financial assistance from non-profits or government because the projects do not provide sufficient revenue. They may also lack knowledge of the funding and approval processes, and on a geographic level, where the affordable housing is needed most.

Non-profits and private sector developers can collaborate on mixed-income projects to the benefit of both groups. Private sector developers can provide technical building and development expertise and a different set of financial resources. Non-profits can help to identify the areas of need, receive alternate funding not available to private developers and help to navigate the affordable housing process. The City should work to facilitate these partnerships and provide assistance where possible.

Case Study
The City of Arlington, Virginia has been able to coordinate several projects between both non-profit and for-profit housing developers. One such project created a combined rental and ownership, mixed-income community. By demolishing 43 units of an existing 152-unit multi-family development, a new 96-unit condominium project was created. The remaining 109 rental units were rehabilitated and along with 10 percent of the condos, were committed as affordable units.

Action Steps
1. Examine opportunities for City staff to coordinate dialogue between non-profit housing organizations and for-profit housing developers.
2. Provide technical assistance through the development process for these partnerships.
3. Explore incentives aimed at for-profit developers when including non-profit organizations and affordable units in projects.

Resources
- Planning Department
- Noblesville Housing Council
- Non-profit community organizations
- Residential developers
- Plan Commission
- Common Council
- Low Income Housing Tax Credits (LIHTCs)
The Monterey Apartments in Arlington, Virginia were committed as affordable units by the developer. They are part of a larger mixed-income community that includes both market rate condominiums and these affordable apartments.

A home in the St. Clair Place neighborhood of Indianapolis was constructed by the neighborhood community development corporation, Indy-east Asset Development in partnership with the City of Indianapolis and a private home builder.

Another home constructed by Indy-east Asset Development in St. Clair Place.
Summary
There are many challenges inherent to developing vacant and underutilized parcels in established neighborhoods. These challenges include the scattered location and potentially low number of infill parcels, obsolete development regulations, outdated infrastructure, and potential environmental contamination (brownfields). Furthermore, many modern development regulations favor the development of greenfield properties where there are few constraints and land is readily available. To encourage infill development, local governments often use incentives to promote infill construction and rehabilitation.

Reasons for offering incentives include:
- Aesthetically improving underutilized and blighted areas and helping catalyze additional revitalization efforts.
- Improving tax revenues in built-out areas of the city already served by public utilities.
- Increasing density and providing affordable housing to meet growing community needs.
- Directing development to already urbanized areas, therefore preserving agriculture lands on the fringe of the city.
- Promoting densities that are more supportive of transit and walkable environments.

These incentives may come in many forms and should be determined with discussion between City departments, elected and appointed officials, targeted neighborhood representatives, and area home builders. Potential incentives may include:
- City-led infrastructure and amenity upgrades.
- Reduced impact fees.
- Fast track or streamlined permitting.
- Reduced development requirements for standards such as lot size, setback, or parking.
- Tax deferrals.
- Density bonuses.

Case Study
Phoenix, Arizona encourages infill development through a housing program, established by ordinance in 1995. Among the incentives the city offers are the waiving of a number of development-related fees; city participation in the cost of off-site improvements; focused blight control efforts adjacent to infill development sites; and the assistance of a city staff “Infill Development Team” that has the explicit mission of guiding infill projects through the city planning and development process. Since the program’s inception, 3,175 new single family homes have been built in designated areas of the city.
**Action Steps**

1. Conduct outreach to neighborhood groups, the local construction industry, and the wider community to develop consensus around desired infill types and strategies.

1. Create a residential infill toolkit and guidelines to identify appropriate building types and site design principles.

1. Support private investment in targeted infill areas with investments in public infrastructure and municipal services.

1. Amend the [Unified Development Ordinance](#) to better support infill development and include incentives for infill construction and rehabilitation of under-utilized properties.

1. Continue enforcing established City codes to protect the property values of new infill development.

**Resources**

- Planning Department
- Plan Commission
- Engineering Department
- Common Council
- Development community
- Economic Development Department

Many lots in traditional neighborhoods are more narrow than more recently developed subdivisions. Special consideration must be taken to ensure compatibility with the existing homes. The example on the left uses a shared drive to access rear parking, thereby preserving ground floor living space and a strong street orientation. The example on the right allows parking to dictate the design and disrupts the traditional neighborhood character.

Courtyard housing is one infill building type that allows for slightly increased densities while reflecting the traditional neighborhood pattern of detached houses on approximately 50-foot wide lots.
Summary
Neighborhood grant programs give residents the opportunity for input and influence into making their neighborhoods better. These programs typically fund capital projects which would not be funded by traditional City programs. These programs may also fund events and service projects at the grassroots level. Based on funding availability, different grants may be established for different types of projects.

Whether small or large in scale, it is important to establish clear grant guidelines. These should be as simple as possible while still achieving the overall program goals and may include:

- Funding objectives
- Projects that may receive priority, if any.
- Program eligibility requirements for receiving funding.
- Levels of grants to be awarded.
- The application review process, review criteria, and funding cycle, if any.

Case Study
The City of Elgin, Illinois established a Neighborhood Improvement Grant Program in 1996 to provide assistance and incentives for neighborhood groups and organizations to develop and implement projects to benefit their respective neighborhoods. The program was revised in 2010 to better align with the City of Elgin Sustainable Master Plan. The program now includes three separate funds, the Sustainable Neighborhoods Project Fund with awards up to $15,000, the Small Green Project Fund with awards up to $1,000, and the Tree Replacement Fund to mitigate tree losses caused by emerald ash borer insects. There are eligibility requirements and a scored evaluation process. It should also be noted that there is a matching funds requirement.

Action Steps
1. Create a neighborhood grant committee to establish goals for the program.
2. Identify and acquire private funding partners.
3. Establish the grant guidelines.
4. Develop grant application form.
5. Advertise the availability of grants.
6. Review applications and award grants.

Resources
- Planning Department
- Neighborhood Grant Committee
- Philanthropic organizations (funders)
- Neighborhood leaders
- Economic Development Department
One of the goals of the Elgin, Illinois Neighborhood Improvement Grant Program is to mitigate tree losses caused by the emerald ash borer insect.

Neighborhood grant programs can be established to fund a variety of improvements that may not typically be covered by City programs such as the creation of community gardens.

Neighborhood improvement projects are an opportunity to get children involved and bring the community together.
Summary
The purpose of a residential market analysis is to determine demand for new housing units in the defined study area. This type of study typically includes an analysis of the existing housing market and supply characteristics such as vacancy, class of housing products, rental rates, absorption trends, development amenities, unit types and sizes, rents, and year structure built. Demographic characteristics should also be examined in terms of population, number of households, household type and size, income characteristics, employment, and owner versus renter occupancy.

Questions to be answered by the residential market analysis are:

- Where potential buyers and renters will likely be moving from (draw area).
- Who currently lives in the draw areas and what are they like.
- How many are likely to move to Noblesville given appropriate units are available.
- What those appropriate units might be.
- Do those appropriate units currently exist or do they need to be constructed.
- How quickly might they buy or rent these units.

This information can then be used by the City to develop a neighborhood and housing strategy to guide and coordinate the activities of multiple City departments, local community organizations, and private stakeholders. By addressing both the positive and negative trends affecting the community, City leaders can anticipate development trends and ensure that development regulations allow for the construction of demanded units while also protecting existing housing stock and the established character of Noblesville.

Case Study
The City of Rochester, New York commissioned a city-wide housing market study that was completed in 2007. The project included significant public outreach in the form of targeted focus group meetings as well as wider business and resident engagement. In addition to projecting housing market demand, the study analyzed how public and private funds, housing programs and services, vacant land management, and the development and review process could all be used to meet the future needs of the city.
Action Steps

1. Develop and maintain an inventory of the housing supply in Noblesville.
2. Define the Noblesville residential market area.
3. Forecast future supply and demand based on population projections, housing trends, and consumer preferences.
4. Conduct a residential market analysis using established data sources.
5. Identify anticipated deficiencies in the housing supply.
6. Amend the Unified Development Ordinance as necessary to support future housing demand.

Resources

- Residential Builders and Developers
- Planning Department
- Economic Development Department
- Plan Commission
- Common Council

**HOUSING & NEIGHBORHOODS**

The City-Wide Rochester Housing Market Study summarized and mapped the strengths and weaknesses of the City’s neighborhoods into six categories ranging from exceptional to distressed (City of Rochester, Interface Studio).

The distribution of neighborhood types reinforces some perceptions and confirms other observations made by residents about how their neighborhoods are changing. What was clearly uncovered is the need to carefully evaluate the transitional neighborhoods and determine their true potential for growth.
Designate and confer with a Neighborhood Liaison for the downtown area.

Summary

Many municipalities use neighborhood liaison programs to establish stronger connections between neighborhoods and local government. Programs goals vary from place to place but liaison responsibilities commonly include:

- Information distribution
- Organizing neighborhood and community groups
- Advocating on behalf of the neighborhood
- Coordinating city services with needed user groups
- Anticipating neighborhood needs and presenting issues to city staff
- Promoting and marketing neighborhood events

Organizationally, the program models vary where liaisons may be volunteer individuals, city staff positions, or non-profit groups. In all, there should be open and on-going communication between liaisons, the city, and their representative neighborhoods.

Case Study

The City of Indianapolis Mayor’s Neighborhood Liaisons program is used to better connect neighborhood and community groups with City government in the nine identified service areas within the City. The neighborhood liaisons are a direct link to the Mayor’s office as well as other city departments. The liaisons provide assistance in:

- Establishing new neighborhood organizations.
- Bringing community groups together.
- Educating the public on zoning and land use processes.
- Providing businesses with zoning and development information.
- Assisting businesses with expansion and location services to benefit the community.

It should be noted that in Indianapolis, the liaisons are salaried City employees.
HOUSING & NEIGHBORHOODS

Action Steps
1. Establish a committee, representative of downtown organizations, businesses, and residents, to identify potential neighborhood liaisons candidates.
2. Identify the downtown “service area” for the neighborhood liaison.
3. Determine candidate interests in the neighborhood liaison position.
4. Designate an individual or organization as the downtown neighborhood liaison to coordinate activities between the City and downtown community.

Resources
- Downtown organizations, businesses, and residents
- Planning Department
- Economic Development Department

Keep Indianapolis Beautiful in partnership with the City of Indianapolis and the Mayor’s Neighborhood Liaison Program hold the Great Indy Cleanup event every April. (Keep Indianapolis Beautiful)
Develop neighborhood plans to improve the quality of life, preserve the culture and history, and improve the aesthetic and sense of place of each neighborhood.

Summary
Ask people where they live and the range of results can be varied from specific street, neighborhood, city, or even state. How we describe the places where we live often says a lot about them. Residents of vibrant neighborhoods will often describe themselves as residents of that neighborhood rather than the city or town as a whole, while residents of places with less character may have to define some larger geography as where they live.

Safe, attractive, and welcoming neighborhoods make life better for their residents and a collection of these neighborhoods makes life better for the whole city. Great cities and the neighborhoods within them don’t just happen. Plans are made to guide the growth and changes that are constantly occurring. In order to improve quality of life in the City, preserve cultural and historic character, and enhance sense of place, the City should develop neighborhoods plans. Neighborhood plans are similar to comprehensive plans but with a more defined study area and a higher level of plan detail for that area. Specifically, the plans are intended to:

- Identify, preserve, and build upon existing positive qualities of the neighborhood.
- Address existing and potential issues.
- Set goals and priorities to help shape the future of the neighborhood.

The neighborhood planning process should always include significant public outreach and engagement to empower residents, develop consensus, and establish involved citizens to carry the plan to implementation.

Case Study
The City of Bloomington, Indiana instituted a Neighborhood Planning Initiative to develop plans for the City’s diverse neighborhoods. Through the initiative, residents apply to both the City’s Planning and Housing and Neighborhood Development departments to participate in the planning process. Qualified neighborhoods are selected and the plan is created through a series of workshops and exercises between City staff and residents. The plan process typically last six to seven months and broad goal setting and specific action strategies for implementation.
**Action Steps**

1. Identify and prioritize the neighborhoods for which to develop plans.
2. Establish a neighborhood plan committee made up of City staff and officials.
3. Identify and acquire funding to begin neighborhood planning initiatives.
4. Determine staffing needs for plan development including retaining consultants through a quality-based selection process.
5. Engage the neighborhood in the creation of each plan to ensure consensus and buy-in.
6. Adopt plans as part of the overall comprehensive plan.

**Resources**

- Planning Department
- Engineering Department
- Economic Development Department
- Community Organizations
- Plan Commission
- Common Council

*Neighborhood plans, like this one created for a portion of the City of Indianapolis, contain many of the same elements as the comprehensive plan but are able to include a greater level of detail because of the more defined area.* (CHA)

*The Green Acres Neighborhood Plan was completed as part of the City of Bloomington’s Neighborhood Planning Initiative. Neighborhoods are able to apply to the City to be part of the planning process which typically lasts six to seven months.* (City of Bloomington)
ECONOMIC DEVELOPMENT

Attract, retain and expand an array of businesses and industries that create jobs and wealth for residents and support the economic vitality of the City.
Summary
Incentive tools such as tax abatements are an important weapon in the economic developer’s arsenal to help attract and retain key businesses that will generate jobs and wealth for the local economy. It is important that a good assessment is done prior to approving incentives to assure that public investment will benefit the overall community. There are a number of best practices that other communities have used to help protect public investments in the private sector, but also make sure they remain competitive in growing there community. Best practices include:

- Aligning incentives with a well-defined economic development strategy. Noblesville adopted an economic development strategic plan in 2012 that outlines clear direction and steps for economic growth.
- Conduct a thorough cost-benefit analysis of potential incentive candidates. As a part of the review process, this will help decision-makers better determine the overall net fiscal impact for deploying incentives in relation to the economic return to the community both short and long-term.
- There should be clear performance standards that must be met by those awarded incentives including penalties for failing to meet agreed upon performance criteria. Typical performance standards include a certain amount of job generation, increase in assessed value, minimum wage standards, participation in workforce training programs, or infrastructure development.

Penalties, often called “clawbacks” are provisions within an incentive package that require those that receive incentives to pay back the incentive to the community if performance criteria are not met.
- Incentive programs should be evaluated regularly. A mistake many communities make is that once incentives are given, there is not often the oversight and monitoring to track compliance with performance criteria, or more importantly, determine whether a particular incentive program is truly generating the economic returns intended.

Develop a strategy for the use of public financial incentives as an attraction tool that includes performance criteria for participants to meet.
Case Study
The City of Peoria, Arizona, a suburb of Phoenix, established an economic incentive policy that fostered the goal of creating a return on investment for eligible projects. It creates goals for the use of incentives such as creating a “top-tier” workforce, infrastructure improvement, incentives to grow startup businesses, attraction targeting the bio-tech sector, redevelopment of vacant or underutilized properties, and business expansion and attraction of targeted industries.


Action Steps
1. Evaluate current financial incentive programs and evaluate success in reaching intended results.
2. Develop overall criteria to determine incentive eligibility. (not all programs may have the same eligibility)
3. Refine scoring system for incentive eligibility based upon criteria to encourage a fair and objective evaluation process for presentation to decision-making bodies.

Resources
• Common Council
• Economic Development Department
Summary
The supply chain refers to the overall process from moving a good from raw materials to finished product for the consumer. An individual business’s supply chain includes the suppliers that sell goods to the business and the buyers who buy finished product from that business. Depending upon the type of business, economic forces such as transportation costs or the need for specialized skilled labor pools make it more advantageous for various business types to locate closer together. These are called business clusters. A cluster analysis with a supply chain focus can identify existing product flows and help determine if attraction of new businesses or expansion of existing businesses can decrease supply chain costs and improve the overall business climate. This can be done through a combination of cluster analysis and identification, econometric modeling, and individual interviews and surveys with local businesses.

Case Study
The Tampa Bay Regional Planning Council was awarded a grant by the US Economic Development Administration to help identify advantages and disadvantages that businesses faced when purchasing inputs as well as what links in the overall supply chain were weak or absent.

http://www.tbrpc.org/edd/mscs.shtml

Graphic example of a typical manufacturing supply chain from raw material to delivery of a finished product to a consumer.
**Action Steps**

1. Identify industry clusters that are potential strengths or emerging strengths using a target industry study.
2. Identify local businesses associated with targeted clusters.
3. Develop a business visitation program and visit businesses to ascertain location of customer base and suppliers.
4. Develop matches between potential local producers (suppliers) and local businesses in targeted clusters.
5. Develop attraction programs to attract potential suppliers to relocate locally to help fill local demands in the supply chain.

**Resources**
- Economic Development Department
- Local industry associations in targeted clusters
- Hamilton County Alliance
- Noblesville Chamber of Commerce
- US Economic Development Administration Technical Assistance Grants

**Current Strengths**
- NAICS 339 Miscellaneous manufacturing

**Emerging Strengths**
- NAICS 311 Food manufacturing
- NAICS 312 Beverage and tobacco product manufacturing
- NAICS 313 Textile mills
- NAICS 315 Apparel manufacturing
- NAICS 325 Chemical manufacturing
- NAICS 332 Fabricated metal product manufacturing
- NAICS 334 Computer and electronic product manufacturing
- NAICS 335 Electrical equipment and appliance manufacturing
- NAICS 337 Furniture and related products manufacturing
- NAICS 326 Plastics and rubber products manufacturing
Summary

Oftentimes, labor force problems are not a lack of workers, but a lack of workers that possess the necessary skills for a particular job. Growing and expanding industry sectors are limited by the available supply of qualified labor. Providing and improving a ready and trained workforce greatly improves a locality’s ability to attract, retain and expand business and higher wage/higher skill jobs.

Monitoring Noblesville’s industry strengths and emerging industry clusters, in terms of labor needs, helps as part of the City’s overall business attraction, retention and expansion strategies. A skills-gap analysis can distill the specific occupations vital to local businesses and the necessary skills that those occupations need. Examining overall labor supply for these occupations helps determine where more skilled workers are needed. In addition, continual communications with local businesses assists in identifying skill areas that need improved within the existing labor force.

The City of Noblesville and the Workforce Development Council are continuously engaged in the local business community to help determine potential skill gaps. In addition, the Workforce Development Council has partnered with local schools and higher education institutions, such as Ivy Tech, to develop training programs that address skills gaps issues with the incumbent and emerging workforce.

Case Study

In 2003 the State of Illinois funded skills-gap studies in all of the state’s workforce regions to better target limited state and local resources to the industries and training programs that were needed the most. The program assessed overall industry strengths and potential emerging strengths, determined the overall key occupations for each of those industries and used US Dept. of Labor skills information to determine top skill requirements for those occupations. Recommendations of the studies included targeted training programs, industry cooperation in workforce training, and career pathway programs. The studies engaged industry leaders, local economic development officials, labor unions and trade groups, and local workforce development and training agencies.

Continue to partner with the Workforce Development Council to determine which workforce skills are missing in Noblesville and how they can be developed through continuing education opportunities.
**Action Steps**

1. Continue to participate in the Workforce Development Council.

2. As a part of a broader business retention and expansion visitation program, interview local industry human resources leaders and managers to determine potential skills gaps.

3. In conjunction with the Workforce Development Council, develop a skills-gaps analysis for Hamilton County that compares strong and emerging industry clusters, occupations/skills and current workforce supply to provide guidance on targeted workforce development needs.

**Resources**

- Economic Development Department
- Workforce Development Council
- Ivy Tech Community College
Continue to partner with Noblesville Schools to incorporate science, technology, engineering and mathematics (STEM) as well as business classes more closely with curricula.

Summary
STEM education (Science, Technology, Engineering and Mathematics) is an approach to teaching that integrates the four STEM components into the school curriculum. The STEM curriculum is thought of as a way to change curricula for K-12 and college to improve national competitiveness in technology development. It focuses on cross-curricular education and more hands-on experience and problem solving.

Case Study
The Cleveland Metropolitan School District created a magnet school designed specifically around STEM education. The MC2 STEM High School was created and housed at various locations including the Great Lakes Science Center for ninth graders, the General Electric NELA Park campus for tenth graders, and Cleveland State University in downtown Cleveland for eleventh and twelfth graders. It is a project-based learning environment that exposes students to all of the same issues and problems that engineering and science occupations encounter. Students are selected for the program as part of a lottery system with all Cleveland Metropolitan School District students eligible.

http://www.mc2stemhighschool.org/
**Action Steps**

1. Partner with Noblesville Schools to assist in cultivating partnerships with industry, higher education, nonprofits, museums and research centers to enhance opportunities for expanding STEM curricula and teaching tools.

2. Assist in engaging local businesses in developing projects-based learning (PBL) curriculum components to improve problem-solving and collaboration skills.

**Resources**

- Economic Development Department
- Noblesville Schools
- Local industry groups
- George Lucas Educational Foundation

*Students studying at the MC2 STEM High School in Cleveland, Ohio (MC2 STEM)*
Summary
Business roundtables are a great component to an overall business retention and expansion strategy. Roundtables foster both formal and informal communications to get feedback on issues and challenges that businesses are facing within the community. These are often held as informal events or breakfasts, but also could include formal speaking components. It is important that the roundtables include a strong discussion component with record keeping so that information collected can be acted upon by the local economic development officials.

Noblesville continues to organize and host business roundtable events and plans to continue and further formalize this practice.

Action Steps
1. Continue to organize and host roundtable meetings.
2. Utilize target industry study to determine if additional roundtables may be needed for existing or emerging industry clusters.

Resources
- Economic Development Department
- Industry Groups
- Noblesville Chamber of Commerce
Images from a recent CEO Summit hosted by the City of Noblesville.
Initiate a formal business visitation program to improve communications and relationships with current businesses to identify needs and wants to strengthen the local business climate.

Summary

It is often said that 75 percent of resources for local economic development are spent on attracting 25 percent of new jobs to the community. Until recently, economic development efforts overlooked the fact that almost three-quarters of new jobs are created by existing businesses within the community. Improving business relations, improving communications, and reducing local barriers to growth can improve the business climate and accelerate job growth.

A Business Retention & Expansion (BR&E) program works to focus local economic development efforts on improving relationships with existing businesses, develop a working partnership with these businesses, and help work to match local and state resources to business needs. This can include identifying incentives, workforce training, capital sources, serving as a liaison between local government and businesses, or business coaching, to name a few. To accomplish this, the community must develop a strong business visitation program.

The objectives of a BR&E program should be to:

- Demonstrate to local businesses that the community appreciates and supports their contributions to local economic growth and wealth.
- Help solve problems that businesses face where local resources can be brought to bear.
- Match education and technical assistance programs to improve a business’ competitiveness.

A good BR&E program has the following components:

- An economic development official that is focused specifically on existing business development.
- A structured visitation program that includes face-to-face meetings with the same individuals to build trust.
- An annual survey program to supplement visits to identifying business needs on a broader scale.
- A follow-up visitation program to target specific barriers or issues that local resources can help solve.

Oftentimes a good business retention program requires a good deal of person-hours and resources. One way local economic development agencies can supplement staff is to develop a volunteer program of local leaders or retired businessmen to assist with visitations or follow-up meetings based upon technical proficiencies.

Case Study

Grants Pass, Oregon established a formal BR&E program in the mid-1990s. In conjunction with the local chamber of commerce, the economic development agency developed a business visitation and survey program that conducted over 100 surveys in the first two years. The City has since repeated this process every three years. In the first year they identified businesses with immediate expansion needs and were able to help identify sites within the community to retain those businesses and jobs. The sites were within...
a new industrial park in which the developer was hesitant to build the infrastructure without known tenants. Connecting the prospective tenants with the project allowed the infrastructure investment to move forward, further increasing available properties for development. The program was recognized in 1999 by the Oregon governor with the "Sustainable Oregon" award.

http://www.grantspasschamber.org/business-retention-a-expansion.html

**Action Steps**

1. Appoint a coordinator for the program within the Economic Development Department staff. The coordinator will oversee staff resources and primary contacts.

2. Develop a volunteer taskforce to assist with business visitation and on-going business communications.

3. Develop an outreach marketing program to businesses to understand the intent of the program.

4. Develop a visitation schedule and hold meetings with local businesses. It is important that the confidentiality of information is maintained and that staff remain consistent so trust relationships can develop.

5. Supplement personal visitation with business retention and expansion surveys that can provide comparable and quantitative information on business needs.

6. Develop roundtables of similar businesses to foster better inter-business coordination and cooperation.

7. Assure follow-through on addressing issues and needs that businesses have that can be met by the local community.

**Resources**

- Economic Development Department
- Volunteer program to expand interviewers (from business community)
- Corporate/community foundation grants for initial program development
- Noblesville Chamber of Commerce

**PERCENT OF JOB GROWTH BY ECONOMIC DEVELOPMENT TYPE**

- **Business Attraction, 15%**
- **Entrepreneurs, 9%**
- **Existing Businesses, 76%**

*Study by Blaine Canada, LTD, a major industrial site selection firm, that shows the average percentage of job growth generated by existing businesses versus the attraction of new businesses.*
Summary
Although visitation programs and roundtables are essential as part of a larger business retention and expansion program, they are limited in the number of businesses that can be reached and make it difficult to compare and contrast feedback across businesses. A BR&E survey allows for a larger number of businesses to be reached in a shorter period of time. These surveys can be conducted a number of ways including through the web, mail, phone or face-to-face interviews. A written questionnaire is often used to ensure that information can be compared between surveys.

Typically most BR&E surveys have the following objectives:

- Identify immediate concerns of the businesses.
- Identify training and technical assistance needs.
- Identify future plans for the businesses.
- Show the community’s appreciation for the businesses.
- Develop an economic development plan designed to improve the local business climate.
- Foster local action through the creation of local implementation work groups.

Case Study
Grants Pass, Oregon established a formal BR&E program in the mid-1990s. In conjunction with the local chamber of commerce, the economic development agency developed a business visitation and survey program that conducted over 100 surveys in the first two years. The City has since repeated this process every three years since. In the first year they identified businesses with immediate expansion needs and were able to help identify sites within the community to retain those businesses and jobs. The sites were within a new industrial park in which the developer was hesitant to build the infrastructure without known tenants. Connecting the prospective tenants with the project allowed the infrastructure investment to move forward further increasing available properties for further development. The program was recognized in 1999 by the Oregon governor with the “Sustainable Oregon” award.

http://www.grantspasschamber.org/business-retention-a-expansion.html
**Action Steps**

1. Develop a taskforce representing a broad selection from the business community, government and educational institutions to help identify program objectives, methodology and then follow-up.

2. Develop a scientific survey methodology that will eliminate bias and represent a significant cross-section of the Noblesville business community. Typical surveys will include mail/internet and personal phone call or site visit follow-ups to ensure an adequate sample size.

3. Develop a timeline for the data collection and analysis to ensure the survey will be conducted within a 6-7 month period from initiation of the program to final analysis.

4. Develop and test the survey questionnaire to ensure that the questionnaire meets the objectives of the study, collects relevant information, and questions are understandable to the participant.

5. Develop a media and public relations campaign prior to release of the survey to raise awareness amongst the general public as well as the potential survey population. This will improve response rates and demonstrate the City is genuinely interested in the well-being of its business community.

6. Survey should be analyzed for relevancy on an aggregate basis as well as by individual cases to determine “red flag issues” such as an imminent plant closing or major assistance needs that must be met. This demonstrates the survey should not be “blind” and respondents should be identifiable with their questionnaire. Maintaining and disclosing confidentiality rules will be important.

7. The survey should be repeated either annually or bi-annually to track progress and continue to understand emerging or changing issues facing the business community.

**Resources**

- Economic Development Department
- Community volunteers for taskforce and potential site visitations
Embrace regionalism and increase partnerships with local resources.

Summary

The Economic Development Department has increased its efforts to embrace regionalism on many levels. They are part of an Economic Development / Planning Group from Hamilton County cities and towns that meets quarterly to discuss each other’s initiatives relative to new development and best practices. They also discuss how they can jointly work together on initiatives (i.e., trails).

The Economic Development Department is also part of the Workforce Development Council that brings together Noblesville Schools Administration, Noblesville High School, Ivy Tech, Work One Region 5, Noblesville Chamber of Commerce, and 3 local business owners. This group is integral in establishing the Career Exploration Internship Program, Industry Tours, and Workforce 200 (at risk youth education development preparing them for a career).

In addition, the City participates in the following organizations amongst others:

- Nickel Plate Arts
- Hamilton County Convention and Visitor’s Bureau
- Indy Partnership
- Hamilton County Alliance
- Hamilton County Entrepreneurship Advancement Center
- Indiana Economic Development Association
- Japan America Society of Indiana
- America China Society of Indiana
- SCORE
- Noblesville Chamber of Commerce
Action Steps

1. Identify local organizations that would benefit the City of Noblesville.

2. Commit city staff and resources to participate in those organizations to build alliances and influence decision-making at the regional level.

Resources

• Planning Department
• Economic Development Department
• Common Council
• City Engineer
• Hamilton County Alliance
Further develop the business appreciation program, including events, webinars, and awards.

**Summary**

The City of Noblesville currently visits businesses with 25 and 30 year anniversaries. The City wants to expand this program in order to recognize all businesses’ significant achievements. The City also participates in an awards program in partnership with the Noblesville Chamber of Commerce entitled the “Enterprise Awards”. The City is focusing on expanding these efforts.

With increasing broadband access and decreasing hardware expenses, webinars are becoming more popular and convenient ways to participate in education. Communities are beginning to use this method to extend training opportunities for business development and networking. These webinars can also be turned into podcasts for convenient access in a non-live format.

**Case Study**

The Washington State Department of Commerce hosts a free webinar series aimed at helping businesses understand current issues they may be facing. The recorded webinars are available on the commerce website for free access. Topics include the use of employee stock ownership plans (ESOPs), workforce training programs, branding and more.
Action Steps
1. Assess the current anniversary visitation program and determine how to expand.
2. Assess the current “Enterprise Awards” program in terms of effectiveness and how to expand participation
3. Expand the business roundtable program to include webinars, or podcasts of roundtable speakers to expand the reach to the Noblesville business community

Resources
- Economic Development Department
- Noblesville Chamber of Commerce
Continue to develop collaborative partnerships between area universities, colleges, secondary schools, and local employers to develop job placement programs for qualified workers.

**Summary**

Credentialing is fast becoming an important gauge for employers in terms of overall hiring qualifications. Developing targeted credentialing programs allows secondary schools, colleges, and universities to match skilled workers with open positions, thus providing employers with a larger pool of highly skilled candidates. These programs can be coordinated by local economic development agencies, workforce investment boards, or local neighborhood based community development corporations. Work should be done on a systemic basis between all training providers, labor, and industry groups to improve worker skills and match qualified workers with employers.

These programs often include a link between training, certification and job placement. Typically these programs partner with individual businesses or local coalitions of like businesses or employers (i.e. trade unions or industry partnerships). Training and certification is typically done through existing training providers and education institutions. Case management services are provided to participating candidates in areas such as resume writing, mock interviews and job offer negotiation strategies. Case management should follow the participant from initial enrollment through the job placement process. Some programs actually include internship opportunities prior to full-time job placement for on-site worker training and experience. These include placement of candidates with workplace mentors to help them better become accustomed to the workplace and provide hands-on experience.

Currently the City is coordinating with Ivy Tech Community College and the Purdue Technical Assistance Program in regards to business assistance and workforce training. They have fostered a relationship between local businesses and Noblesville Schools for in-classroom participation, job fairs, and connections for internships. The City has also assisted Work One with local job fairs to help connect workers with local employment.

**Case Study**

The Mesa County Workforce Center in Grand Junction, Colorado has partnered with the Grand Junction Economic Partnership, Grand Junction Chamber of Commerce and Colorado School District 51 to strengthen the pool of skilled job applicants for local businesses. They have adopted the WorkKeys assessment and training program as a platform for accepted credentialing of worker skills. Prior to the program, local businesses complained they did not see enough high-skill, high-quality employees as applicants. The local school district had difficulty working with businesses to identify a common language...
ECONOMIC DEVELOPMENT

of specified skills that were needed. A certificate program was created with agreed upon curricula, skill objectives, and certification of worker skills and readiness that were accepted by local employers. The program has since issued more than 2000 certificates to over 3500 participants with 57 businesses participating in the program.

http://workforcecenter.mesacounty.us/business/business-toolbox/

Action Steps

1. Determine industry cluster foci that would require higher levels of hiring, are experiencing worker shortages or whose growth would best benefit the City.

2. Develop a partnership with cluster industry leaders and local training providers at the secondary level (i.e. Noblesville Public Schools and local private/charter schools) and with post-secondary training providers to begin dialogue on placement strategies. (i.e. Ivy Tech)

3. Develop a recruitment program to recruit prospective employees for areas of occupational need and shortages. This recruitment program would screen applicants and refer them to training programs that have been customized for participating industry clusters.

4. Develop training and certification programs for participating industry clusters that would provide acceptable curricula and credentialing to participating prospective employees. The training program could include internship and experiential education with the industry cluster participants.

5. Develop a mentors program to match prospective employees with current employees and management to develop a dialogue on expectations within the workforce.

6. Provide for automatic placement for prospective employees who successfully completed the training program and received credentials with participating industry clusters.

Resources

- Central Indiana Regional Workforce Board
- Ivy Tech Community College
- Economic Development Department
- Workforce Development Council
- Purdue University/Purdue Technical Assistance Program
- Identified and participating industry clusters and businesses
- Local secondary and post-secondary training providers
- Area labor unions and trade groups
- Trade Adjustment Assistance Community College and Career Training Grant Program
- Workforce Innovation Fund
- H-1B Technical Skills Training Grants
- Health Care Innovation Challenge Grants
- Jobs and Innovation Accelerator Challenge

Grants

- Health Profession Opportunity Grants to Serve TANF Recipients and Other Low-Income Individuals

Example of a credentialing certificate that helps employers understand the skill level of a potential applicant. (Central Pennsylvania Workforce Development Corporation)
Summary
The career ladders or pathways strategy supports worker transitions from work to training throughout the worker's career. The objective is to offer continued step training to advance skills over time to improve overall wages and employment opportunities. Often times these pathways are developed in conjunction with industry groups, trade unions, and training organizations such as colleges, universities, and secondary schools.

These programs will help transition the worker better into the workforce and help identify and connect incumbent workers with training necessary for career advancement. For example, a career pathways program in health care can help advance a worker from an entry level nursing assistant to an LPN, RN, and potentially an advanced nursing specialty. Instead of all of this training upfront, which may be too much of a burden for many workers, the training can be in step programs allowing for continued employment and work along each step of the ladder. Career ladder programs are often focused on critical industries and occupations with employment gaps. These programs should be appropriately focused to existing and emerging industries and occupations.

Case Study
The Center for Advanced Technologies in Detroit, Michigan is a collaboration of local manufacturers and university partners that was started in 1993 to address workforce skill shortages in manufacturing. Students are able to earn associates and bachelor's degrees through Lawrence Technological University, Wayne State University, and the University of Detroit Mercy while still maintaining full-time employment through a non-profit production manufacturing center called HOPE Manufacturing. Through the program entrants can earn anything from accredited training in precision manufacturing and metal working to pre-engineering degrees. This allows for a range of training from entry-level required skills in advanced manufacturing to highly specialized skills for mid-level and management positions.

http://www.focushope.edu/

Action Steps
1. Determine industry cluster foci that would require higher levels of hiring, are experiencing worker shortages or whose growth would best benefit the City. These industries also need to include occupations that have a defined career progression.

2. Develop a partnership with cluster industry leaders and local secondary and post-secondary training providers to begin dialogue training strategies (i.e. Ivy Tech).

3. Develop a recruitment program to recruit prospective employees for areas of occupational need and shortages. This recruitment program would screen applicants and refer them to training programs that have been customized for participating industry clusters.

4. Develop training and certification programs
for participating industry clusters that would provide acceptable curricula and credentialing to participating prospective employees. These programs must address training not only for entry-level positions, but also for advancement and transition between entry-level and mid-level, and mid-level and advanced-level.

5. Develop a case management program to track participants during training and work. The case management program would provide assistance such as mentoring, class and training advising, career advancement support, and work placement services. Case management can be offered by various organizations based upon familiarity with the occupation.

6. Develop certification criteria for career readiness at different levels of employment. These can include already accepted certifications as well as programs such as WorkKeys to assess entry-level readiness.

**Resources**
- Central Indiana Regional Workforce Board
- Economic Development Department
- Ivy Tech Community College
- Workforce Development Council
- Identified and participating industry clusters and businesses
- Local secondary and post-secondary training providers
- Area labor unions and trade groups

Example of a career ladder for the healthcare profession.
Summary

A microenterprise is a business that has five or fewer employees and requires $35,000 or less in start-up capital. The Association for Enterprise Opportunity estimates that more than 20 million microenterprises are operating in the United States and that microenterprise employment represents 16.6% of all private (non-farm) employment in the country. Microenterprise loan fund programs target assistance for small businesses and startups that are typically not bankable. When the business startup has no other options, these programs provide “gap” financing, which means the funds are provided only when other financing sources are not available, to avoid competition with traditional banking institutions. Funds can be used for just about any purpose: machinery or equipment, building acquisition, new construction, remodeling, inventory, and/or working capital.

These programs are typically set up as revolving loan programs where repayment is used to replenish the fund for new borrowers. Typically, funding amounts are small and are capped for very small enterprises and include low to moderate income requirements. Many communities tie pre-business training and coaching as part of the loan requirements. They need to be tied to creating one or more jobs. These programs can be seeded through the Indiana Microenterprise Program via the Indiana Housing and Community Development Authority or through private banks that are looking to meet Community Reinvestment requirements from the Federal Reserve.

Oftentimes small micro-business and entrepreneurial startups in distressed areas lack the ability to qualify for traditional financing and loan programs. This program can help small enterprises develop and thrive by providing gap financing. This can create immediate jobs within the targeted area as well as set the stage for future hiring as successful enterprises expand.
Case Study
The City of Sandusky, Ohio developed a micro-enterprise loan program for persons with low to moderate income and without access to traditional capital focus on starting or expanding a small business. In addition to income requirements, the program also requires that the business be located within the City, have demonstrated they have sought funding through traditional sources, and have a clean business record. Loans range from $1,000 to $7,500 with a maximum period of four years at 0% interest. Training programs are required for initial eligibility.

http://www.ci.sandusky.oh.us/community-dev/ed-loanprogram.htm

Action Steps
1. Review overall mission and ensure funding priorities align with economic development and growth priorities.
2. Solicit additional seed funds from the Indiana Housing and Community Development Authority, local foundations, local corporations and financial institution Community Reinvestment Act funding. Seed money will be for sustaining the fund and growing capacity.
3. Appoint or hire a loan manager with experience in bookkeeping and ability to manage funds and compliance requirements.
4. Develop loan review committee who will be responsible for reviewing loan applications.
5. Develop application materials and application review criteria.
6. Market the program to the local Small Business Development Center, banks and financial institutions, and financial planners who often have first contact with new startups seeking financing.

Resources
- Local community foundations
- Local corporate foundations
- Economic Development Department
- Financial institution CRA funding
- Indiana Housing and Community Development Authority
- Community Action of Greater Indianapolis

The State of Oregon’s IDA initiative helps small and disadvantaged businesses through matching savings accounts. It allowed this couple to expand their farming operations and purchase new equipment. (Oregon IDA Program)
Identify and develop entrepreneurial talent within the community, also known as “Economic Gardening”, through personal, peer group, and community coaching by way of an entrepreneur training program.

Summary

Often times, most economic development activities focus on business attraction efforts by luring new businesses and the promise of job creation to the community. While new business development does have a positive economic impact on the community, it also requires a substantial amount of resources. The “Economic Gardening” approach is based upon studies which show that 40 to 90 percent of new jobs come from existing businesses, yet business retention and expansion efforts receive fewer resources than attraction and business recruitment efforts.

The economic gardening approach is based upon a “grow from within” strategy helping existing businesses grow larger both in terms of jobs, wages, and wealth. This strategy includes more focus on strategic growth challenges such as developing new markets, refining business models, and gaining access to competitive intelligence. This shifts the role of the economic development official into helping CEOs and entrepreneurs identify which issues are hindering growth and then leveraging local resources to reduce barriers and improve the business climate. This may include workforce development and skills training programs and partnerships, financial incentives, business coaching, providing collective business or market intelligence, etc.

An entrepreneurship training program focuses directly on equipping potential entrepreneurs and new small business owners within a community with the knowledge and tools necessary to develop and sustain a successful business venture.

Case Study

The City of Maricopa, Arizona offers training and assistance to local entrepreneurs and business owners on how to start and grow their businesses. The training opportunities are held at various periods throughout the year and include on-going coaching. The program curriculum is adjusted annually based upon graduate feedback and the changing climate of the business community.

http://www.maricopa-az.gov/web/small-business-resources/entrepreneur-training-program
**Action Steps**

1. Develop a curriculum and training committee to determine overall audience and curriculum.

2. Develop a curriculum that addresses major small business development and entrepreneurship skill areas such as strategic planning, competitive advantage, target marketing, sales, human resources, cash flow and accounting, and financing.

3. Identify a training provider and program administrator.

4. Develop a targeted marketing program aimed at individuals or groups for whom training would be beneficial.

5. Track progress of program participants to help measure success in generating new business startups and business success.

6. Link class graduation with access to capital funding like a micro-enterprise loan program and/or incubator or on-going coaching assistance.

**Resources**

- IU Kelley School of Business/Johnson Center for Entrepreneurship & Innovation
- Local venture capital firms and programs
- Central Indiana Corporate Partnership
- Economic Development Department
- Hamilton County Entrepreneurship Advancement Center
- Edward Lowe Foundation
Summary
Starting or maintaining a small business is a complicated endeavor. Compliance with federal, state and local regulations, maintaining cash-flow and financials, and human resources can be overwhelming and time-consuming. A one-stop center can provide an easier way for small business owners within the City to get information on local regulations, code compliance, and licensing and regulations all in one place. It can also serve as a liaison with other City departments to help resolve issues or streamline the application processes. A one-stop center can also help steer business owners to the correct state and federal agencies for issues that may be outside of local control.

An efficient one-stop center should be able to address:
- All planning and development matters of concern to local business;
- Local economic indicators and labor market statistics;
- Local development plans;
- Land availability;
- Building regulations and permits;
- Business licensing and related permits;
- Connections with local financing and capital providers.

Case Study
The Chamber of Commerce of West Alabama created an online one-stop center for anyone interested in expanding or starting a business within the area. The site includes all of the information necessary including area demographics, business startup checklists, forms, and permit applications.

http://www.youronestopcenter.com/
**ECONOMIC DEVELOPMENT**

**Action Steps**

1. Determine overall information needs that existing businesses and new startups are requesting in terms of information, assistance and compliance.

2. Identify overall information that will be available through a one-stop venue.

3. Determine lead and partner organizations and responsibilities. (i.e. Small Business Development Center, Service Corps Of Retired Executives, City, etc.)

4. Determine the shape and venue of the center. It can be virtual (online) or have a physical location or combination of both.

5. Market center through economic development agencies, financial institutions and city information channels.

**Resources**

- Economic Development Department
- Communications Department
- Service Corps of Retired Executives (SCORE)
- Small Business Development Center
- Hamilton County Entrepreneurship Advancement Center
- Ivy Tech Community College
- Hamilton County Alliance
- Planning Department

![West Alabama On-line Business One Stop Center](image-url)
Summary
The City of Noblesville Economic Development Department works closely with internal City departments and other local, state and federal agencies advocating for local businesses. The department also works closely with the Common Council communicating via monthly meetings, offering tours, and educational events to keep them informed of business trends and regional efforts. The department also facilitates local businesses present actions to the Council when asking for assistance. In addition, the department serves as a liaison for local businesses with compliance issues.

Action Steps
1. Utilize business roundtables, individual “touch-base” meetings and business retention and expansion surveys to understand issues and challenges local industry may face with local regulations and regulatory agencies.
2. City should conduct regular meetings with regulatory bodies to understand issues that agencies face in applying and enforcing local regulations.
3. Economic Development Department should act as a liaison with external regulatory bodies, to ensure effective communications between existing businesses or business prospects and the regulatory agency.
4. Continue to identify areas where re-examination of local regulations may be useful to help remove barriers to business development. Further, ensure regulations in place maintain the quality of life and community values Noblesville expects and demands.

Resources
- Economic Development Department
- Planning Department
- Local industry groups
- State regulatory agencies
TRANSPORTATION

Provide a safe and efficient transportation system that connects neighborhoods, employers, and attractions that can be utilized by all ages and abilities.
Develop an all modes policy to guide public and private infrastructure investment in a manner that creates a better sense of public space and equal access for multiple modes of transportation.

**Summary**

All modes streets, also called complete streets, are designed to allow the safe access and movement of all users regardless of age and ability; pedestrians, bicyclists, motorists, and transit riders. An all modes policy ensures adequate consideration is given to multiple transportation users and abilities when designing, constructing, and reconstructing roadways and adjacent transportation facilities.

An all modes policy is not a design prescription that states all roadways must contain every transportation element possible or that existing roadways must immediately be retrofitted. Instead, the all modes policy requires that consideration be given to each transportation mode, walking, bicycling, driving, and transit. Obviously not all roads will be part of transit routes and some conditions may exist that prevent the inclusion of bicycle facilities. The intent is to recognize transportation corridors as more than streets for cars and to provide appropriate pedestrian and bicycle facilities in as many locations as possible.

Design elements of multi-modal streets can include:

- Sidewalks
- Bicycle lanes
- Dedicated transit lanes
- Safe and accessible pedestrian crossings
- Accessible pedestrian signals
- Comfortable and accessible transit stops
- Crosswalk countdown timers
- Pedestrian-scaled lighting
- Protected median islands for wide crossings

Not every street will need all of these elements. However, every street should be designed to balance safety and convenience for everyone, regardless of age, ability or transportation mode. The benefits of these streets include:

- Improved safety
- Encourage walking and biking as opposed to driving
- Improved public health
- Improved environmental quality
- Allow for mobility of the elderly, children, and persons with disabilities
- Make fiscal sense through demand side management and expensive retrofits
Case Study
The City of Indianapolis approved a “Complete Streets” policy in August of 2012. That same year, the City was recognized for having the top complete streets policy in the nation by Smart Growth America and the National Complete Streets Coalition. The policy ensures that public and private entities plan for all transportation modes when developing a new land use or right-of-way projects. Moving forward, the City will incorporate multimodal design aspects into current and future transportation projects to promote access, mobility and healthy lifestyles. Specifically, the policy includes a vision for how and why the community wants to complete its streets, encourages street connectivity, is adoptable by all agencies to cover all roads, applies to both new and retrofit projects, and clearly specifies procedures for exceptions.

Action Steps
1. Create an all modes policy stakeholder committee with representatives from the Engineering Department, Planning Department, Plan Commission, Parks Department, and community.
2. Establish a vision, strategy, and goals for the all modes policy.
3. Develop evaluation criteria for the provision of necessary modes.
4. Draft an all modes policy to guide future transportation decisions.
5. Adopt the policy.

Resources
- Planning Department
- Engineering Department
- Parks Department
- Plan Commission
- Common Council

Design that does not take into account all users can create challenging and sometimes dangerous mobility situations.

Example cross-section of an all modes street that incorporates landscaping to slow automobile traffic, bicycle and pedestrian facilities.
Summary

Using bicycles for recreation and transportation is becoming more popular. As urban areas grow, bicycle travel decreases congestion, emission of pollutants and improves overall public health and well-being. Furthermore, bicycling actually can help fill the gap for the “last-mile” connection issue that public transit, such as bus-rapid transit and light rail have with connecting the rider to their final destination.

Improving facilities is important for bicycle safety. In a 1999 study, the Federal Highway Administration (FHWA) found that nearly 70 percent of hospital treated bicycle accidents did not involve a motor vehicle. These were accidental falls that occurred either on the roadway, or facilities such as sidewalks. Oftentimes, these were the result of lack of maintenance and other preventable hazards. Proper maintenance and improvement of facilities for bicyclists can decrease accidents and improve the overall enjoyment of riding. Capital improvement plans and public works projects should always evaluate and consider the addition of bicycle facilities to improve an all modes approach to travel.

Improving facilities in private development is also a key component of promoting cycling within the community. Adequate facilities for secure bicycle parking and safe facilities for riding in private developments will improve safety and demand for cycling as a mode of transportation. As development provides for parking and facilities for the automobile, development should also provide for facilities for the safe travel and secure parking for the bicycle. Many communities are modifying their development standards using a combination of requirements and incentives to improve bicycle facilities.

Case Study

In 2008, the City of Oakland, CA adopted a bicycle parking ordinance to require bicycle parking in new developments and major remodeling of existing buildings and developments. The ordinance includes development standards for bicycle racks, lockers, cages and showers for future development as well as requiring bicycle parking set-asides for large public events with more than 5,000 participants. The City does offer some incentives including encroachment into City rights-of-way for bicycle parking.
**Action Steps**

1. Determine best-practice facility types that are considered acceptable from a design and engineering standpoint for Noblesville.
2. Incorporate facility design guidelines and standards into the overall construction standards for Noblesville for both public and private projects.
3. Modify the UDO to incorporate facility standards and requirements for parking and travel into the ordinance.
4. Adopt changes to the UDO.

**Resources**

- Planning Department
- Engineering Department
- Parks Department
- Noblesville Main Street
- Plan Commission
- Common Council
Summary
The Indy Connect Transit Plan for Central Indiana was developed to provide alternative transportation options which connect people to jobs, employment centers, healthcare, shopping, and recreation. It is intended to increase the economic competitiveness of the Central Indiana region while improving the environment, creating jobs, and enhancing overall quality of life. Initial routes are planned for Marion and Hamilton counties; three potential stations are identified in Noblesville.

This transit service will not be effective in Hamilton County without connections in Noblesville, Carmel, and Fishers from station locations to residential and employment centers. Fixed route bus service can circulate riders within Hamilton County to help them travel the “last mile.” The last mile is the term used to describe how people get from the transit station to their home or final destination and vice versa. Whether it is a short walk down the street, a four-mile bike ride, a car trip to a park and ride facility, or use of on-demand paratransit, how to traverse the last mile is a major factor in whether people decide to use public transit.

It’s also understood that not everyone will want to walk or ride a bicycle to the nearest transit station or that some will just live too far away. For this reason, loop routes will be necessary within Noblesville to connect a wider geographic area with the final station locations.

Action Steps
1. Create a Hamilton County Transit Task Force with representatives from local municipalities, county government, and Hamilton County Express.
2. Acquire funding for transit planning.
3. Plan Hamilton County transit routes and services in coordination with larger regional transit initiatives.
4. Conduct route feasibility studies.
5. Finalize route and mode plans.
6. Acquire funding for initial capital costs as well as on-going maintenance and operations.
7. Begin transit service.

Partner with other Hamilton County communities to improve overall transit services within Hamilton County including expanding paratransit services and developing fixed route services.
Resources

- Planning Department
- Engineering Department
- Parks Department
- Hamilton County
- Hamilton County Express
- Town of Fishers
- City of Carmel
- City of Westfield
- Indianapolis MPO
- Central Indiana Regional Transportation Authority
- INDOT
- Federal Transit Administration
- Vision Noblesville
- Small Starts and New Starts Programs
- Capital Assistance for Transportation, Services for Elderly and Disabled Persons grants

This bus stop exhibits good urban design in that it provides seating and shelter, includes router and system information, and allows enough room for free pedestrian flow around the facility.

The Hamilton County Express, operated by Janus Developmental Services, Inc. is currently the only form of public transportation in Hamilton County. It offers point to point service at affordable fares; 24 hour notice is necessary to use the service.

Phase 1 of the Indy Connect Plan mentions circulators within Noblesville, Fishers, and Carmel. These communities and Hamilton County government must work together to improve overall transit service in the area.
Summary

A superior urban thoroughfare allows for a high level of traffic while buffering adjacent land uses from the negative impacts of traffic such as noise. An urban thoroughfare should also ensure that all-modes of transportation are accommodated. State Road 37, while a state route, also serves as a major arterial for Noblesville and the primary access to a significant amount of Noblesville’s commercial activity. The current roadway configuration is a standard rural four-lane limited-access divided highway with a center median and extensive buffering along the roadway. As Noblesville and Fishers have grown along SR 37, the increase in intersections, traffic and traffic control devices has increased travel times and congestion. The current configuration is not conducive to bicycle or pedestrian traffic. Little to no pedestrian facilities exist and only a road shoulder used by bicyclists is dangerous with high traffic volumes and speeds.

The Congress for New Urbanism (CNU) and the Institute of Transportation Engineers (ITE) jointly created a new design manual called “Context Sensitive Solutions in Designing Major Urban Thoroughfares for Walkable Communities.” This manual has been endorsed by the Federal Highway Administration (FHWA). While a long title, it does change the engineering paradigm regarding the treatment of high volume corridors such as SR 37. The new CNU/ITE manual calls for the design of pedestrian crosswalks and bicycle facilities within urban thoroughfares. The manual sets forth how these facilities are able to be installed in a safe manner while still maintaining or improving roadway capacities.

Frontage roads can be used to provide local traffic access for automobiles, pedestrians and bicycles to individual businesses. Major through traffic is relegated to the traditional thru-lane configurations. This design can reduce the overall number of signalized intersections required while...
providing an uninterrupted path of travel. With traffic at lower speeds safety and enjoyment is increased for pedestrians and bicycles. Slower traffic on the local frontage roads is more advantageous to retail as it is easier for drivers to see the business, read signage and navigate to individual businesses. These configurations also increase opportunities for creative landscaping and decorative features. It is important that grade changes (changes in elevation between the roadway and adjacent areas) are minimized as to not decrease sight lines between automobiles and adjacent retail. Modern retail still depends heavily on visibility. Reducing visibility will impact overall retail sales and the health of the existing retail base.

**Case Study**

The City of Cleveland, OH is currently converting Ohio Department of Transportation (ODOT) owned and operated Cleveland Memorial Shoreway (US 6, US 20, SR 2 & I-90), which carries 45,000 vehicles daily, to an urban boulevard. This reconstruction would facilitate a better connection between the downtown and Edgewater Park along Lake Erie. While most construction won’t begin until spring of 2014, investment in the area has already increased on adjacent properties due to the anticipation of better access and improved aesthetics.

**Action Steps**

1. Continue negotiations with INDOT’s Greenfield District to ensure the City has a voice in future improvements or modifications to SR 37.

1. Take an active role and participate in developing studies for alternative configurations to SR 37 that will improve flow, but also develop travel options for all modes including bicycles and pedestrians.

1. Engage businesses along SR 37 and work to make sure modifications do not negatively impact retail operations in commercial areas along the corridor.

**Resources**

- INDOT
- Indianapolis Metropolitan Planning Organization
- Planning Department
- Engineering Department
- Economic Development Department
- Hamilton County Commissioners
- Fishers Public Works Department
- SR 37 adjacent businesses
- Federal Highway Administration/Surface Transportation funds/Transportation Alternatives funds
- Congressman Susan Brooks office

**Example of potential cross section of an urban boulevard which maintains four through-lanes and provides for local road, pedestrian and bicycle access. (CNU/ITE/Kimley-Horn and Associates)**

**How pedestrian cross-walks could be implemented along SR 37. SR 37 crosswalks would include a center island or “pedestrian refuge” so pedestrians have a safe place to wait before crossing the opposing lanes of traffic.**
Work with the Indiana Department of Transportation and Hamilton County to develop a pedestrian connectivity plan to connect Federal Hill Commons and Historic Downtown Noblesville.

Summary

Within Noblesville, State Road 19 is known as Cicero Road. As a state road, it is controlled by the Indiana Department of Transportation (INDOT). The City has no authority over how it is designed or maintained; the State also dictates speed limits and traffic control measures. This can make coordination with local road signalization and speed difficult. In order to gain control and better manage this roadway within Noblesville, the City should work with INDOT to develop a relinquishment plan. Once the road is relinquished, Noblesville has ownership and the opportunity to plan and construct any improvements and modifications. This may be as significant as adding lanes or as simple as filling potholes. Snow and ice removal would also become the City’s responsibility. Typically when a roadway is relinquished to a local municipality, the State provides a one-time payment to offset some of the expenses that Noblesville would be assuming by taking control of the road. This was the case when Noblesville assumed control of State roads in the past (i.e. State Road 238/Greenfield Avenue).

The relinquishment of State Road 19/Cicero Road will allow Noblesville to make more context sensitive modifications in the future thereby preserving local neighborhood character.

Action Steps

1. Begin discussions with INDOT Greenfield District on interest in relinquishment.
2. Negotiate potential relinquishment deal that will be favorable to the city in terms of immediate improvement costs and long-term operations and maintenance.

Resources

- Planning Department
- Engineering Department
- INDOT
- Indianapolis Metropolitan Planning Organization
- Common Council
- Hamilton County Commissioners
Cicero Road / State Road 19 runs from State Road 32 north into Cicero where it becomes Peru Street.
Summary

The Noblesville Alternative Transportation Plan (NAT) complements the thoroughfare plan in mapping out future expansion of transportation facilities related to bicycling and walking. The NAT has provided a good long-range vision of the future expansion of these facilities and has identified a number of future projects. The next step to further refine the NAT is to develop an implementation strategy that would prioritize projects based upon need and the availability of funding from local and external funding sources. This will require interfacing directly with the Indianapolis Metropolitan Planning Organization (Indianapolis MPO), the regional agency responsible for long-range planning and funding of local transportation projects.

Action Steps

1. Create an Alternative Transportation task force.
2. Prioritize projects identified in the Noblesville Alternative Transportation Plan.
3. Develop implementation schedules.
4. Identify and pursue funding opportunities.

Resources

- Planning Department
- Engineering Department
- Parks & Recreation Department
- Economic Development Department
- Plan Commission
- Common Council
- Indianapolis Metropolitan Planning Organization
- INDOT
- Transportation Alternatives Program (TAP)
- Congestion Mitigation and Air Quality Improvement (CMAQ)
- Recreational Trails Program (RTP)
- Transportation Investment Generating Economic Recovery (TIGER)

Develop a prioritization schedule and implementation plan for current bicycle/pedestrian trails that are identified in the Noblesville Alternative Transportation Plan and identify funding opportunities to pursue.
The Noblesville Alternative Transportation Plan was updated in 2011. It includes recommendations for bicycle and pedestrian facilities along key corridors, easements, and natural features throughout the City. Online Version
**Summary**

Connectivity refers to the density of connections in pedestrian and road networks and the directness of links. A well-connected road or pedestrian network has many short links, numerous intersections, and minimal dead-ends. As connectivity increases, travel distances decrease and route options increase. This allows more direct travel between destinations, creating a more accessible and resilient system.

Communities may use a connectivity index to measure how well new roads, roadway improvements, and other transportation facilities will connect destinations. It is recommended motorized and non-motorized connectivity be measured separately as sidewalks and bike paths can be used to connect cul-de-sacs or cross natural features where roads aren’t present. Motorized connections may be provided by highways that don’t include pedestrian facilities.

Typical connectivity standards or goals may include the features below. Of course, standards must be flexible and accommodate unique local conditions.

- Encourage average intersection spacing for local streets to be 300-400 feet.
- Limit maximum intersection spacing for local streets to about 600 feet.
- Limit maximum intersection spacing for arterial streets to about 1,000 feet.
- Limit maximum spacing between pedestrian/bicycle connections to about 350 feet (that is, it creates mid-block paths and pedestrian shortcuts).
- Reduce street pavement widths to 24-36 feet.
- Limit maximum block size to 5-12 acres.
- Limit cul-de-sacs (for example, to 20% of streets).
- Limit the maximum length of cul-de-sacs to 200 or 400 feet.
- Limit or discourage gated communities and other restricted access roads.
- Require multiple access connections between a development and arterial streets.
- Require a minimum connectivity index, or reward developments that have a high connectivity index with various incentives.
- Create a planning process to connect street “stubs,” that is, streets that are initially cul-de-sacs but can be connected when adjacent parcels are developed in the future.

*An example of broken connectivity.*

Continue to improve connectivity between existing neighborhoods, existing and proposed trails and destinations such as commercial areas and schools with improved pedestrian facilities such as sidewalks, multi-use facilities and connector paths.
TRANSPORTATION

**Case Study**
In 2011, after being unhappy with the design of a proposed subdivision, the City Council of Boise, Idaho tasked the planning staff with evaluating options for connectivity standards and inventorying all stub streets within the City so that future connection opportunities would not be missed. The City ultimately decided to use a connectivity index as a toll by which to analyze new applications but did not adopt standards as ordinance. Maximum block lengths were recommended as a short-term ordinance solution to alleviate some of the connectivity concerns. The stub street inventory was mapped and evaluated based on ease of connections and where geographic features may make connections prohibitive.

**Action Steps**
1. Continue development and implementation of the Noblesville Alternative Transportation (NAT) Plan.
2. Continue to identify potential pedestrian linkages between neighborhoods and pedestrian destinations to reduce travel time, encourage walking and improve safety.
3. Work with local schools to develop safe routes to school plans to improve accessibility to federal and state funding sources.
4. Determine facility type that would most adequately serve each area identified for improvements.
5. Determine funding sources and rights of way acquisition issues.
6. Modify NAT and long-term transportation plans as needed to incorporate projects into the implementation schedule.
7. Pursue Transportation Alternatives funding through the Indianapolis MPO.

**Resources**
- Indianapolis Metropolitan Planning Organization
- INDOT
- Transportation Alternatives funding
- Parks and Recreation Department
- Planning Department
- Engineering Department
- Transportation Alternatives Program

These simple graphics illustrate how the car trips generated by a hypothetical community can be distributed with varying levels of connectivity. As the pattern becomes more grid-like, there are increased opportunities to avoid obstacles or take preferred routes. There is less likelihood of congestion backups because of wider distribution within the development.
Update the existing thoroughfare plan to include prioritized projects from the Noblesville Alternative Transportation Plan, identified connectors, and reflection of complete streets guidelines and standards.

Summary
The thoroughfare plan is a guide that anticipates future transportation needs in Noblesville and addresses these needs by identifying new roadway options to maintain a connected, efficient, and effective road network. The thoroughfare plan should be coordinated with the future land use plan and the Noblesville Alternative Transportation Plan to be used as a decision making tool by City staff and elected officials. Noblesville last updated the thoroughfare plan in 2008. Given this comprehensive planning process and the 2011 Noblesville Alternative Transportation Plan update, the thoroughfare plan is in need of re-evaluation.

Maintaining a thoroughfare plan is important because it identifies street connections and improvements that should be incorporated into new development. By properly identifying this infrastructure in the thoroughfare plan, the City can pass some of these costs on to the developer. The thoroughfare plan is also used by the Engineering Department to prioritize improvements to existing streets and intersections.

As part of the update, complete streets guidelines and standards should be adopted to ensure adequate consideration is given to all transportation users and abilities when designing, constructing, and reconstructing roadways and new transportation facilities.

Action Steps
1. Analyze the validity and strength of the current plan.
2. If necessary, conduct existing traffic analysis including traffic volumes, controls, intersection treatments, capacity analysis, and crash analysis.
3. Forecast future traffic demand and volumes.
4. Conduct outreach to gather public issues and requests.
5. Develop a list of improvements.
6. Prioritize improvements with already identified projects.
7. Adopt updated thoroughfare plan with prioritized improvements and policy recommendations regarding the provision of complete streets.

Resources
- Engineering Department
- Planning Department
- Parks & Recreation Department
- Plan Commission
- Common Council
The Thoroughfare Plan was last updated in 2008. Many of the projects included in the plan have been completed; several projects that are not yet complete have been carried over as recommendations in this document. Online Version
Summary
Phase 2 of the Downtown Riverwalk was recently completed to connect the underpass at Conner Street to the pedestrian bridge spanning the White River ultimately leading to Forest Park. This important segment will provide a pedestrian and bicycle link between downtown and the planned West Gateway improvements. In order to provide an additional White River crossing and improve multimodal connectivity in the City, the Riverwalk should be continued south to connect to the future Midland Trace Trail and beyond. This planning is complete with the trail being located on existing sewer easement.

Action Steps
1. Continue implementation of the Riverwalk Plan.
2. Coordinate with Hamilton County Government to complete Phase III of the Riverwalk encompassing the Hamilton County Fallen Firefighters Memorial and the plaza space on the west side of the Hamilton County Judicial Center.
3. Create opportunities for integration of public art, wayfinding, and additional trail amenities to enhance existing connections.

Resources
- Engineering Department
- Planning Department
- Parks and Recreation Department
- Hamilton County Government
- Transportation Alternatives Program
- Surface Transportation funding
- Congresswoman Susan Brooks office
- INDOT
- Indianapolis MPO

A view of the recently completed second phase of the Downtown Riverwalk.
Summary

The Indy Connect transit plan, developed by the Indianapolis Metropolitan Planning Organization (MPO), Central Indiana Regional Transportation Authority (CIRTA), and IndyGo includes recommendations for rapid transit service between downtown Indianapolis and Noblesville. The proposed Green Rapid Transit Line is a 23-mile long corridor that follows the Hoosier Heritage Port Authority railroad right-of-way, also known as the Nickel Plate Line. A detailed study of rapid transit along this corridor is being conducted because of the highly concentrated population and employment centers, opportunities for development and redevelopment, and a lack of direct interstate access.

The scoping document and draft environmental impact statement evaluated alternatives for both bus rapid transit (BRT) and diesel light rail transit (LRT). Preliminary station locations were identified in Noblesville at 146th Street, Gerald Street, and near downtown. The City should continue to work with the Indianapolis MPO and other involved parties as these studies and alternatives are finalized.

Action Steps

1. Identify a City staff person to act as lead coordinator between the City and Indy Connect planning team.
2. Assist in planning to determine final station locations.
3. Commit additional City staff and resources where possible.

Resources

- Planning Department
- Engineering Department
- Common Council
- Central Indiana Regional Transportation Authority
- Indianapolis Metropolitan Planning Organization
The recently completed Scoping Document for the Green Rapid Transit Line included evaluating both bus rapid transit (top center) and diesel light rail transit (middle center) alternatives.

Currently three stations are proposed in Noblesville.
Summary

Many contemporary neighborhood transportation networks were designed with the automobile in mind, but did not consider walking and cycling as a mode of transportation. Furthermore, they often did not take into account the use of the street as an extension of the yard, especially when children and play activities are concerned. Frequently, roads were designed to be wide with large sight lines that had the tendency to increase vehicle speeds. Newer techniques employ changes to roadway design that help reduce vehicle speeds and raise driver awareness. This collection of design tools is often called “traffic calming.” This technique actually began in the Netherlands and was called “Woonerven” which translated means “living yards.” The Dutch understood that the local street in a residential neighborhood has multiple functions apart from automobile travel.

Traffic calming usually utilizes the three “E” approach of engineering, education and enforcement. Enforcement usually takes the form of increased patrols as well as simple methods such as posting radar speeds on signs to make drivers more aware. This approach blends into the education measures which also includes outreach programs and signage for drivers to understand how to be more aware in residential areas. Finally, from a road design standpoint, a number of effective tools have been utilized to either slow vehicles or help discourage through-traffic on some streets. Although effectiveness varies based upon the design and use, Fehr and Peers, an engineering firm with expertise in traffic calming design, found overall speed reductions of 10 to 20 percent and/or overall volume reductions of 20 to 40 percent. Safety impacts saw reduced collisions from 11 to 75 percent dependent upon the design used.

Traffic calming devices include:

- Raised intersections
- Raised crosswalks
- Curb Extensions
- Chicanes
- Textured pavement
- Roundabouts
- Neckdowns and chokers
- Diverters (typically used with bicycle boulevards)

Case Study

The City of Baton Rouge, LA developed a residential traffic calming guide to assist with educating the development community, city leaders and existing neighborhoods on the traffic calming initiative and encouraging better facilities to improve safety in residential neighborhoods. This included establishing an outreach and study initiative with existing neighborhoods to explore retrofitting existing streets for traffic calming measures if needed.

http://brgov.com/dept/dpw/traffic/
**Action Steps**

1. In conjunction with safe routes to school planning, connectivity studies and amendments to the [UDO](#), continue to encourage best-practices for traffic calming in residential areas.

2. Researching best practices, develop acceptable standards for Noblesville to incorporate into construction standards for public and private projects.

3. Amend the [UDO](#) to incorporate traffic-calming standards into subdivision design and roadways that will be dedicated to the city, if warranted.

4. Determine areas where speed or volume reduction is necessary for safety considerations. Incorporate traffic-calming measures into the [Noblesville Alternative Transportation Plan](#) or long-range transportation plan.

5. Pursue funding for implementation of public improvements and incorporate improvements into the Indianapolis MPO’s long-range plan and/or Transportation Improvement Plan, as necessary.

**Resources**

- Engineering Department
- Planning Department
- Noblesville Police Department
- Indianapolis MPO
- INDOT
- Surface Transportation funding
- Transportation Alternatives funding

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Raised pedestrian crossings can help to slow vehicle speeds and place pedestrians in a more visible location.

Even small improvements like this retrofitted traffic circle along a residential street can slow vehicle speeds and discourage through traffic. Emergency vehicles are able to make left turns in front of the circle as opposed to travelling around it.
Summary

While it has become widely accepted education is needed prior to operating a motor vehicle, there is no similar thinking for riding a bicycle. Although bicycling should be accessible to any age, cyclists that utilize roadways and public rights-of-way are required, under Indiana Law, to follow the same rules and regulations motorists must obey. This requirement means some education to understand basic road signage, markings, signaling and road operations is necessary. In addition, operating a bicycle alongside motor vehicles takes some training in order to be predictable to a driver; this is important in reducing conflict and accidents. These skills include where to ride on the road, how to avoid crashes and road hazards, and negotiating traffic.

The League of American Bicyclists determined most people say they know how to ride a bike and that additional education would do little to get them to ride more frequently. At the same time, people who have been through a League certified Traffic Skills 101 class indicate the education increases their confidence. Bicycle and pedestrian safety and education programs are easy to present and inexpensive when compared to trail projects and other infrastructure. However, to be effective, safety and education programs need to be repeated annually to have a lasting impact and reach a large number of people.

Basic pedestrian safety is also very important. More training and education on proper use of crosswalks and crossing the street safely can help reduce potential accidents, improve safety, and also improve respect for pedestrians as those trained become drivers. With both bicycle and pedestrian education, early education is helpful, although education programs for all skill and ages are important.

Successful implementation of a safety and education program depends on the ability to make the material accessible to a wide range of users. Potential ways to deliver the information include in-class programs offered through Parks & Recreation programming, on-trail events during high use or special event times, lunch-time brown bag presentations at large employment centers, and classes at local bike shops. Additionally, the Safe Routes to School program has been successful in increasing the number of children who ride bicycles to school. The Safe Routes program provides federal funds which can be used for planning, infrastructure, education, and/or safety items like bike helmets for children to more safely travel to and from school by walking or biking.

Case Study

The Bike Smart! Program of Santa Cruz, CA provides bicycle safety education to community youth. The program goals include reducing accidents, improving safety, improving legal operation of a bicycle, and empowering youth to feel confident to ride a bicycle as a mode of transportation. The program includes regular classes, bicycle rodeo events and partnerships with local schools which include bicycle field trips.

http://www.bikesmart.org
**Action Steps**

1. Create a bicycle and pedestrian task force.
2. Develop an education and safety campaign that includes both printed and web-based materials.
3. Offer “on-trail” training opportunities as part of Parks & Recreation Department programming.
4. Include bicycle and pedestrian safety education as a part of public education.

**Resources**

- Parks & Recreation Department
- Planning Department
- Engineering Department
- Noblesville Schools
- Local area League of American Bicyclists certified League Cycling Instructors
- Central Indiana Bicycling Association

**TOP:** A police officer handing out information cards to cyclists at a checkpoint as part of a “Share the Road” campaign in Marin, CA. (Marin County Bicycle Coalition)

**BOTTOM:** Bicycle rodeo conducted by Bike Smart in Santa Cruz, CA (Bike Smart)
Summary
Parking issues, whether real or perceived, have always plagued many downtown retail areas, and Noblesville is no exception. A parking study can help determine what issues with parking truly and objectively exist, and if they do, how to address them. The first part of a parking study is actually engaging downtown customers to determine whether parking is truly a factor in their decision to shop in the downtown area. Many studies have found parking often does not rank highly as a factor in whether to shop in a certain area when considering other important factors such as price, selection and variety.

If parking is an issue there are a number of solutions. A good study will determine whether the parking is more of an issue of demand or supply or a combination of both. It can also determine current demand behaviors such as occupancy of spaces and turnover and how the parking is actually used. Furthermore, a comprehensive study will not only determine current demand, but also project demand based upon future development planned for the downtown area. This can identify future issues to be addressed before they become critical.

A parking study will provide recommendations on how to resolve the actual parking issues identified through quantitative analysis. This may include changes to the Unified Development Ordinance parking standards, developing shared parking policies, changing the behavior of employees or business owners, determining if additional parking may be needed, and metering and/or time limitations. A parking capacity study was conducted by the City’s Engineering Department in 2010. This data collection should be used as a basis for more detailed analysis.

Case Study
Evansville’s Civic Center had numerous complaints from employees and the public about a perceived lack of parking. The County building authority commissioned a parking study to assess overall parking supply in the downtown Evansville area as well as the overall demand for parking at different times of day and by different groups including general public, businesses and civic center employees. It was found there was a large excess supply of parking, but much of the supply closest to destinations demanded by user groups was reserved for numerous special users (i.e. elected officials, disabled accessible, loading zones, short-timed parking, and other miscellaneous groups). Some of these persons or groups no longer existed or the need for loading zones or short-term parking no longer existed. It was also found that some complaints were not the lack of parking, but the distance walked was too great, even though it was less than two city blocks total. Recommendations included repurposing most of the specialized spaces to the general public for visitors and permitting employee lots to better re-allocate demand.
**Action Steps**

1. Conduct a parking survey with businesses and residents in the downtown area to determine perceived issues.
2. Determine overall objectives and issues to address and create a scope for a parking study.
3. Hire a consultant using a quality-based selection process and conduct a parking study to determine overall supply and demand for parking as well as develop recommendations for solving demand issues.
4. Utilize study to develop best alternatives which may include changing time requirements, permitting, changing parking practices of businesses, re-evaluation of special spaces, wayfinding, changing metering and pricing, adding additional supply on or off street and changing parking standards.
5. Determine recommendations to implement and modify downtown strategic plan or long-term transportation plan as necessary.
6. Modify [UDO](#), if required, to change parking standards within the downtown area and adopt modifications.

**Resources**

- Planning Department
- Engineering Department
- Economic Development Department
- Common Council
- Noblesville Main street
Summary
Quality shelters and waiting areas are critical parts of a successful transit system. Shelters should allow visibility and easy access to the bus, provide comfortable seating, include route information, be safe, and provide protection from inclement weather. From an operations perspective, the shelter should also be low maintenance and vandalism resistant. As transit services increase in Noblesville, it will be increasingly important to ensure adequate provision of shelters and protected waiting areas. Obviously, building a number of shelters for transit service that doesn’t exist is unnecessary. However, appropriate locations for stops/shelters can be identified to be incorporated into future transit development planning.

Appropriate locations for bus shelters are near retail centers, large office building entrances, hospitals and other institutional buildings. Shelters are more effective when used in conjunction with other amenities such as benches and bicycle racks. Best practices in locating bus shelters include:

- Shelters should be located approximately ten feet from crosswalks to provide room for pedestrian movements.
- Shelters should be set back at least 3 feet from the curb to allow room for boarding/exiting.
- The long dimension of the shelter should be parallel to the sidewalk so as to not impede pedestrian traffic.
- Shelter openings should be oriented to provide protection from wind and rain but remain open to the street side for easy entry/exit.
- Route information, signage, and advertising should not be placed where it could obstruct views of on-coming buses.

Case Study
HART, the Hillsborough Area Regional Transit Authority, oversees a variety of transit services in Hillsborough County, Florida (Tampa area). HART created a bus stop improvement program with the goals of making all stops ADA (Americans with Disabilities) compliant and improving overall system efficiency. Throughout Hillsborough County there are approximately 3,200 bus stops, of which approximately 650, or 20 percent, contain shelters. In 2012, the bus stop improvement program installed 54 shelters and improved 319 stops with landing pads, sidewalks, or some other infrastructure. The top considerations for relocating, installing, or improving bus stops are ADA accessibility, safety, spacing, and trip generation. The program is supported by federal funding and local impact fees. Additionally, a contract with an advertising company offsets many of the shelter and maintenance costs.
**Action Steps**

1. Work with Hamilton County Express and the Central Indiana Regional Transportation Authority to determine areas frequently served by public transportation.
2. Conduct outreach to identify community wants for transportation infrastructure.
3. Amend the [UDO](#) to include standards for the provision of transit shelters and/or the preservation of space for future transit amenities.
4. Pursue funding opportunities for bus shelters and benches where they are not provided by private development.
5. Prioritize locations for shelters and benches.
6. Install amenities as resources become available and additional needs dictate.

**Resources**

- Planning Department
- Engineering Department
- Plan Commission
- Common Council
- Hamilton County Express
- Vision Noblesville Committee
- Central Indiana Regional Transportation Authority
- Indianapolis Metropolitan Planning Organization

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*A well designed bus stop includes shelter, seating, and route information with visibility towards on-coming buses.*

*Route information and district wayfinding at bus stops can help ease traveler apprehension and aid visitors.*
Summary

Park-and-ride facilities are parking lots and/or parking structures used in connection with public transit so commuters can leave their vehicles and board a bus or train for the remainder of their trip. The car is then retrieved at the end of the day for return home. Park-and-rides are often used in suburban locations that do not have the residential densities to support a wide array of walkable stations and stops. Park-and-rides allow commuters who do not live within walking distance of a station to utilize transit to avoid the stress associated with traffic congestion. Also, parking rates at a suburban park and ride facility should generally be lower, if not free, when compared to parking rates in the city center. Some facilities include stores that sell convenience goods, food, coffee, or even car washes. While it is unknown if these added features increase ridership, they are seen as attempts to make park-and-rides more attractive.

The City should work with the Indianapolis MPO, CIRTA, and IndyGo as the Indy Connect transit plan progresses to identify the appropriate location for and design of the park-and-ride facility.

Case Study

The Minneapolis/St. Paul Metro Transit system offers several park-and-ride lots for both the METRO Blue Line and the Northstar Line. There are more than 2,800 free parking spaces at three park-and-ride lots along the Blue Line. Overnight parking is not permitted at most of the lots but some of the suburban Northstar stations do allow parking for up to seven nights. Metro Transit maintains an interactive online map to help commuters find the nearest park-and-ride lot.

Action Steps

1. Finalize station location.
2. Conduct a feasibility analysis including park-and-ride user projections.
3. Determine the required scale of the facility.
4. Assist CIRTA from an information and land use perspective in acquiring property in conjunction with station location acquisition.
5. Assist a developer with experience in park-and-ride facilities to plan and design facility.

Resources

- Planning Department
- Engineering Department
- Plan Commission
- Common Council
- Central Indiana Regional Transportation Authority
- Indianapolis Metropolitan Planning Organization
Potential station locations along the Green Rapid Transit Line are identified on the map above.

Park and ride facilities are frequently operated by the transit authority and may include structured or surface parking.
Summary
The League of American Bicyclists’ Bicycle Friendly Community (BFC) program recognizes communities that do an exceptional job of providing safe cyclist accommodation and encouraging people to bike for transportation and recreation. As of 2013, more than 600 communities have applied to be Bicycle Friendly Communities, and 242 have been awarded Bronze, Silver, Gold, or Platinum status. Even communities that are not awarded BFC status get customized feedback on how to make themselves more bike friendly. Bicycle Friendly Communities in Indiana are: Bloomington, Carmel, Columbus, Fort Wayne, Goshen, Indianapolis, South Bend, and Warsaw & Winona Lake.

The essential elements of a Bicycle Friendly Community, known as the Five E’s, are:

- Engineering: Creating safe and convenient places to ride and park
- Education: Giving people of all ages and abilities the skills and confidence to ride
- Encouragement: Creating a strong bike culture that welcomes and celebrates bicycling
TRANSPORTATION

- Enforcement: Ensuring safe roads for all users
- Evaluation & Planning: Planning for bicycling as a safe and viable transportation option
- There is also an unofficial sixth E, Equity.

Noblesville should strive to be recognized as a Bicycle Friendly Community because steps to increase bicycle ridership in a community pay large dividends in civic, community, and economic development. When given the safe opportunity to ride, residents enjoy health benefits, reduced traffic congestion, higher property values, and more spendable income in the local economy. BFCs are more tourism friendly and can help local businesses attract the best and the brightest employees.

Case Study
Stevens Point, Wisconsin was recently awarded bronze level Bicycle Friendly Community status. Projects including the addition of new bike lanes, a bicycle wayfinding program, trail underpass of Interstate 39, bike carriers on City buses, and additional bike parking around the public square all contributed to this award. In return, the City is realizing economic benefits of bicycle friendly status. Biking is a popular visitor activity and has brought tourism dollars into the community. Similarly, the same efforts that contributed to Bicycle Friendly Community status have also created a favorable environment for bicycle-based businesses. A local bicycle repair shop recently relocated to the downtown and tripled their retail space.

Action Steps
1. Create a bicycle and pedestrian task force.
2. Review the Bicycle Friendly Community application from the League of American Bicyclists.
3. Gather required information.
4. Try to implement “easy win” projects before submitting the application.
5. Conduct final application review and submittal.
6. If awarded, celebrate achievement with a community bicycle event.
7. If not awarded, use feedback to improve bicycle facilities and amenities and reapply in the future.

Resources
- Planning Department
- Engineering Department
- Parks & Recreation Department
- Mayor’s Office/Grant Writer
- Common Council
- League of American Bicyclists
Summary

Capital improvement planning creates a roadmap to guide the City’s future capital projects and infrastructure assets. The Capital Improvement Plan (CIP) identifies potential projects and anticipated funding sources needed for the planning, design, and construction of such projects. Examples of projects to be included in the CIP are new streets, water and wastewater facility upgrades, park improvements, fire stations, and other public building construction. Land purchases may also be included as they are considered capital assets.

Because of limited financial resources, evaluation criteria should be established to prioritize projects. The two primary sources of funding for capital projects are revenues and the issuance of City bonds. Revenue sources include sales and development taxes, state shared revenue, and utility fees. Municipal bonds are often used to fund large projects. Payments are then made by the municipality to the bond holders over an established period of time.

Action Steps

1. Define criteria for evaluating capital improvements.
2. Maintain an on-going list of potential projects and anticipated capital needs.
3. Periodically update and adopt the City’s Capital Improvement Plan based on anticipated need and projected growth.

Resources

- Engineering Department
- Planning Department
- Parks & Recreation Department
- Economic Development Department
- Noblesville Schools
- Plan Commission
- Common Council
Extend Hague Road south of SR 32 to connect with Cherry Tree Road.

Summary

Today, Hague Road extends from its southern terminus at State Road 32, north past 216th Street where it becomes Stringtown Pike. The 2008 thoroughfare plan recommended continuing Hague Road south to connect to Cherry Tree Road. This new road segment would provide additional north/south connectivity for the growing southwest quadrant of the City as well as providing improved access to the already established residential areas in the northwest quadrant.

Action Steps

1. Identify and acquire funding for design.
2. Develop design alternatives and conduct preliminary engineering.
3. Conduct public outreach regarding overall project goals and alternatives.
4. Finalize design recommendations.
5. Identify and acquire funding for property acquisition and construction.
7. Advertise for bids and select contractor.
8. Construct new roadway segment.

Resources

- Engineering Department
- Planning Department
- Common Council

The extension of Hague Road to connect to Cherry Tree Road has been discussed for some time. As development continues in the southwest quadrant of the City, the additional north/south connection should help distribute traffic.
Summary

Increased east/west connectivity, across the White River, was a common theme of both the existing conditions information gathering and the visioning process of creating this comprehensive plan. State Road 32/Conner Street through downtown experiences high traffic volumes, including large trucks creating intermittent congestion. Combined with the pedestrian nature of the space, alternatives to this through route are needed.

The existing thoroughfare plan includes a proposed bridge and connection along Pleasant Street ultimately extending west to Hague Road. As planned, this proposal would require Midland Trace rail right-of-way that may impact future trail development. Significant upgrades to Pleasant Street would also be necessary. Given these concerns, a more systematic study of changing land uses and fiscal impacts is needed to: a) evaluate alternatives for east/west connectivity; b) what will trigger the need for improvements; and; c) when those improvements will be necessary.

Action Steps

1. Model growth and development scenarios to gain a better understanding of potential transportation effects with and without additional east/west connectivity.
2. Conduct a feasibility analysis of east/west connectivity options.
3. Develop criteria and evaluate route options.
4. Select a preferred option.
5. Include preferred option in the City’s Thoroughfare Plan and in the Indianapolis Metropolitan Planning Organization Long-Range Transportation Plan.

Resources

- Engineering Department
- Planning Department
- Hamilton County Commissioners
- Plan Commission
- Common Council
- Indianapolis Metropolitan Planning Organization
Connect Boden Road and Brooks School Road between Campus Parkway and 136th Street.

Summary
Identified in both the Corporate Campus Master Plan and the thoroughfare plan, a connection between Brooks School Road and Boden Road would create an additional interstate crossing for Corporate Campus users. Brooks School Road already crosses Interstate 69 but does not connect to Campus Parkway. This new road segment would serve new development opportunities in the Corporate Campus and potentially mitigate through traffic in primarily residential areas.

Action Steps
1. Identify and acquire funding for design.
2. Develop design alternatives and conduct preliminary engineering.
3. Conduct public outreach regarding overall project goals and alternatives.
4. Finalize design recommendations.
5. Identify and acquire funding for property acquisition and construction.
7. Advertise for bids and select contractor.
8. Construct new roadway segment.

Resources
- Engineering Department
- Planning Department
- Plan Commission
- Common Council

The Boden Road and Brooks School Road connection will improve access to high visibility sites in the Corporate Campus.
Develop bicycle and pedestrian facilities along 10th Street/Allisonville Road, south to 146th Street.

**Summary**
The Noblesville Alternative Transportation Plan calls for a proposed multi-use sidepath within the right-of-way along South 10th Street from Christian Avenue to just south of the railroad tracks. The south gateway area and Allisonville Road south to 146th Street were identified as opportunities for enhancement and beautification during the creation of this comprehensive plan. It is recommended that planned facilities be continued south along Allisonville Road to connect to the existing sidepath along 146th Street. This would provide a bicycle and pedestrian connection between downtown Noblesville, the neighborhoods south of downtown, and ultimately Carmel and Fishers.

**Action Steps**
1. Conduct a route feasibility study to determine design alternatives.
2. Conduct public outreach regarding overall project goals and alternatives.
3. Identify and acquire funding for design.
4. Finalize design recommendations.
5. Identify and acquire funding for property acquisition and construction.
6. Acquire right-of-way where necessary.
7. Advertise for bids and select contractor.
8. Construct new bicycle and pedestrian facility.

**Resources**
- Engineering Department
- Planning Department
- Plan Commission
- Common Council
- Transportation Alternatives Program
- Surface Transportation funding

A multi-use sidepath along Allisonville Road / South 10th Street, similar to this one in Columbus, Indiana, would connect existing facilities along 146th to downtown Noblesville.
PARKS & OPEN SPACE

Create additional park and recreation amenities to serve residents and visitors and accommodate new growth while continuing superior maintenance and programming of existing facilities.
Increase the use of the floodplain for public recreational use and greenspace.

Summary
Flooding is a natural and recurring event for a river or stream and is caused when heavy or continuous rainfall exceeds the absorption rate of soils and the flow capacity of the river or stream. This inundation causes the river course to overflow its banks onto adjacent lands. Floodplains are those adjacent, low-lying lands most subject to recurring floods. Floodplains are therefore expected to naturally flood and create hazards for many forms of development. The Flood Hazard District regulates permitted uses in the floodplain as part of the Unified Development Ordinance.

In order to both increase recreational opportunities in Noblesville and ensure continued protection of floodplain areas, floodplains should be used for public open space and conservation. Ways in which the City can open floodplain area to public use or conservation include fee simple property purchase, dedication as part of a development plan, or through the use of conservation easements. Fee simple purchase involves using City funds to purchase all or parts of properties in the floodplain. Dedication as part of a development plan could occur if a portion of a parcel or multiple parcels which include floodplain areas were developed. Again, the Flood Hazard District regulations would control how floodplain areas could be developed, but some parcels contain both flood and non-flood areas with the non-flood portion having a different zoning district application. As part of the development process, the property owner would transfer ownership of the floodplain areas to the City. Conservation easements are legal agreements between the property owner and the local government, or a land trust in some cases that permanently limit the use of the land in order to ensure its protection from development. The landowner continues to own the land and any future owners must respect the easement. In regard to floodplain management, the easement would only cover the flood prone portion of the parcel.

Case Study
Near Santa Clara, CA, The Nature Conservancy teamed with local government agencies and water utilities to help protect the Upper Pajaro River watershed. Part of the protection efforts was preservation of the floodplain to improve water quality. To do this the team worked with property owners to secure conservation easements for the floodplain areas to allow for natural habitat restoration and restrict uses that would be detrimental to water quality.

Action Steps
1. Acquire or secure protection of lands within the flood plain through:
   - City purchase
   - Dedication as part of a development plan
   - Dedication of conservation easement
2. Pursue opportunities and partnerships with private land owners for floodplain conservation and public access.
3. Determine areas appropriate for public recreational, educational, and research use as well as those areas that should be protected.
4. Coordinate access improvements to the areas deemed appropriate for public use in coordination with long-range parks planning.

Resources
- Parks and Recreation Department
- Planning Department
- Common Council
- Hamilton County Drainage Board

Map of floodway and floodplain areas.
Summary
The City purchased 203 acres near 166th Street and Boden Road for the future Eastside Park in 2007 to serve anticipated need for park space on the east side of the City. The Noblesville Parks Master Plan Update 2008-2012 forecasted a park space deficiency, based upon national standards, of 367.95 acres by 2015 if no new parks are created. The Eastside Park master plan was completed in 2010 and includes a variety of passive and active recreation spaces, a dog park, nature center, nature trails, and a community center.

Action Steps
1. Identify funding and development resources for park design and construction.
2. Identify phases for park construction.
3. Secure design services.

Resources
- Parks and Recreation Department
- Engineering Department
- Common Council

Continue planning for the Finch Creek Park and begin implementation of the plan.
Summary
The Hague Road nature haven will be a 43 acre park facility as the southeast corner of State Road 38 and Hague Road. The master plan for the property has already been created and includes a nature center, amphitheater, natural playground, year-round ornamental garden, botanical garden, tent campground, woodlands, and trails. In addition, Cicero Creek will flow through the nature haven creating study area opportunities for aquatic wildlife, floods, and erosion control.

Action Steps
1. Identify funding and development resources for park design and construction.
2. Secure design services.

Resources
- Parks and Recreation Department
- Engineering Department
- Common Council

Continue planning for Hague Road Nature Haven and begin implementation of the plan.
Summary

Purchasing property and developing community parks is an expensive proposition for local communities. Adding to the initial costs of land acquisition and construction, on-going maintenance costs and creating new parks becomes ever more difficult. School playgrounds provide an ideal resource to serve these growing recreation needs for not only students but the entire community after school hours. However, schools face their own budgeting issues and often have concerns over uncontrolled access, liability issues, vandalism, and increased wear and tear on equipment. A shared-use agreement and funding strategy for improvements must be clearly defined to create a successful schools-parks relationship. Through a formal partnership, the City and Noblesville Schools will be able to leverage limited resources for the development and maintenance of shared parks/playgrounds, ultimately resulting in cost savings to both groups and improved service to the community.

Beyond the financial benefits of such a partnership, by combining school playgrounds and neighborhood parks the sense of neighborhood identity is reinforced with local residents. Combined school/park facilities often become a focus for neighborhood activities.

Case Study

In 2002, the City of Santa Monica, California and the Santa Monica-Malibu Unified School District established the Playground Partnership to provide school-aged youth, their friends, and families the unsupervised use of school playgrounds and play fields for recreation during non-school hours. The initiative was seen as an investment in community health and wellness to encourage youth and family physical activity. Hours of activity vary by site and time of year but are posted at each location. Permits are used to prevent conflicts at play fields used by youth sports groups.

Action Steps

1. Begin dialogue between City and Noblesville Schools to leverage limited resources for the provision of neighborhood park facilities.
2. Identify which school playgrounds may be dedicated as neighborhood parks within the Noblesville Parks and Recreation system.
3. Determine rules and regulations for these facilities.
4. Develop an inter-local agreement regarding shared use facilities, liability, and on-going maintenance for both established park/playground facilities as well as for new facilities that may be constructed in the future.
5. Inform the public identified school playgrounds can be utilized as neighborhood parks per established rules and regulations.
6. Discuss the integration of Universal Design in playground facility development.

Resources

- Parks and Recreation Department
- Noblesville Schools
- Common Council
By recognizing school playgrounds as park facilities, there would be a much greater distribution of facilities throughout the community.
Summary
The Noblesville Parks & Recreation Department last adopted a 5-year parks master plan in 2008. The process will be repeated in 2014 to adopt an updated 5-year plan. This will allow the City to maintain eligibility for grant programs administered by the Indiana Department of Natural Resources, Division of Outdoor Recreation. In addition to improved funding opportunities, reasons to create a parks master plan are:

- Guide for future action and the development of additional programs and facilities.
- Opportunity for community input in the parks system.
- Validate decisions on additional park facilities and components.
- Provides an outreach and education opportunity to share information about existing facilities and programs.

The specific components that must be included in the plan in order to be eligible for IDNR funding are:

- Definition of planning area
- Information gathering
- Architectural Barriers Act/Rehabilitation Act/Americans with Disabilities Act Accessibility
- Public participation
- Needs analysis
- Priorities and action schedule
- Public presentation of plan with a public comment period

Action Steps
1. Inventory parks and recreation facilities and programs.
2. Conduct public participation to gather input on needs and wants of the community.
3. Perform a needs analysis in coordination with established parks and recreation levels of service to determine additional facility and program needs.
4. Prioritize plan objectives and develop action plans.
5. Adopt the updated 5-year parks master plan.

Resources
- Parks and Recreation Department
- Common Council
Noblesville Parks & Recreation
Master Plan Update
2008-2012

A map of existing park facilities.

The current Noblesville Parks & Recreation Master Plan Update was adopted in 2008. It is important to maintain a 5-year parks master plan to remain eligible for Indiana Department of Natural Resources, Division of Outdoor Recreation grants.
Create a Riverfront Master Plan/Riverfront Recreational Plan to address underutilized opportunities and growing recreational needs along the riverfront.

**Summary**

The White River is a high quality natural resource uniquely poised to catalyze both growth and conservation near the city core. The City began to capitalize on this resource with the creation of the Downtown Riverwalk, a trail and bridge connection spanning the river. To develop a comprehensive vision and fully realize the potential of the riverfront area, the City should create a Riverfront Master Plan/Riverfront Recreational Plan. The plan should outline a vision for strengthening the function, appearance, and economic potential of the riverfront while preserving the unique character and important natural resources present in Noblesville. A series of strategic objectives should be developed to guide public and private investment, ultimately resulting in a vibrant mixture of recreational amenities and entertainment destinations. Specifically, the plan should address:

- Linkages between the river, downtown, West Gateway district, and surrounding residential areas.
- Sustainable landscape and recreation development that protects the floodplain and habitat areas.
- Sustainable development concepts that address and take advantage of the river while respecting sensitive environmental features.
- Unique land use and recreation opportunities created by the presence of the river and riverbank areas.

**Case Study**

Located at the confluence of the Ohio and Tennessee Rivers, the City of Paducah, Kentucky created a riverfront redevelopment plan to capitalize on recreational, cultural, and historical ties with the river. The plan included recommendations for a new boat launch, multiple trail opportunities, improved visual access to the river, key property redevelopment, and increased housing downtown in conjunction with commercial and retail activity. The historic steamboat landing area was designed as an urban waterfront park that included a river overlook structure, promenade, enhanced river edge landscape treatments, water feature splash pad, and floodwall improvements. The plan also included an implementation strategy, individual project timelines, and cost forecasts.

**Action Steps**

1. Form a Riverfront Master Plan stakeholder group.
2. Determine additional park and facility needs within the community.
3. Examine riverfront areas that may be able to address some of these recreational needs.
4. Conduct a public engagement process to gain input on desired uses and activities in the riverfront area.
5. Develop Riverfront Master Plan/Riverfront Recreational Plan with the assistance of a consultant if necessary.

7. Assess the impact of the Riverfront Master Plan to the area’s land use strategies.

**Resources**

- Parks and Recreation Department
- Planning Department
- Plan Commission
- Common Council
- Hamilton County Convention & Visitor’s Bureau
- Noblesville Youth Sports

The Paducah Riverfront Redevelopment Plan includes recommendations for additional riverfront amenities as well as connections to the downtown.

Completion of Phase 2 of the Downtown Riverwalk in Noblesville represents significant milestone in connecting downtown to the White River. Efforts should be continued to expand recreation and entertainment attractions along the riverfront.
Summary
Universal design refers to the creation of structures and environments that can be used by people of all ages and abilities. It differs from accessible design and the standards required under the Americans with Disabilities Act (ADA) in that accessibility defined by ADA specifically considers the needs of people with disabilities. Universal design is a broader concept; for example, a door that opens automatically may benefit people with disabilities but it also may aid parents with strollers or delivery workers.

Incorporating universal design into park and trail facilities will ensure all visitors to Noblesville parks and trails have equal opportunity to experience the natural environment and beneficial recreation amenities. Accessibility enables a person with a disability to make use of an area and its facilities without assistance. Universal design means taking into consideration the needs of as many people as possible, and incorporating those needs into facilities and services. While the focus of accessibility is to enable people with disabilities to experience parks and trails more fully, the benefits of universal design are safer and more welcoming parks and trails for all visitors.

Case Study
The City of Walker, Michigan conducted an ADA and universal design audit of City Central Park. The purpose of the audit was to evaluate the current conditions for accessibility at City Central Park and provide recommendations for improvement, act as a template for accessibility audits of additional facilities in the park which were not examined in detail, as well as the remaining Walker Parks and Recreation properties. The audit and its recommendations have since been used to solicit grant funding for accessibility and universal design improvement projects across the parks system.

Action Steps
1. Create and adopt universal design standards for Noblesville Parks and Recreation facilities.
2. Conduct an accessibility audit of existing park and trail facilities.
3. Consult with organizations in Hamilton County that advocate for people with disabilities.
4. Provide universal design access training to Parks and Recreation staff.
5. Implement universal design standards in all new park facilities.
6. Update existing park facilities to universal design standards as resources become available.
7. Advertise universally accessible opportunities throughout the community and the region.

Resources
- Parks and Recreation Department
- Engineering Department
- Common Council
A playground in Ridgeland, Mississippi includes oversized decks and other accessibility features.

Automatic doors, no step entries, zero clearance thresholds, and easy to use door handles can all be components of universally designed facilities.
Summary

Interpretive stations and educational efforts in parks provide hands-on learning environments outside of the classroom. These experiences can be incredibly beneficial as not all children learn in the same way. These alternative learning experiences can help close educational achievement gaps and motivate young people to learn about the environment. Interpretation as a teaching technique is an added service to all park visitors and not just children. It can serve an entertainment purpose and provide additional meaning to the experience. As a management tool, these stations and facilities can be used to increase visitor appreciation for, and sensitivity towards both, the park space and larger natural environment.

Successful interpretive signs and stations must be planned. Proper planning will ensure efficient use of limited resources and produce attractive and effective signs. Interpretive planning should include:

- Define the purpose of the sign/facility.
- Identify the potential audience and any special considerations that may be necessary as a result.
- Plan the sign/facility in the context of the site and park facilities such as trails, parking areas, and other amenities.
- Consider both up-front and long-term maintenance costs of the sign/facility.

Well-designed interpretive facilities will answer visitor questions about the site, direct attention to natural features, encourage resource understanding and respect, explain cultural or natural significance, and ultimately increase visitor enjoyment through appreciation and understanding.

Case Study

In 2007, the City of Steamboat Springs, Colorado approved the Cultural Heritage Interpretive Plan. The plan is a guide to interpretive planning in the community. It identifies primary and secondary interpretive themes and a number of stories of local cultural heritage to be included at interpretive facilities. Potential interpretive locations are identified throughout the community and include: parks, trails, cultural centers, schools, and the historic downtown. The Cultural Heritage Interpretive Plan also addresses the plan signage design, layout, dimension standards, typeface guidelines, and a unique sign package system.
**Action Steps**

1. Create programming events to educate residents and park visitors on the importance of preserving and managing natural resources for environmental benefits.

2. Continue development of the Noblesville Parks and Public Open Space Kiosks of Learning & Interpretive Strategy.

3. Work with a designer to develop interpretive stations and signage for significant demonstration projects, key site features, and conservation practices.

4. Install interpretive stations, facilities, and signage in park and trail facilities.

**Resources**

- Parks and Recreation Department
- Common Council

*The Potter’s Covered Bridge historical marker is an example of existing interpretive signage in Potter’s Bridge Park.*

*An example of an interpretive sign serving an education purpose.*
Capitalize on existing successful areas of the downtown and its historic qualities to expedite revitalization of surrounding neighborhoods and create an around the clock, vibrant, mixed-use district.
Summary
Phase 2 of the Downtown Riverwalk was recently completed to connect the underpass at Conner Street to the pedestrian bridge spanning the White River ultimately leading to Forest Park and connecting the White River Greenway which culminates at Potters Bridge Park. Future plans call for extending the Riverwalk south of Conner Street and connecting with the Midland Trace Trail.

Action Steps
1. Coordinate with Hamilton County Government to complete the construction of Phase III of the Riverwalk.
2. Continue to develop a plan for the west bank of the river that would improve attractions and draw on both banks of the river to improve pedestrian and vehicular connectivity with the existing downtown.
3. Focus on flexibilities within the Unified Development Ordinance that would encourage more development opportunities that are compatible with mixed-use development and higher density growth synonymous with an expanded downtown.

Resources
- Planning Department
- Economic Development Department
- Parks & Recreation Department
- Common Council
- Engineering Department
- Hamilton County Government
- Indiana Department of Transportation

Completed section of the Downtown Riverwalk
The conceptual West End Park site design includes a new pedestrian bridge to better connect downtown and riverfront recreation areas in the West Gateway.
Summary

Downtowns with successful retail operate very similarly to shopping malls. They have an agglomerative effect offering a variety of stores and merchandise that attract shoppers to one place. This creates a larger customer base for all of the individual stores than what each store could attract alone. The major difference with a shopping mall is the coordination between individual retailers in terms of communications and marketing. Additionally, typical lease arrangements with mall operators include common advertising. Successful downtowns work to foster better communications and identify ways downtown businesses can work together to increase their agglomerative effect and hence grow their collective customer base.

An effective downtown marketing and communications strategy should start with a communications plan. This will help businesses collaborate in regards to advertising, marketing and identify ways to utilize common resources. The communications plan can address creating a common theme, shared advertising and marketing opportunities and even coordinating sales and other business events. In addition to the plan, ongoing communications is important. Facilitated events such as business luncheons can help provide an informal atmosphere for coordinating and sharing ideas.

Local retail can derive significant benefit from the local tourism economy. Shopping and food expenditures can be upwards of 50 percent of a tourist spending. Better cross-promotional activities can tap into that market and also enhance the overall tourist draw of the area. This increases the size of the overall customer base and expands a retailer’s market area. Retailers can work collectively with local tourism officials to better understand the makeup of the tourism market and identify opportunities to target this demographic.

Case Study

The small town of Trego, Wisconsin has capitalized on being a stop on the Wisconsin Great Northern Railroad, a scenic excursion tour. As the train passengers are captive audiences, marketing materials were aimed at the passengers to entice them to local restaurants and shops after their tour. Extending the tourists stay helped capture additional customers and dollars in the local economy. Local businesses incorporated the railroad theme into their marketing and products to capitalize on this ready market.
**Action Steps**

1. Develop a communications plan that would include physical meetings, newsletters, website content and use of media outlets.
2. Continue to develop cross-promotional ties with citywide tourist events and venues.
3. Ensure City representation on relevant boards and retreat agendas in order to communicate.

**Resources**

- Economic Development Department
- Noblesville Main Street
- Downtown Merchants
- Noblesville Preservation Alliance
- Public Relations Department
- Hamilton County Convention and Visitors Bureau

*Example of a common promotional item for a downtown event that can be posted throughout the community at approved locations.*
Summary

Retail competition from large retailers and regional shopping centers has put increased pressure on downtowns like Noblesville’s to compete. Some larger shopping retailers have created situations where retailers can no longer compete in entire merchandise categories. A retail market analysis can provide market intelligence to the small retailer to determine market size, demographics, and merchandise preferences. This can better equip the retailer in terms of pricing, targeted advertising, market reach, and merchandise to carry. It can also help smaller retailers with additional supporting information that may be necessary to secure financing for business expansions.

The market analysis can also help the City and Noblesville Main Street target specific tenants. These tenants are better supported by the market and more likely to survive long-term in the downtown location. This helps create a more stable retail market and more predictability for customers. It also helps fill vacancies and create a vibrant street presence, which is necessary for a successful functioning downtown.

A retail market analysis should contain the following components:

- Definition of the downtown retail trade area (the primary area where downtown businesses pull their customers from);
- Demographic profile of the trade area customers;
- Identification of overall consumer expenditures, sales and retail sales gaps in the marketplace;
- Understanding of issues that are facing the retail market through customer focus groups or consumer preference surveys.

Case Study

The City of Iowa City, Iowa conducted a market investigation that combined retail market analysis with real estate market analysis and extensive consumer opinion research. The analysis identified market niches which the downtown could capitalize on to expand and strengthen retail. The study not only outlined the potential for additional retail growth in the downtown, but also factored in office and residential demand to better understand mixed-use potential.

**Action Steps**

1. Coordinate stakeholders to help provide guidance on study development and methodology.
2. Identify study objectives.
3. Develop a consumer preference/business survey to understand consumer sentiment and demand.
4. Determine the downtown trade area.
5. Conduct a retail market analysis using established secondary data sources to determine demand for retail based upon retail and merchandise type.
6. Identify overall issues and supply/demand gaps.
7. Share overall analysis with downtown businesses and the public.

**Resources**

- Downtown Merchants
- Noblesville Main Street
- Economic Development Department
- Planning Department
- Indiana Small Business Development Center

*Primary trade area delineation for downtown Whiting, Indiana conducted by Gruen, Gruen & Associates and American Structurepoint.*
Summary

The term streetscape refers to the overall design, architecture and art that creates the public right-of-way of a street. This includes not only the road pavement, but the sidewalks, common areas, open space, and amenities like signs, art, and furniture. A well thought-out and designed streetscape contributes to creating a sense of place and improves the economic vitality of an area by making it more inviting as a destination in the eyes of customers and investors. Also, streetscapes designed for all-modes of transportation including automobiles, bicycles, transit and pedestrians create activity in front of stores and businesses which leads to increased sales for retail, higher property values, and improved safety and security.

Case Study

The Town of Speedway, IN focused on rejuvenating their historic Main Street, located just south of the Indianapolis Motor Speedway. Main Street consisted of wide travel lanes, narrow and unkempt sidewalks, and little retail or business activity. A number of buildings sat vacant or underutilized. The redevelopment commission enacted a plan that included a new streetscape for Main Street which included expanded pedestrian areas, space for benches and sidewalk cafes, public art, bicycle parking, a dedicated bicycle lane, traffic calming to improve pedestrian safety, and increased parking. After construction, the Town has seen renewed interest in businesses locating on Main Street. This has included a new health pavilion for Community Health Network, Sara Fisher Hartman Racing headquarters, and the new North American headquarters for the IndyCar chassis maker Dallara.

http://www.speedwayindiana.com/

Action Steps

1. Determine overall project scope and objectives.
2. Create a committee of stakeholders to help guide the overall shape and design of the plan.
3. Conduct a quality-based selections search to find a consultant that specializes in streetscape design and planning.
4. Begin development of the plan which will include public engagement throughout the planning process.
5. Adopt the final plan.

Resources

- Planning Department
- Plan Commission
- Common Council
- Noblesville Main street
- Economic Development Department
- Engineering Department
- Street Department
Plan view of Main Street streetscaping project in Speedway, IN which included pedestrian, bicycle and automobile facilities including raised intersections to slow traffic. (American Structurepoint)

Artist's rendering of Main Street Speedway after full build out. (American Structurepoint)
Create by ordinance, a Riverfront Redevelopment District in downtown Noblesville to improve entertainment choices.

Summary
The Riverfront District designation is an economic incentive tool provided in Indiana Code to increase retail and tourism activities. Typically Indiana communities are limited on the number of alcoholic beverage licenses based upon population. Those licenses are also bought and sold on the open market which drastically increases the cost. This discourages many new restaurants from opening as they depend upon alcohol sales as an important component of their revenue stream to maintain economic viability. The district designation allows communities the ability to issue an unlimited number of licenses sold at the state designated purchase rate. This improves the opportunity for new business startups and increases the number of restaurants and nightlife opportunities. These districts can only be designated within 1500 feet of a river or stream and must be part of an overall economic development strategy. As a part of the district designation, the City is required to adopt rules regarding eligibility for the licenses.

Case Study
In 2012 the City of South Bend, Indiana developed the Municipal Riverfront Development District which decreased the cost of three-way liquor licenses from $40,000-50,000 to $1,000 as a way to spur restaurant development near the St. Joseph River. Eligibility requirements were enacted to include a focus on dining, entertainment and cultural experiences rather than the consumption of alcohol, how items can or cannot be served, and the consumption and sale of food.

http://southbendin.gov/government/content/downtown-south-bend-municipal-riverfront-development-district-liquor-license

Boundaries of Lafayette, IN Wabash Riverfront district which includes an ordinance establishing a Riverfront District to spur additional retail and restaurant development.
**Action Steps**

1. Establish either an economic development/redevelopment or urban renewal area under IC 36-7-14 et seq., an economic development project district under IC 36-7-15.2 or IC 36-7-26, or a community revitalization enhancement district under IC 36-7-13-12.1.

2. Determine overall boundaries of the riverfront district in compliance with IC 7.1-3-20-16.1.

3. Adopt an ordinance establishing the designation, boundaries, and local and state funding that will be used within the district.

4. Draft regulations that will be required by the local alcoholic beverage board to grant licenses within the riverfront district.

**Resources**

- Planning Department
- Economic Development Department
- Common Council
- Indiana Alcohol and Tobacco Commission
- Municipal Attorney
- Local alcoholic beverage board

Potential area, in shadow, of Downtown Noblesville that could be eligible to be included within a Riverfront Redevelopment District based upon distance regulations set out in Indiana Code. The shadowed area is only approximate. (CHA)
Kevin Lynch, a sociologist and urban designer, surmised through observation there were a number of basic urban elements humans instinctively use to help guide their navigation and visually associate a geographic area with a “place.”

Wayfinding, distilled to its root, is the function on how we move and find our way through the built environment. More functionally this includes signage, pavement markings and more subtle elements like change in pavement color or sidewalk design that helps guide us from place to place.

In the urban environment there are primarily five types of wayfinding elements:

- **Paths** - the area where we move and circulate whether on foot or by vehicle.
- **Markers** - these are items that are mental landmarks and can include monuments, arches, kiosks, banners, or memorable public art.
- **Nodes** - these are the destinations or stops that people would make on a path such as a major intersection, a park, shopping center or a plaza.
- **Edges** - these are linear elements that act as physical or perceived boundaries or transition points, this may include infrastructure elements like an interstate or geographic features like rivers and lakes.
- **Districts** - these are places with a similar character such as Downtown Noblesville, Broad Ripple or Fountain Square in Indianapolis. They have an identifiable meaning and place associated with them.

In order to better unify a community, define edges and districts, and help visitors and residents find attractions and nodes, communities have established wayfinding programs to coordinate wayfinding elements like signage. This helps assure identifiable and predictable markers in key locations to make navigating the community easier.

A good wayfinding program for Noblesville could:

- Develop a vehicular and pedestrian wayfinding system for destinations throughout the City with a focus on the core of the City;
- Develop a wayfinding system that will create an overall identity for the City, is compatible with its character, and will also help to differentiate existing and emerging districts;
- Provide signage to direct visitors to parking lots and garages;
- Reduce visual clutter and increase consistency of City signage;
- Promote walking and bicycling;
- Create common interpretive signage in the City’s parks, trails and cultural areas;
- Address ADA guidelines and considerations in the design of the program.

Create a stronger connection between downtown and the west side of the river through increased pedestrian, bicycle amenities and a wayfinding and beautification program.
Case Study
The City of Baton Rouge, LA developed a wayfinding project that incorporated the rich culture, diversity and history of the City into the overall signage and design. It not only includes directional signage but interpretive/informational stations. It is praised for its effectiveness in aiding navigation and local businesses have even incorporated some of the wayfinding designs into their own promotional pieces.

http://www.downtownbatonrouge.org/aroundWayfinding.asp

Action Steps
1. Continue to implement the West Gateway Plan.
2. Ensure that wayfinding is incorporated into an overall citywide wayfinding program.
3. Develop designs that serve to create paths and linkages that extend the downtown theme across the river, but also embrace existing neighborhoods.

Resources
- Planning Department
- Engineering Department
- Economic Development Department
- Parks & Recreation Department

Left: Example of a downtown Baton Rouge pedestrian information kiosk (Sasaki Associates)
Right: Gateway sign for South San Francisco which mimics a DNA strand showing the connection to the biosciences industry within the City.

Left: Automobile scale directional sign in Charlotte, North Carolina
Middle: Pedestrian scale directional sign in Charlotte, North Carolina
Right: Interpretive signage at Raccoon River Valley Trail, IA
Summary
Indiana Code provides the ability for local communities to set up historic landmark and district designations to help protect the character and structures of neighborhoods and commercial districts of historic or cultural value.

Local Historic District
This is a geographic area that can vary in size in which historic buildings are protected. The district's rules and protection are governed by a local historic preservation commission. These districts must be established through local ordinance. The ordinance will also provide for the rules and guidelines to be enforced within the district. Once the district is created, property owners that want to construct, modify or demolish structures within the district must apply to the local historic preservation commission for approval.

Design Guidelines
The local historic preservation commission enforces and follows the enabling ordinance and the rules and guidelines therein. Design guidelines provide a clear road map for property owners to understand what is allowed within the district. This provides a sound basis for the commission's decision-making and more predictability for the property owner. These guidelines will address:

- Architectural character
- Building scale and massing
- Orientation of structures
- Demolition
- Signage
- New construction standards
- Landscaping

Grassroots Involvement
Noblesville should be supportive of neighborhoods that want to attain a historic status or form a historic district. While the City should be supportive, it ultimately takes the will and organization of local residents and/or business owners to develop the political support and structure of the district. This helps ensure buy-in from property owners and does not place unwanted restrictions on property. Noblesville’s planning staff can provide technical assistance and guidance for these efforts.
Case Study
In Roswell, New Mexico the Historic Preservation Committee, a 501(c)3 organization of residents was formed to protect the historic center of the community. The committee prepared a report and inventory of historic features and worked with the City to establish an official historic district with development regulations. Contact: Historic Preservation Committee, Historical Center of SE NM (200 North Lea Avenue Roswell, NM 88201).

Action Steps
1. City will disseminate roadmap document on creating a local historic district to interested parties.
2. City planning will provide support to local grassroots organizations that intend to create a historic district.
3. City will assist with technical language and creation of the necessary ordinance to establish a historic district.

Resources
- Planning Department
- Noblesville Preservation Alliance
- Economic Development Department
- Common Council
- Noblesville Main Street
- Indiana Landmarks, Inc.

Legend
Historic Districts
- Broadview
- Central Square
- Federal Hill
- Gentlemen Farmer
- Gilded Age
- Johnstown
- Lincoln Park
- Midland
- New Frontier
- Old First Ward
- Old Second Ward
- Pioneer Homestead
- Plum Prairie

Zones of Historic Significance. These areas could be good candidates for historic districts if there is grassroots support.
Summary
Since post-World War II, modern zoning has neatly carved the city up into various districts of residential, commercial and industrial use. Each of these uses is organized and isolated from the other. Although this seemed like a good idea at the time, it has led to cities that are no longer walkable and require quite a bit of travel to move from home to work to play.

The makeup of the traditional family and household has changed considerably over the past 20 years. Traditional two-parent with kids households have decreased and singles are estimated to soon be the largest share of households. Also, the baby-boomer generation is now entering retirement years which means increased demands for walkability. The AARP has found that over 71 percent of older households want to be within walking distance of amenities.

Mixed-use development reverses this trend of isolationism and operates on the premise that a place is more attractive when complementary uses can coexist in a single area. This development blends residential, commercial, cultural, institutional, and in some circumstances industrial uses into one area. When you think of many successful areas of Central Indiana today, most of these are examples of mixed-use development.

Mixed-use development:
- Allows for greater housing variety and density;
- Reduces distances between housing, workplaces, retail businesses, and other destinations;
- Encourages more compact development;
- Strengthens neighborhood character;
- Promotes pedestrian and bicycle friendly environments.

What Does Mixed-Use Include?
Projects can be mixed horizontally or vertically. Horizontal mixing includes most older downtowns where all kinds of land uses occur within close proximity. A vertical mix includes residential above retail or office uses.

Downtown
Downtown Noblesville is an ideal location for more mixed-use development. Historically many
of the original buildings were designed with that in mind, often mixing commercial and residential uses. Revitalization of upper floors for housing and the creation of additional residential units in the downtown area will increase the round-the-clock customer base and target development in areas with infrastructure already in place. It will be important development takes into account the historical character of the area and also considers the future of mass transit, which enhances the value and effectiveness of mixed-use development.

**The Fiscal Implications of Mixed-Use**

It has been the conventional wisdom that separated uses protect property values. This has been debunked through many studies of the economic and fiscal impacts of these types of developments. It turns out complementary uses are seen as a higher benefit to customers and users. This is considered a location agglomerative effect in economics terminology. Mixed-use developments, on average, generate more property and sales taxes per acre of development when compared to a conventional strip mall, and also generate more jobs. Furthermore, mixed-use development is often cheaper to serve from a city services standpoint. It is often more compact, using less land, and requires less infrastructure than development which is less dense.

**Case Study**

A study by Smart Growth America of “the Gulch” neighborhood of downtown Nashville, Tennessee provided evidence that mixed-use walkable developments heavily impacted the city’s fiscal bottom line. Compared to other suburban development in the Nashville region, a 76 acre project that included 4,500 housing units and 6 million square feet of office space in the neighborhood was estimated to cost the city approximately $1,400 per unit per year in infrastructure maintenance, policing, fire, and general fund obligations. At the same time it was estimated the city received a total of $3,370 per unit per year in the same development. The comparison suburban development actually produced $1,620 per unit per year in revenue and approximately $1,600 per unit per year in costs.
**Action Steps**

1. Consider recommendations of the **Unified Development Ordinance** Audit on increasing densities and uses in the downtown area.

2. Examine the existing transect of the downtown and adjacent neighborhoods and provide for a transition of density and uses away from the downtown area.

3. Determine station locations and provide for higher density mixed-use transit-oriented-development in station area locations.

4. Engage downtown businesses and citizens on the character of the downtown and surrounding neighborhoods.

5. Identify overall objectives and issues to address.

6. Develop text and map amendments to the **Unified Development Ordinance** for comment and consideration.

7. Adopt changes to the **Unified Development Ordinance**.

**Resources**

- Planning Department
- Plan Commission
- Common Council
- Noblesville Main Street
COMMUNITY INFRASTRUCTURE

Develop community infrastructure and services to support the socioeconomically diverse population in coordination with land use planning and projected growth.
Encourage the community use of educational facilities through dialogue with schools.

Summary

Many people think of schools as serving a single purpose, to facilitate the delivery of education from teachers to students. While they include extracurricular activities and sports, these programs are generally only open to current students. The concept of schools as community centers focuses on developing partnerships between schools, local government, and nonprofit organizations to offer facilities and programs outside of school hours and open to the general community. These programs can include adult classes, after-school activities, tutoring, health and wellness activities, and even medical care. In addition to social and education benefits, some programs can offer financial benefits to the school system as well.

However, successful implementation will take significant policy making and planning efforts. Intensive sharing of public educational spaces is a complex endeavor requiring collaboration and cooperation. Ensuring core educational use while providing the additional benefits will require a comprehensive set of policies and procedures that currently do not exist. Joint use partnerships must be established to systematize shared use to increase the benefits to the community.

Case Study

Brier Creek Elementary & Community Center: An excellent example of unique school and community partnerships has occurred in Raleigh, North Carolina. The City and Wake County Public Schools jointly purchased 20 acres of property in an area of the city experiencing residential growth. The project, funded and designed jointly by the City and school district, consisted of a new elementary school and attached community center. Instead of the school having a multipurpose room for recreational activities, it gained a gym with basketball courts and other athletic spaces. The City received a community center open past school hours that hosts youth basketball, a weight room, adult fitness classes and special activities for seniors. Child care is also offered in the community center both before and after school.
Action Steps
1. Begin discussion between Noblesville Schools administration, the Noblesville School Board, the City, and community groups exploring the idea of public use of district facilities.
2. Establish criteria for the allowable use of school facilities. It may be beneficial to also establish a priority guide addressing time and/or space conflicts.
3. Develop an application, fee schedule, and review process for events.
4. Keep school principals and facilities management staff informed of event schedules.
5. Regularly evaluate the community use of school facilities and update policies as needed.

Resources
- Noblesville Schools
- Local community groups
- Parks & Recreation Department

The Brier Creek Elementary & Community Center in Raleigh, North Carolina is an example of a joint-use school-community building that includes an elementary, expanded recreational facilities, and a child care center.
Summary

Strong communities are typified by a safe environment, good public health, supportive social services, and quality schools. However, these elements are often addressed individually with schools providing education, doctors and nurses promoting health, and government agencies improving the built environment. However, new education and community service models are taking a more holistic approach.

Schools contain a collection of resources which can be used to strengthen the educational, social, and economic fabric of the entire community. However, educators and school officials are often not given the tools or opportunity to engage community organizations, residents, and faith-based institutions in a mutually beneficial way. By linking with schools, these groups can make services more accessible to students and families and have a greater impact on hard to reach or underserved user groups.

Activities which can build school-community partnerships include:

- Community use of school facilities.
- Career days.
- Back to school days where community members are invited to attend and participate in school for the day.
- Special concerts and performances for community groups, senior centers, and other organizations.
- School newsletters and news releases distributed to more than students and their families.
- Reward or incentive programs for students at participating businesses.

Community resources that currently or could partner with schools include:

- County agencies (Department of Health, Welfare & Child Services, Courts, etc.)
- Municipal departments and bodies (Parks & Recreation, Police and Fire Departments, library, etc.)
- Service clubs and philanthropic organizations (Lion's Club, Rotary Club, etc.)
- Youth agencies and groups (Boys & Girls Clubs, scouts, 4-H, etc.)
- Sports and fitness groups (YMCA, athletic leagues, etc.)
- Arts and cultural institutions (museums, theater groups, etc.)
- Faith-based institutions
- Local media outlets
- Businesses and corporations

Foster intra-community relationships with the schools to develop better cooperative strategies.
Case Study
The Berkeley Alliance: The Berkeley Alliance non-profit organization was created to bring together representatives from the University of California Berkeley, the city's school district, the Mayor's Office, and other community organizations. The aim has not been to create programs specifically but instead build partnerships that will ultimately benefit children and youth in the community.

Action Steps
1. Initiate a process of asset mapping to identify school and community resources and existing connections between the two.
2. Explore ways in which community resources can contribute to the schools and ways in which schools can contribute to strengthening the community.
3. Identify community leaders to work as liaisons with the School Board and School administration.
4. Create opportunities for teachers, students, and parents to partner with community groups and organizations for mutually beneficial activities.

Resources
- Noblesville Schools
- Local community groups
- Vision Noblesville Committee

The Boys & Girls Club of Noblesville after school program is an example of a successful school-community partnership that includes education, recreation, and service activities. (Boys & Girls Club of Noblesville)

Partners involved in the Berkeley Alliance, a non-profit organized to close the achievement gap in Berkeley's public schools, include the City of Berkeley, Berkeley Unified School District, the University of California, and Downtown Berkeley.
Summary
The Noblesville Police Department has created a Community Oriented Policing program to assist residents with issues that are not resolved with traditional police responses and resources. This program should be continued in coordination with neighborhood liaisons to better tackle the “quality of life” issues the program was created to address.

Community oriented policing recognizes that police often use community assistance in solving public safety problems and as such, encourages interactive partnerships with relevant stakeholders. The range of additional partners is diverse and could include:
- Other Government Agencies
- Community Members/Groups
- Non-profits/Service Providers
- Private Businesses
- Media

With better police and citizen communication, officers can more effectively use and share crime information with the public. When officers have a better understanding of resident’s problems they can more properly link them with the agencies and resources they need. In addition to neighborhood watches and citizen patrol groups, community policing activities can also include nuisance property abatement and code enforcement.

Case Study
The San Diego Police Department has a community oriented policing program with four main components:
- A neighborhood watch program consisting of community coordinators, watch coordinators, and block captains.
- Citizen patrol groups.
- Safe Streets NOW! which focuses on nuisance property abatement.
- The Drug Abatement Response Team (DART)

Action Steps
1. Establish direct communication between Community Oriented Policing Program officers and identified neighborhood liaisons.
2. Hold bi-monthly meetings between Community Oriented Policing officers, neighborhood liaisons, and Planning Department code enforcement officers to better solve on-going issues.

Resources
- Noblesville Police Department
- Planning Department
- Neighborhood Liaisons
- Residents
DESIGN & PLACEMAKING

Combine elements of the built environment, historic features, and intangible community characteristics to further establish a sense of place and identity for Noblesville.
Summary

Many community organizations focus on the needs or deficits present in the community. However, it is also possible to focus on the existing assets and strengths to meet community needs and improve quality of life. To fully utilize these assets, they first must be identified and then protected.

Simply put, a critical community asset may be anything that improves overall quality of life. This may be a structure or place, a service, or even a business within the community. Identifying and protecting these community assets is an important step to community improvement. External funding and grants may not be available for all improvement initiatives so, the resources must come from within. Understanding the existing assets makes it easier to provide these programs and initiatives to address the community’s needs from the inside out.

Community assets are important because once identified, they can:

- Be the basis for asset-based planning for community development;
- Be used to stimulate public interest and community organization;
- Identify areas of need based on asset gaps; and
- Publicize assets for business and new resident attraction.

Assets should be reviewed on a periodic basis to ensure newly identified assets are protected and that programs and policies protecting existing assets are working.

Case Study

The Asset-Based Community Development Institute (ABCD) at Northwestern University in Chicago, Illinois is a leader in the growing movement that considers local assets as the primary building blocks of sustainable community development. Building on the skills of local residents, associations, and the supportive functions of local institutions, the ABCD Institute helps communities draw upon existing strengths to build stronger, more sustainable communities for the future.

Action Steps

1. Create an outreach program to identify key community assets.
2. Consider threats and assess asset vulnerabilities.
3. Prioritize protective actions based on degree of vulnerability and feasibility of protection.
4. Provide educational resources highlighting community assets further developing public support for their protection.
5. Adopt development regulations within the Unified Development Ordinance that require the preservation of critical community assets.
Resources

- Planning Department
- Common Council
- Plan Commission
- Parks & Recreation Department
- Economic Development Department
- Engineering Department
- Residents
- Stormwater Department
- Noblesville Utilities
- GIS/IT Department
- Hamilton County Health Department

The Asset-Based Community Development Institute (ABCD) at Northwestern University in Chicago, Illinois is a leader in developing community strength from within.

Community assets can vary from historic structures like the Hamilton County Courthouse, to natural features such as the White River, critical service providers like Riverview Hospital, and even key employers like SMC Corporation.
Create an East Gateway plan.

Summary

Noblesville’s major gateways and entry corridors provide a range of experiences from regional shopping destinations and highly landscaped intersections to aging commercial thoroughfares. A gateway is a landmark, streetscape, or land use transition a resident or visitor first sees and experiences when entering an area. It not only provides a physical and sensory point of entry into a place but helps to define community identity and can have a significant impact on perceptions of the area. The existing signage and landscape treatment at the corner of State Road 32 and State Road 37 is not readily apparent because its size does not correspond with vehicle speeds along the adjacent roadways and the scale of surrounding development. A plan should be created to expand this gateway and integrate the area into the connectivity master plan to better connect downtown Noblesville to the State Road 37 corridor.

This area serves as one of the most prominent entries into downtown as travelers from both north and south use State Road 37 to connect with State Road 32 from the east. On a high level, the plan can be created to provide specific policies and action recommendations to guide enhancement and redevelopment within the area between downtown Noblesville and State Road 37. While some of these spaces and properties are not part of the public right-of-way, they do contribute to the public realm and influence the “entry” perception. Zoning and development standards should be reviewed to encourage a more village-like, walkable mixed use corridor. Future streetscape and right-of-way improvements could work in concert with future redevelopment efforts to reinforce this prominent entry corridor. Specific gateway elements could include:

- Public art
- Wayfinding signage, both vehicle and pedestrian scale
- Public plaza space
- Enhanced bicycle and pedestrian facilities
- Site furnishings such as benches, chairs, and trash receptacles
- Shade trees
- Additional ornamental plantings
**Action Steps**

1. Coordinate gateway stakeholders to oversee planning and design of gateway elements.
2. Identify potential expansion area and amenities to be included as part of the gateway design.
3. Coordinate design and phasing with other City departments and/or consultant.
4. Acquire funding and, if necessary, easement or property purchase.
5. Construct improvements.
6. Establish an on-going maintenance plan.

**Resources**

- Planning Department
- Engineering Department
- Economic Development Department
- Common Council
- Indiana Department of Transportation
- Property Owners
- Noblesville Preservation Alliance

The Las Vegas welcome sign is an icon gateway feature which contributes to city branding and is immediately recognizable. While this style may not be appropriate for Noblesville, this sign illustrates the powerful message a gateway can deliver.

The existing signage and landscape treatment at the corner of State Road 32 and State Road 37 is not readily apparent because its size does not correspond with vehicle speeds along the roadways and the scale or surrounding development. A plan to expand this gateway should be created.

The gateway theme and design can be incorporated with trail and wayfinding signage to better brand Noblesville.
Create a South Gateway plan.

**Summary**
Currently there are few distinguishing features such as welcome signage, landscape treatment, or architectural detail to inform travelers of their entrance into Noblesville from the south. As a principal entry point to the City and an area expected to see growth and redevelopment as a result of planned transit service, a South Gateway Plan should be created.

The Allisonville Road/South 10th Street corridor hosts a steady volume of vehicular traffic while accommodating single-family residential homes, national retailers, vacant and operational industries, and civic institutions. The corridor’s role as a transportation thoroughfare, commercial district, and residential street has resulted in conflicting land uses, traffic inefficiencies, and unsafe pedestrian environments.

Principal elements of the plan should include:

- Desired land use and development character along the Allisonville Road/South 10th Street and South 8th Street corridors.
- The design of roadway improvements to best support the desired land use mix and community character while maintaining a safe and efficient transportation system.
- How non-roadway and right-of-way improvements (e.g. sidewalks, bicycle lanes, landscaping, lighting and furnishings, signage) should be incorporated to increase the aesthetic appeal of the corridor, encourage new investment, and support multiple modes of transportation.

**Case Study**
The North Burnet Gateway Master Plan was created for the area between downtown Austin, Texas and high growth areas to the north and west. The result of the plan was a redevelopment vision for the North Burnet/Gateway area to transform the aging, auto-oriented commercial and industrial uses into a livelier mixed-use neighborhood that is more pedestrian- and transit-friendly and can accommodate residential growth. The ultimate goal of the project was to boost property values for the area, as well as introduce a model for a more sustainable, compact form of development in a region that is challenged by significant population growth.
**Design & Placemaking**

**Action Steps**

1. Coordinate gateway stakeholders to oversee planning and design of gateway treatments.
2. Identify specific locations and amenities to be included as part of the gateway design.
3. Coordinate design with other City departments and/or consultant.
4. Acquire funding and if necessary, easement or property purchase.
5. Construct improvements.
6. Establish an on-going maintenance plan.

**Resources**

- Planning Department
- Economic Development Department
- Engineering Department
- Common Council
- Property Owners

*Public art and decorative landscape treatments are often incorporated into gateway design.*

*The existing condition along South 10th Street/Allisonville Road does little to announce an entry into Noblesville. There are opportunities for not only a gateway treatment but also landscaping and beautification along the corridor.*
Encourage developments to maintain and/or expand the grid or modified grid street pattern to create better connectivity and more efficient use of infrastructure.

New developments should be encouraged to expand the already established grid pattern in Noblesville to form a hybrid of both a grid pattern for ease of organization, direct pedestrian access, loop streets, and cul-de-sacs for safety, tranquility, and efficient land use. When cul-de-sacs are used, it is important to provide through connections for bicycles and pedestrians. When properly designed, modified grid layouts can prevent nonresident through traffic, maximize the number of houses on loops and cul-de-sacs, maximize open space accessibility, and accommodate a range of housing types.

The old grid system does have issues including inefficient use of developable land, increased infrastructure and creating lots that do not meet modern needs. Flexible options and borrowing from the old have proven very successful in combating the drawbacks of both systems. This includes modified grids that do include heavily shortened cul-de-sacs to reduce negative impacts as well as adopting a Savannah, GA scheme that allows for variable block widths based upon different uses. Both of these systems dramatically improve pedestrian connectivity, reduce vehicle miles traveled and improve safety.

Basic regulatory changes to encourage more thoughtful design, some of which Noblesville has incorporated, can include:

- Requiring connections with stub streets as subdivisions build out
- Setting smaller maximum block lengths
- Reducing the number of cul-de-sacs allowed within a development

Summary

The rectilinear grid street system is a classic development pattern that has been used to define many American cities and towns. Benefits of the grid pattern include:

- Easily defined blocks
- Allows for a variety of lot types and sizes
- Allows for a hierarchy of roads to be developed
- Easily expandable
- High levels of connectivity
- Increased route choices

However, in the past 50 years development patterns have moved away from a grid framework to include primarily curvilinear streets and cul-de-sacs. Critics of grid systems cite its monotony and uninteresting design and argue the market has dictated a move away from traditional development patterns. Unfortunately, modern subdivision design has created more safety and security problems than it has solved. The design results in:

- Higher traffic on collector streets
- More bottlenecks in the transportation network
- Long pedestrian routes to schools and other destinations
- Similar accident rates to grid street neighborhoods but accidents are more deadly
- Higher speeds of traffic
- Lack of neighborhood connectivity with the larger community
• Requiring the construction of sidewalks as well as connector sidewalks at cul-de-sacs
• Employing the use of a connectivity index

3. Develop a connectivity index that will rate future subdivision, mixed-use and residential development based upon factors that improve vehicular and pedestrian connectivity.

4. Amend the Unified Development Ordinance to provide for application of the connectivity index in the approval of subdivisions, mixed-use and commercial development.

**Resources**
- Planning Department
- Engineering Department
- Plan Commission
- Common Council

**Case Study**
The City of Orlando, Florida has implemented the use of a connectivity index as part of the Southeast Orlando Sector Plan: Development Guidelines and Standards. The index is used to evaluate intersection location and spacing. Additionally, stub streets are required, maximum cul-de-sac lengths are established, and gated streets are prohibited.

**Action Steps**
1. Assess current neighborhoods in terms of overall connectivity, traffic flow and pedestrian safety.
2. Along with best practices research, determine the elements working in neighborhoods that are deemed to have superior connectivity.

- Exiging the construction of sidewalks as well as connector sidewalks at cul-de-sacs
- Employing the use of a connectivity index

**Connect the dots between cul-de-sac and non-through streets should be used to allow for easier bicycle and pedestrian travel.**

A connectivity index can provide for better evaluation of development connectivity by scoring standards recognizing there is not a “one size fits all” strategy to land development. This encourages creative solutions while ensuring developers meet the safety and walkability needs of the community.

**Examples of various street design patterns.**
Summary
The village center concept was first developed as part of the 1995 Comprehensive Master Plan with the idea of repeating the form, character and uses of downtown Noblesville within each quadrant of the City. However, the historic context, government activity, and unique location of the downtown have made implementation difficult.

The village center concept should be continued, with a modified focus to reflect contemporary development trends and market realities. New development should be directed to existing centers and identified locations of future centers when possible to:

- Create neighborhood identity
- Increase bicycle and pedestrian activity
- Reduce automobile dependence
- Provide public gathering spaces and areas of activity
- Allow for a mixture of uses

These village centers will become hubs of neighborhood life with a diverse mixture of uses and housing types. This will enable residents to work, socialize, exercise, shop, and generally meet their daily needs and services in close proximity to where they live. This should also lead to reduced numbers of cars trips on major arterials. Village centers typically attract neighborhood support retailers with small trade areas such as drug stores, dry cleaners, and small food stores. They are not meant to supplant or attract regional retailers or big box stores.

Village Center locations may include areas near: the intersection of 146th Street and Hazel Dell Road; the intersection of SR 32 and Hazel Dell Road/Little Chicago Road; the intersection of Hague Road and Carrigan Road; the Riverview Hospital/Logan Street area; the southeast corner of the SR 37 and 191st Street intersection; and the intersection of Greenfield Avenue and Union Chapel Road.

Case Study
The plan for Brier Creek Village, identified in the 2030 Comprehensive Plan for the City of Raleigh, North Carolina, called for the development of approximately 300 acres on the northwest side of the city. The plan recommended land uses and densities, coordinated public infrastructure elements, incorporated a public school/park site into the overall design, and addressed physical integration between buildings and activity centers with pedestrian oriented streets, paths, and public spaces.
spaces. Successful implementation has resulted in a village node that includes a variety of single and multi-family housing types, retail, restaurant and office uses, a religious institution campus, a community center, natural open spaces, and a connected bicycle and pedestrian system.

**Action Steps**

1. Identify areas for village centers to support a denser, mixed use, pedestrian environment. Include existing village centers/neighborhood centers in this identification.

2. Establish boundaries for village centers that reflect existing development patterns and established characteristics of the area.

3. Amend the UDO standards for village centers and/or mixed use districts to allow a wider range of housing choices, inclusion of office and retail uses, promote bicycle and pedestrian connectivity, and emphasize community green spaces.

4. Initiate rezonings of property at village centers to more proactively prepare for implementation.

**Resources**

- Planning Department
- Plan Commission
- Common Council
ARTS & CULTURE

Enhance and celebrate arts and culture to strengthen the social fabric of the City.
Summary
Arts and cultural strategies help illustrate and enhance the identity of a community and contribute to Noblesville’s sense of place. An inventory of arts and cultural aspects of the community can help it better understand and embrace its historic, cultural, economic and social context. Preserving this identity is important in maintaining the fabric of what makes the community unique… which is a key building block for its future. The American Planning Association believes a four point strategy is important for increasing awareness and promoting arts as a part of community building:

1. **The Community Inventory:** It is important to understand Noblesville’s context through the art and cultural activities that tell the story of its history, its present and its future. This includes an inventory of current art and cultural events.

2. **Celebrating Character:** Celebrating character is done through building on the inventory by developing policies and programs that help build upon this context. Character is not something that can be created, it is something innate based upon the people and places that make up Noblesville. The plan’s vision embraces many of the assets that contribute to Noblesville’s character and strives to preserve and protect it as the city grows.

3. **Implementation Framework:** Developing policies to advance and protect art and cultural assets is key to protecting community character. An arts master plan can extend upon the work of the comprehensive plan to focus specifically on the development of art and cultural assets. Ensuring development regulations integrate public art in both public infrastructure and private development helps weave the fabric of the community into new growth. A cooperative framework for advancement of the arts will help ensure arts organizations can pool finite resources for better promotion of programs and activities that celebrate Noblesville’s arts and culture.

4. **Programming:** Education and initiating conversation and discourse on art helps better advance and define the community’s context and character. Workshops, classes, walking tours, festivals and other events help inspire the community and improve civic engagement and participation.
Case Study
City Arts, a non-profit arts organization in Washington, DC engages residents in the development of neighborhood art that reflects the neighborhood's history and culture. Youth and schools are engaged to help develop some of the ideas that may be incorporated in public art displays and infrastructure projects.

http://www.cityartsdc.org

Action Steps
1. Ensure history, arts and cultural aspects are considered in City planning and design projects.
2. Encourage arts organizations to work together to develop a cultural arts master plan.
3. Increase opportunities for arts and culture events as part of overall parks and recreation programming.
4. Implement other objectives within this goal as part of a unified arts strategy.
5. Work to ensure the Unified Development Ordinance is friendly and encouraging towards public art and artistic expression on both public and private properties.

Resources
- Planning Department
- Engineering Department
- Parks & Recreation Department
- Economic Development Department

Seattle Neighborhood and Community Arts Program gives small grants to city organizations promoting festivals and art at a neighborhood context. Pictured here is 16th Annual Masters of Scottish Art Concert, one of the grant recipients.

Beautification of a rooftop garden in Washington DC with the installation of a walking path of mosaic tiles. (Washington DC City Arts)
Summary

In 2006, the Indiana Office of Tourism Development conducted a study of the impact of travel and tourism in Indiana. Spending by travelers was over $10.4 billion supporting approximately 258,000 jobs. According to Ball State University's Business Research Center, tourism is considered “a driving force in Indiana’s economy.” Local tourism is not limited to large attractions such as Klipsch Music Center. It also includes smaller galleries, shops, the train museum and Noblesville’s downtown just to name a few.

Ensuring sufficient infrastructure such as walkable streets, adequate roads, and sewer and water are important for providing for growth of the tourism industry. Capital and land use planning that engages the tourism industry will help to identify issues and collaborative solutions. Tourism infrastructure not only include attractions, but also hotels, restaurants and food service.

Case Study

In 2010, New Orleans launched a “Strategic Unified Master Plan for the Tourism Industry”. The plan addressed issues such as establishing better relations between tourism draws and the hospitality industry, focusing on revitalization of key tourism areas, strengthening branding and marketing, and supporting long term infrastructure improvements in the community.

http://www.neworleanscvb.com/articles/index.cfm?articleID=4219&menuID=1604

Action Steps

1. Form a short-term advisory committee, in coordination with the Hamilton County Convention and Visitors Bureau, to determine the overall strengths and challenges facing the tourism industry.
2. Determine infrastructure deficiencies and incorporate into the City’s capital improvements program and long-term plans.
3. Ensure zoning districts within the UDO are conducive to guarantee enough available land in key areas for an adequate supply of lodging and eating facilities.
4. Develop a marketing piece aimed at tourism related businesses touting the strengths of the local tourism market and available sites and locations.
Resources
- Hamilton County Convention and Visitors Bureau
- Noblesville Main Street
- Economic Development Department
- Planning Department
- Engineering Department

Sedgefield, South Africa adopted a slow town lifestyle which they capitalized on with a “Slow Town Tourist Route” that helps guide tourists to major draws within the community. The trail is marked with wayfinding signage. (cittaslow Africa)
Summary
Noblesville is home to many artists and arts organizations including the Noblesville Cultural Arts Commission, Nickel Plate Arts, and the Hamilton County Artists Association to name a few. While all of these organizations provide the community with unique cultural assets, the city could benefit from an umbrella arts council. This intermediate agency could then offer technical assistance and receive and disburse funds to the individual organizations. A community wide arts organization would support artists, art organizations, and art programming, ultimately contributing to local economic development and the enrichment of Noblesville residents.

A community arts organization can provide various services including:

- Sponsoring arts festivals
- Showcasing the work of local artists
- Hosting art exhibits
- Coordinating concerts and performances
- Sponsoring art workshops in community settings
- Facilitating professional development for artists or arts organizations
- Maintain community arts centers
- Provide grants to local artists or arts organizations
- Serve as a commission or advisor for coordinating public art

As with other cities, Noblesville does have established arts groups and institutions. A coordinating arts organization would not serve to supplant or replace existing organizations, but serve to help coordinate resources and provide a better voice for the entire arts community of Noblesville.

Case Study
For example, ArtsKC is the regional arts council for the Kansas City area. It was founded in 1999 to help coordinate planning for art and also promote the arts. Since then it has become a central hub of information, resources and support to the arts community. It has recently started a foundation to provide competitive grants for funding arts programming.

https://artskc.org/

The Arts Foundation of Cape Code, located in Centerville, Massachusetts, provides links to national, regional, state and town-specific arts organizations to facilitate collaboration and to provide access to best practices for participants in the Cape’s cultural economy. It serves individual artists, cultural organizations, fine arts groups and businesses, and cultural and historical institutions such as museums and archives.

http://www.artsfoundation.org/
Action Steps
1. Continue to support the Noblesville Arts Council.
2. Continue to improve participation and expand opportunities for new arts groups.
3. Continue to help secure grants for continued funding and expansion of arts programming.

Resources
- Central Indiana Community Foundation
- Local capital improvements funding
- Kickstarter (an online charity website)
- Local industry foundations
- Kresge Foundation
- Indiana Arts Commission
- Hamilton County Convention and Visitors Bureau

art@work was an initiative of ArtsKC to encourage more art within the workplace (ArtsKC)
Summary

Whether operated by the community-wide arts organization or some other group, the construction of an art center facility in Noblesville would create a unique cultural destination. The facility could include a performance auditorium, art gallery space, studios, and banquet or reception space. Typically community or neighborhood arts centers can provide:

- A space dedicated to artistic expression that is accessible to the public
- Affordable memberships
- A newsletter or website that markets events
- Classes for all levels of expertise
- Opportunities to work with visiting or permanent master artists
- Equipment to share and space to rehearse, often on an affordable rental basis
- Meeting spaces
- Opportunities for exhibitions, readings, publications and performances for local artists at various stages of development
- Mentoring
- Leadership and teaching opportunities

Case Study

The Rockport Center for the Arts started as an artist colony in the late 1960s. Eventually an association was formed and through donations moved to a new location growing more community-based roots. The Center now boasts three gallery spaces for temporary exhibits and two visual arts classrooms that host numerous workshops, classes, seminars and open studio sessions. There is also a pottery barn and kiln room. An arts shop sells local arts and crafts and also helps provide income to the center. Funding is provided by community foundations as well as numerous community fundraising events and donation requests.

http://www.rockportartcenter.com/main/

Pleasanton, CA Firehouse Arts Center is an expanded historic firehouse that now serves to provide arts programming to Pleasanton citizens. (Pleasanton Downtown Association)
Action Steps
1. Work with the Noblesville Arts Council to determine the overall need for art studio space, arts programming and facility needs.
2. Work with Noblesville schools to determine if partnership opportunities for joint facilities are a possibility.
3. Determine overall program objectives and needs.
4. Hire an architect to develop an overall facility plan and cost estimates to determine funding needs both for construction and operations/maintenance.
5. Develop a financing plan.
6. Develop a governance plan for running the facility.
7. Hire an architect to design the facility.
8. Hire a contractor to construct the facility.
9. Market the facility to the general public and interested arts groups.

Resources
- Central Indiana Community Foundation
- Local businesses and corporate foundations
- Financial responsibilities of arts centers partners or board members
- Hamilton County Convention and Visitors Bureau

The Indianapolis Arts Center in Broad Ripple/Indianapolis is an example of a facility dedicated to public art education and fostering local art. (Indianapolis Art Center)
Summary
Public art may take a variety of forms but is designed with the intent to be staged and displayed in the public realm, generally outside and accessible to all. As opposed to art displayed in a museum or individual collection, public art is usually commissioned through a public process and may include public funding. Developing a public art policy and assisting with the identification of potential art locations, the community will demonstrate a commitment to and support for the arts. A PR campaign related to public art projects in the community may help to:

- Obtain support from city government and a variety of other governmental and non-governmental organizations;
- Gain support through the press to help with fund-raising efforts;
- Build relationships with potential private funding sources;
- Involve local artists and gallery owners who are interested in communicating art events and installations; and
- Keep the community informed about the progress of art projects.

Promoting public art and securing financing are important steps in implementing a public art program. Generally, the City will pass an ordinance that establishes the program, outlines the nature of the program and gives details as to regulations.

Public Arts Program
- The first step is to adopt an ordinance to establish the program. This could include programs that:
  - Require a percentage of capital improvements funding be devoted to public art
  - Establishing specialty funding such as grants and other funding programs
  - Zoning ordinances that incentivize investments in public art as part of larger development projects

Public Arts Plan
This would be a city-wide plan focused on capital improvements that would include public art components. It would identify potential sites, establish budgets for purchase or commissioning, and identifying financing.

Public Arts Commission
This body can serve as the City’s agency for coordinating, organizing and facilitating public art commissions funded through the City’s programs. They typically handle procurement or commissioning and serve to represent the public viewpoint. These commissions, like a plan commission, also help to de-politicize the process and ensure public engagement is included.
Types of Public Art Projects

**Long-term Works of Art**
These include what we most often traditionally refer to as public art such as sculptures, fountains and memorials. They are intended to be permanent fixtures.

**Temporary Works of Art**
These include works such as revolving and portable installations, temporary art events and types of art constructed of materials that will break down over time, such as some environmental works of art or painted wall murals.

*Sculpture on Mass Ave. Indianapolis*

*Indianapolis Soldiers and Sailors Monument*

*Left: Temporary mural of Kurt Vonnegut on Mass Ave Indianapolis*

*Right: Christo and Jeanne-Claude’s “The Gates” in Central Park, New York City*
Integrated Works of Art

Typically these are part of a larger capital improvements design (i.e. a streetscaping project). These works can include benches, railings, stairs, flooring, glass works, surface treatments, etc. Artists are usually secured as part of the overall design team for these projects.

Martha Schwartz Partners Broward County Civic Arena, Fort Lauderdale

Case Study

The City of Palo Alto, CA has a public arts program that includes public-arts requirements for new commercial and residential development (over a certain size) that requires a set-aside of part of the construction budget to art. The program also has a “percent for art” program that requires a one percent commitment of public infrastructure dollars to public art as a part of the project. The program also includes a “fee in lieu” of art which allows money to be paid to the city in exchange for art installation for that money to be used elsewhere.

http://www.cityofpaloalto.org/gov/boards/arts.asp

Cedar Park, TX also includes a “percent for the arts” program in which one percent of capital improvement projects budget, hotel occupancy tax and utility bills is dedicated to public art.


Action Steps

1. Examine UDO and ensure the ordinance does not discourage artistic expression.
2. Examine the UDO and ensure the ordinance encourages public art as a part of a larger open space program.
3. Modify UDO as needed through the zoning ordinance amendment process.
4. Examine planned public infrastructure projects and locations to determine if public art should be included as a component of the project.
5. Work with the arts community through an arts master planning process to determine locations throughout the community where public art could enhance or contribute to improved neighborhood aesthetics and sense of place.
6. Develop an information piece to make property owners aware of potential funding sources and allies within the community that can assist with public art creation, selection or installation.

Resources

- Noblesville Arts Council
- Planning Department
- Economic Development Department
- Engineering Department
- Plan Commission
- Common Council
“Men often oppose a thing merely because they have had no agency in planning it, or because it may have been planned by those whom they dislike.”

-Alexander Hamilton
The Planning Process
Planning is a continuous process that had been initiated prior to this plan and will continue after its publication. The last update to the comprehensive plan was in 2003. This new Comprehensive Plan is the result of a detailed process that brought residents and stakeholders together to identify existing conditions throughout the City, analyze relationships, recognize trends, and ultimately create recommendations. This plan is clearly a reflection of the needs and desires of today’s resident population.

The Comprehensive Plan is based on information obtained primarily through extensive public engagement. Public workshops along with Focus Group meetings were held throughout the development of the plan. The input generated by these meetings, along with a planning taskforce, helped form a basis for the recommendations in this plan.

The planning process was broken down into five major phases. The first was plan organization. This phase included determining the final scope of the plan, hiring a consultant to assist the city with the process and forming a planning taskforce to help guide the process. The City retained CHA out of Indianapolis, Indiana to facilitate the planning...
process. The process began in December of 2012. CHA staff worked closely under the direction of the city’s planning department in facilitation and production of the plan. Part of the organization process also included stakeholder planning. This included identifying key stakeholders within the community in which engagement was important as well as general engagement of the public and how that would happen. The city felt public and stakeholder engagement early and often throughout the process was important to develop a successful plan.

The Research and Analysis phase looked both objectively and subjectively at the issues and challenges that the city faced. This analysis included using empirical data and research to balance the perception of issues with the reality. This provided a good base of information for everyone to use in decision-making during the planning process. The consultant prepared a detailed “Community Fact finder” which was a compilation of socio-economic information regarding the growth and makeup of the community. In addition, an analysis of existing land use was conducted by the city to understand current uses by location as well as the history of the city’s growth. Focus groups and interviews were conducted with identified stakeholders in February and March of 2013 to help understand issues and challenges. The public was also engaged through the first of two workshops. The first workshop, held on March 28th 2013, focused on identifying the strengths, weaknesses, opportunities and threats the city faced.

The Vision phase looked back at all of the research gathered in the research and analysis phase. A second public workshop, held on April 29th 2013, was held to begin the process of crafting the vision of the city. The workshop used small-group brainstorming exercises to develop elements of Noblesville’s future. A consensus amongst participants was reached on those elements. The Planning Taskforce gathered this input as well as input from the focus groups and interviews to craft the vision statement and associated vision core statements. The vision served to help guide the formation of the goals and objectives throughout the remainder of the planning process. In order to break the vision down into more manageable components and provide direction to the plan, the Planning Group formed goals. These goals embodied the major foci that were generated through the public engagement, prior plans and studies and current initiatives.

The Vision and Goals served as the skeleton for the plan. The Plan Development phase filled in that skeleton. The consultant team developed a list of items within current plans, including the comprehensive plans that were still relevant and needed. Those objectives are carried over into this current plan. The Planning Taskforce also considered additional recommendations to further the goals and achieve the vision. Some of these were ideas that were generated from the public engagement as well as incorporation of best practices demonstrated in other communities. The objectives were created and action plans for the execution of each objective were crafted. These were revised numerous times. Other City departments, the Plan Commission, Mayor and
Common Council all were included and gave feedback throughout the phase. A public open house was held on October 24th 2013 to unveil the core ideas of the plan to the public. The open house included stations organized around the goals with city officials that engaged the public to provide additional information, take comments and answer questions.

After the open house, a draft plan was presented to the Plan Commission and City Council to begin the adoption process. The plan was introduced to both bodies for informational purposes, including a presentation of highlights at meetings in December 2013. The Plan Commission held a public hearing and recommended adoption of the plan at their January meeting in 2014. The Common Council adopted the plan at their meeting in February of 2014. At that point the plan became the official Comprehensive Plan of the City of Noblesville and serves as a policy document to guide land use and growth policy decisions for the City and the jurisdictional planning area.

Public Engagement Process
Great planning incorporates the public and stakeholders at the beginning of the process. The plan was constructed utilizing local ideas and values, and created ownership in the final plan. Participatory planning results in plans tailored to and owned by the community, and act as active tools in policy and decision making.

Planning Taskforce
An initial step in the planning process was creating a Planning Taskforce. The taskforce was a technical committee designed to make decisions regarding planning issues. The taskforce was responsible for overseeing the planning process and formulating the overall vision and goals framework, working with the consulting team and prioritizing objectives. The taskforce will present and recommend the final draft plan to the Noblesville Advisory Plan Commission to begin the adoption process.

Focus Groups
Another form of public input is through focus groups. These are small homogeneous groups that interact with a facilitator to discuss a specific issue or set of issues and provide feedback. Focus groups are very useful in gathering information from certain subsets of the overall community, such as business, specific demographic groups, etc. 16 group interviews were held during February and March 2013.

The goal of the Focus Group Interviews was to assess the issues each homogenous group faces in terms of economic development, land use, growth, and other important factors, to get a better understanding of what may be addressed through both the comprehensive planning processes.

Each identified Focus Group had its own interview meeting in February or March of 2013. Meetings lasted 45 minutes and were conducted with a “conversational” type of format in order to gather information. Group interviews were recorded to summarize findings and presented to the Planning Taskforce to help enhance decisions based on
Focus Groups included:

- City Department Directors
- City Planning Staff
- Advisory Plan Commission & Board of Zoning Appeals
- Downtown merchants/businesses
- Business leaders
- Real Estate/Development community
- Mayor
- School administrations
- Religious institutions
- Community groups
- Young professionals
- Hamilton County Commissioners
- INDOT
- Social service agencies
- Builders Association of Greater Indianapolis
- City

Public Workshops
Two public workshops were held for residents of the City to participate in helping shape the overall vision and plan. These meetings were advertised throughout the community, including through the press, and were open to anyone to attend.

Public Workshop I
The first public workshop was conducted on March 28, 2013 at Noblesville East Middle School. The workshop participants were engaged in large and small group discussion to identify strengths and opportunities, and weaknesses and threats. This helped provide focus in the planning process on major areas of the Plan.

Public Workshop II
The second public workshop was conducted on April 29, 2013 at Noblesville East Middle School. The workshop focused on developing the elements of the community’s vision as well as identifying goals and objectives to include within the plan. The workshop provided the framework for the vision statement and helped shape the overall policy framework of the plan.

Open House
An open house was held on October 24, 2013 at Noblesville East Middle School. The public and interested parties were able to spend as much time as they wanted in an open fair style format. There were stations placed around the cafeteria representing various facets of the plan. City officials and the planning consultants staffed these stations and were on hand to answer questions, take feedback and provide additional insight. Comment cards were also available for written comments to the public.

Additional Engagement Opportunities
In addition to the meetings, interviews, workshops and focus groups, there were also additional avenues the public and interested parties could use to obtain information on the progress of the planning process and offer additional input. The City utilized its Twitter account, website and planning and economic development department Facebook pages to advertise public
engagement sessions and post meeting results and plan progress. Email feedback was welcomed. In addition, an open invitation qualitative survey using SurveyMonkey was used to gather additional feedback on strengths and challenges as well as elements for the City's vision. This additional feedback and suggestions were incorporated into the planning process and final plan.

Focus Group/interview Results

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- Advisory Plan Commission & Board of Zoning Appeals
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- Business leaders
- Real Estate/Development community
PUBLIC ENGAGEMENT & THE PLANNING PROCESS

- Mayor
- School administrations
- Religious institutions
- Community groups
- Young professionals
- Hamilton County Commissioners
- Indiana Department of Transportation (INDOT)
- Social service agencies
- Builders Association of Greater Indianapolis (BAGI)
- City Council

A summary of results compiled across the interviews and groups included:

**Common themes across groups**

**Big Changes:**
- Development east of SR 37 / Corporate Campus
- Dramatic population growth
- Population growth has necessitated significant infrastructure improvements
- Annexation
- Hamilton Town Center and continued retail development along SR 37

**Strengths:**
- Have economic diversity
- Historic downtown – we have something organic other communities are now attempting to create
- Downtown helps in establishing the sense of community
- Excellent school system
- Development of the riverwalk, connecting downtown to Forest Park
- Noblesville is a whole lifestyle community… live, work, schools…it’s a good place to grow up, it’s a good place to work and raise a family, it’s a good place to retire

**Weaknesses:**
- East of the river vs. west of the river vs. downtown and the river as a barrier
- Lack of gateways into Noblesville or what currently function as gateways could be more attractive
- Traffic concerns along I-69, SR 37, and SR 32 through downtown
- White River has been neglected / not capitalized on
- Lack of public transportation makes vehicle ownership, which is very expensive, incredibly important
- Don’t have a business identity (maybe medical)

**Important moving forward:**
- Maintain historic character but recognize not everything old is historic
- Small town feel with big city services / level of service
- Need to extend / bridge downtown to the west side of the river
• Downtown has the potential to be more than what it is today...increased residential population, wider array of businesses and services
• Trails and other recreation development to better build a healthy community and attract young professionals / families
• Preserve the Corporate Campus for office and industrial development, not residential and retail
• Develop a stronger wayfinding & branding strategy
• South 8th and 10th Street area is an opportunity to strengthen the core of Noblesville
• Midland Trace Trail
• Ivy Tech is a tremendous opportunity
• Housing opportunities for the “first time move up”
• Housing choices to suit retirees and allow residents to age in place
• Attract more businesses
• Benefits of trails
• Differing levels of community cohesion...some think it is a close community while others see conflicts between areas
• Corridor management...additional development versus there is already too much

Public Workshop Results
Two public workshops were held for residents of the City to participate in helping shape the overall vision and plan. These meetings were advertised throughout the community, including through the press, and were open to anyone to attend.

Public Workshop I
The first public workshop was conducted on March 28, 2013 at Noblesville East Middle School. The workshop participants were engaged in large and small group discussion to identify the strengths and opportunities, and the weaknesses and threats Noblesville faces (SWOT). This helped everyone on the importance of the planning process.

Tables brainstormed lists of issues which were aggregated in the large group discussion. Participants then utilized avery dots representing finite resources to “vote” on the issues they felt were most important to address. Participants could allocate their votes on one issue or spread them across a number of issues. The table shows the results of the voting. This helped the group reach a consensus on what was most important.
### PUBLIC ENGAGEMENT & THE PLANNING PROCESS

<table>
<thead>
<tr>
<th>SWOT</th>
<th>TOPIC</th>
<th>VOTES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Weakness</td>
<td>Gateways to downtown need more appeal (i.e. landscaping)</td>
<td>23</td>
</tr>
<tr>
<td>Opportunity</td>
<td>Downtown can be revitalized with mixed use development</td>
<td>23</td>
</tr>
<tr>
<td>Opportunity</td>
<td>Embrace the river and the reservoir by riverwalk, paths, shops, etc.</td>
<td>19</td>
</tr>
<tr>
<td>Opportunity</td>
<td>Ivy Tech and other technical or skills training</td>
<td>15</td>
</tr>
<tr>
<td>Weakness</td>
<td>Lack of trails and sidewalks</td>
<td>14</td>
</tr>
<tr>
<td>Strength</td>
<td>Historic district in downtown Noblesville is authentic and has unique amenities (i.e. railroad)</td>
<td>13</td>
</tr>
<tr>
<td>Weakness</td>
<td>More opportunities needed for entertainment and recreation</td>
<td>11</td>
</tr>
<tr>
<td>Weakness</td>
<td>Taxes are higher compared to other Hamilton County communities</td>
<td>10</td>
</tr>
<tr>
<td>Opportunity</td>
<td>Capitalize on other community development around Noblesville (i.e. Grand Park)</td>
<td>8</td>
</tr>
<tr>
<td>Weakness</td>
<td>Pockets of vitality are disconnected by trails and walking opportunities</td>
<td>5</td>
</tr>
<tr>
<td>Opportunity</td>
<td>Education improvement</td>
<td>5</td>
</tr>
<tr>
<td>Threat</td>
<td>Stop retail development on SR 37</td>
<td>4</td>
</tr>
<tr>
<td>Strength</td>
<td>Existing cultural arts community</td>
<td>3</td>
</tr>
<tr>
<td>Opportunity</td>
<td>Embrace the railroad as an asset</td>
<td>3</td>
</tr>
<tr>
<td>Threat</td>
<td>Current comp plan does not address downtown mixed use development</td>
<td>3</td>
</tr>
<tr>
<td>Weakness</td>
<td>Lack of diversity in restaurant choices</td>
<td>2</td>
</tr>
<tr>
<td>Opportunity</td>
<td>Improvement of SR 37 to ease traffic and diversify business offerings</td>
<td>2</td>
</tr>
<tr>
<td>Strength</td>
<td>Existing sense of community around downtown core</td>
<td>2</td>
</tr>
</tbody>
</table>

*Overall consensus of Public Workshop I*
Public Workshop II
The second public workshop was conducted on April 29, 2013 at Noblesville East Middle School. The workshop focused on developing the elements of the community’s vision as well as identifying goals and objectives to include within the plan. The workshop provided the framework for the vision statement and helped shape the overall policy framework of the plan. A list of elements that were later crafted into the Vision, Goals and Objectives was developed.

Visioning Exercise Results
Bold items were identified as top ideas by the individual groups.

- More commercial
- **Lower tax rate**
- More development standards
- **Downtown mixed-use (residential / retail)**
- **Walkability**
- More hi-tech industry
- More focus on education beyond high school
- More public transportation both with and outside Noblesville
- More senior citizen housing stock
- **Family friendly**
- **Safe**
- Complete streets
- **Connected (streets, trails, sidewalks)**
- Maintaining some rural characteristics
- Enhance a lively downtown
- Maintaining historic character
- **Self-sustaining community**
- Business friendly
- Great schools
- **Retain authenticity**
- Retain our patina
- Retain young professionals
- **Connected city – no island development**
- Greening of community
- **Address river – more than trails – dense residential development (2-3 stories)**
- A diverse community
- Economic
- Ethnic
- **Incubation of business, arts – young professionals**
- Village feel
- Public transportation as a necessity
- Revitalization along the river (SW quad)
- Reduction of parking
- Environmentally sound rainwater collection
- Development of Firestone property
- **Green, infill, density**
- Planned greenspace
- **Connectivity – planned – sidewalks & trails – safety**
- Blend business & manufacturing into community. Planned in CMP
- Safety for kids to go outside, crime
- S. 10th St. revitalized & west side, improved gateways
- **Downtown revitalization, mixed use – live, work, play**
- Keep old town feel downtown, revitalize areas around downtown, connect west side of river to downtown
- The courthouse square – should be romantic, beautiful, vibrant, safe
• Family atmosphere downtown, walkable
• More family entertainment
• **We love the downtown – we want to get there by bike and can't** (coming north on Allisonville)
• The Allisonville corridor leading to downtown is not attractive (gateways)
• Families can’t bike or walk to Country Children’s House (for example) from surrounding neighborhoods
• **Capitalize on historic downtown**
• **More city support for downtown businesses**
  • Are there plans in the works / a marketing strategy to shop local?
  • Downtown parking problems (or perceived problems) Again, promote walkability / bikeability
• Commercial encroachment in residential areas
• **Revitalization of downtown**
• **Authentic – keeping Noblesville’s authenticity unique**
• Safe
• Connected
• **Beautiful**
• Welcoming
• **Connectivity to outside (and inside) areas**
  • Opportunities for public education at all levels
• **Equity among services - housing / parks**
  • Housing diversity – neighborhoods / economic
  • Safe connections across 37 / Conner St.
• Well places / planned services (libraries / stores)

• **Pride in community**
• Entertainment opportunities
• Cultural center - identity

**Open Invitation Qualitative Survey**
A survey utilizing Survey Monkey was made available for participants to take at their leisure. The survey was advertised through the City’s newsletter and on the City website. The survey was meant to be qualitative and not analyzed for quantitative science, but to garner additional ideas. A word cloud was created out of answers to help better ascertain important issues.

**BOTTOM:** Word cloud showing the frequency of words utilized in the online qualitative survey. The larger words mean they were utilized more often in responses.
“When a nation goes down, or a society perishes, one condition may always be found; they forgot where they came from. They lost sight of what had brought them along.”

- Carl Sandburg
**Existing Land Use**

The northwest quadrant of the Noblesville planning area, generally north of State Road 32 and west of State Road 19, includes Morse Reservoir, a number of neighborhoods, and several recreation destinations. The primary existing land uses are agriculture and single family residential subdivisions. This area is well served by parks and recreation destinations including Forest Park, Morse Beach and Park, and the Noblesville Soccer Club Fields as well as Pebble Brook Golf Course, Harbour Trees Golf Club, Forest Park Golf Course, and Fox Prairie Golf Course.

**Southwest Quadrant**

The southwest quadrant of the City’s planning area is defined by State Road 32 to the north and the White River to the west. Primary existing uses are agriculture, residential, and industrial in the form of mineral extraction operations west of the river. These industrial operations are expected to continue for some time into the future.

Residential densities in this area vary from rural and estate residential to mixed density developments including Greystone of Noblesville and the townhomes at Noble West. This area also includes a commercial center at the northeast corner of Hazel Dell Parkway and 146th Street. This center includes both anchor tenant space and outlots available for build-out. The nearby Dr. James A. Dillon Park opened in 2007. The park offers active and passive recreation spaces as well as a large pavilion for community concerts and special events.

**Northeast Quadrant**

North of State Road 32 and east of State Road 19 has been defined as the northeast planning quadrant for discussion purposes. This area of the city contains several large institutional users including Noblesville Public Schools and some residential developments but is primarily rural in character. In addition to agricultural land, the area north of the White River and east of State Road 19

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**Comparison of Population and Population Densities with Surrounding Communities**

<table>
<thead>
<tr>
<th>Population (2010)</th>
<th>Square Miles</th>
<th>Persons per Square Mile</th>
</tr>
</thead>
<tbody>
<tr>
<td>Noblesville</td>
<td>51969</td>
<td>31.37</td>
</tr>
<tr>
<td>Anderson</td>
<td>56129</td>
<td>41.37</td>
</tr>
<tr>
<td>Carmel</td>
<td>79191</td>
<td>47.46</td>
</tr>
<tr>
<td>Fishers</td>
<td>76794</td>
<td>33.59</td>
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<tr>
<td>Indianapolis</td>
<td>820445</td>
<td>361.43</td>
</tr>
<tr>
<td>Kokomo</td>
<td>45468</td>
<td>18.50</td>
</tr>
<tr>
<td>Westfield</td>
<td>30068</td>
<td>26.84</td>
</tr>
</tbody>
</table>
includes homes on estate-sized lots.

Between the White River and State Road 37, institutional uses dominate the landscape. They include Noblesville High School and Freshman campus, Noblesville East Middle School, the Hamilton East Public Library, Hamilton County public safety offices and jail, Our Lady of Grace School, and several other religious institutions. In addition to the well established neighborhoods, these are some of the most stable land uses and are not expected to see any change in the future.

Southeast Quadrant
The southeast quadrant of the planning area includes the lands south of State Road 32 and east of the White River. This area is home to several significant employment centers including the State Road 37 commercial corridor, Stoney Creek business park, Pleasant Street business park, and the Corporate Campus. Commercial business areas along State Road 37 maintain high occupancy levels and the Stoney Creek business park is nearly full. Several large areas of the Corporate Campus are available for office and industrial flex development to complement the existing residential neighborhoods in the area as well as Hamilton Town Center, a regional retail destination.

Recreation and entertainment uses in this quadrant include Sagamore Golf Club, Stony Creek Golf Courses, and Klipsch Music Center. The 200 acre Eastside Park is in the planning stages and will be located at the southeast corner of 166th Street and Boden Road.

City Core
As a hub of both local and County government, the downtown is home to a vibrant mix of governmental offices and mixed use buildings that contain retail businesses, offices, and residential dwellings. The primary corridors into and out of downtown contain a mixture of single family residences, small office, retail, and institutional uses. Just west of downtown is the West Gateway area. It includes retail centers and Riverview Hospital.

To the north and south of the downtown area are some of the older residential neighborhoods within the City. Developed on the traditional grid network of streets and alleys, these established neighborhoods include opportunities for infill and select property redevelopment. Given their affordability, proximity to downtown, and unique character, they hold great potential in strengthening the city core.

- Barrett Law sewer extensions occur at the expense of the homeowners in a service area/neighborhood. The costs for design and implementation of these sewer projects can equate to thousands of dollars for individual homeowners.
- The Barrett Law does not provide for continuous annexation/city limits. The law provides a mechanism for annexation, but does not establish a policy that creates uniform city limits. Rather, it could allow for a patchwork of annexed parcels/neighborhoods.

Environmental
- The floodway includes the river channel and adjacent lands that are reasonably required to discharge flood waters downstream.
- The 100-year floodplain is any area that is susceptible to being inundated by water during a 100-year flood event. A 100-year flood is not one that will occur every 100 years but is instead a flood that has a one percent chance of happening in any given year.
- There are 3,476 acres of floodway in the planning area.
- The 100 year floodplain includes an additional 2,469 acres. Together, the floodway and floodplain cover just over 17% of the planning area.
- Noblesville has one site listed on the CERCLA database. Better known as a Superfund site, the former Bridgestone Americas Tire Operations facility at 1700 Firestone Boulevard was remediated to clean up sources of contamination affecting Stony Creek. With remediation completed, the site has been removed from the National Priorities List (NPL) of the US Environmental Protection Agency.
- There are 2,929 acres within the planning area classified as wetlands.
- Much of the wetland area is also included in the floodway/floodplain.
Map of the protected floodplain and floodway within Noblesville (City of Noblesville)
Map of potential wetlands within the City of Noblesville (US Fish and Wildlife Service)
**Active Subdivisions**

- Noblesville currently has 22 subdivisions in which construction has begun but there are numerous lots available for new construction.
- The number of available lots ranges from 34 in Carrigan at the Levee to 978 in Noble West.
- By percent, Meadows of Shelborne is the most built-out at 100% while Conner Crossing stands at 2%.
- In total, there are currently 2,820 platted lots in Noblesville available for construction.
Development Suitability

As Noblesville’s population continues to grow, identifying land suitable for new development and redevelopment is critical. Three development suitability models were developed for the major land uses within Noblesville. These models include residential, commercial, and industrial suitability. The resulting maps show green as the best areas for development, yellow as the middle or average parcels, and red as the least suitable.

The suitability models used 20 factors to generate the analysis, which included environmental features, community amenities, and existing infrastructure components. These features were given weights according to their impact on a development type. For example, access to SR 37 was weighted as an asset to commercial and industrial development due to access, but it was also weighted as a slight negative in relation to residential development due to the noise generated by the highway.

The individual features studied include:

- Brownfields, leaking underground storage tanks, and remediation sites
- Streams, rivers, and water bodies
- Floodplains
- Wetlands
- Parks
- Trails
- Existing structures
- Major roadways
- Water supply lines
- Sewage systems
Residential
Desirable locations:
- Along SR 238
- Southern portion of Hazel Dell
- Around Morse Reservoir at SR 38.

Desirable features:
- Access to parks and trails
- Located outside of a floodplain
- Access to existing water and sewer
- Access to a primary roadway, such as Hazel Dell or SR 38
- Proximity to water amenities

Commercial
Desirable locations:
- Interstate 69 and 146th Street.
- 146th Street and Hazel Dell.
- North of SR 32 on SR 37.

Desirable features:
- Access to a major roadway, such as SR 37 or SR 32
- Available existing water and sewer
- Access to parks and trails
- Located near key intersections in the City

Map generated by a geographic information system (GIS) to show areas that are most and least suitable for commercial based upon a number of factors (CommunityViz, CHA)
**Industrial**

Desirable locations:
- I-69 and 146th Street.
- Northeast of the intersection of SR 32 and SR 37.
- Between SR 238 and 146th Street.

Desirable features:
- Access only to a major roadway, such as SR 37.
- Access to existing water and sewer infrastructure.
- Not located in a flood zone, near wetlands, or near other environmentally sensitive areas.
- Not located near a park.

Map generated by a geographic information system (GIS) to show areas that are most and least suitable for industrial based upon a number of factors (CommunityViz, CHA).
**Transportation**

**Vehicular**

- The road network in Noblesville is maintained by the Noblesville Engineering Department, Noblesville Street Department, and the Indiana Department of Transportation (INDOT).
- The hierarchy of the area roadways is illustrated by the use of a functional classification system, which has been prepared by INDOT.
- The capacity of these roadways is then determined by usage, which is monitored by the City of Noblesville.
- Where there is a lack of capacity or where capacity is projected to be needed, the Engineering Department may determine a road improvement project is necessary. However, if the road is controlled by the State, INDOT must study and perform the improvements.
- Local governments may request INDOT to turn over certain State Roads, which requires study and acceptance by INDOT.

**Roadways/Functional Classification**

- The highest volume roadway within Noblesville’s planning area is Interstate 69, which passes through the extreme southern portion of the City.
- The primary arterials carrying the highest volume of traffic across the City, are SR 37, SR 38, SR 32, and 146th Street.
Traffic counts for major arterials and collectors within the City (City of Noblesville) [Online Version]
Traffic Counts

- Traffic count maps present average annual daily traffic (AADT) that is experienced by roads in Noblesville.
- Traffic count data is used by both the City and by the State to determine where new road projects may be warranted and where roadways are beyond capacity. Capacity decisions correlate with the previous functional classification map as the larger roads (SR 37, SR 38, 146th Street, and SR 32) have the highest traffic volumes.

SR 37 Plan

- This plan was prepared by the Indiana Department of Transportation to address traffic concerns on SR 37 from Interstate 69 to SR 32.
- Grade-separated roundabouts would be used at most intersections as part of this study, similar to Keystone Parkway in Carmel.
- The cost is estimated to be $29 to $32 million per interchange and would be constructed on an intersection by intersection basis according to need.

Future Projects

Major projects identified by the City of Noblesville Department of Engineering from the 2008 Thoroughfare Plan:

- 141st Street from Boden Road to Marilyn Road
- Union Chapel Road to Promise Road
extension
• Boden Road extension to Brooks School Road
• Road H-1 in Corporate Campus between 136th and Harrell
• 141st Street extension from Prairie Baptist to Atlantic
• Union Chapel extension from 166th to SR 32
• Pleasant Street extension to new Union Chapel Road
• Town & Country Blvd extension between Mercantile Blvd and new Union Chapel
• Bismarck Blvd extension between Pleasant and SR 32
• Presley Blvd extension between Pleasant & SR 32
• Hague Road extension between Cherry Tree Road and SR 32
• Pleasant Street extension between new Hague Road and existing Pleasant Street
• Carrigan Road extension between existing Carrigan and 206th Street

Non-Vehicular
The Noblesville People Trails, detailed in a report called Noblesville Alternative Transportation Plan – Noblesville People Trails 2011, are pedestrian pathways located adjacent to existing roadways that allow for separation of people and vehicles.

As the trails are completed, they will offer a non-motorized network for people to get to places of employment, recreation, as well as their homes.

The network will have over 250 miles of trails once completed and 86 miles of trail were complete as of June 2011.

Mass Transit
Transit options in Noblesville are currently limited to those provided by Janus Developmental Services.

• Available on-demand from 6:00am to 6:00pm Monday through Friday and from 7:00am to 3:00pm on Saturday at a fare of $5 one way. Of their ridership, 53 percent are from Noblesville.
• Service is provided to all members of the public, but advanced scheduling of trips is required.
• During the 2010-11 fiscal year, 18,294 rides to and from places of employment were provided.

Future transit options are presented in the Indy Connect Plan.

Noblesville is identified as the terminus of the proposed Green Line and a station would be proposed somewhere in the south 8th Street area along the former Nickel Plate Railroad.

A station in Noblesville would provide direct access to Indianapolis while also creating substantial redevelopment opportunities for the southwest corner of downtown Noblesville.
Overall trail map as part of the Noblesville Alternative Transportation Plan (NAT). The plan provides a long-range vision for trails, pedestrian and bicycle facilities within the City. (City of Noblesville) [Online Version]
Thoroughfare plan for the City of Noblesville. The plan, provided for by Indiana Code, provides a long-range plan for road improvements and rights-of-way requirements. (City of Noblesville) Online Version
Summary of Past Plans and Studies

A number of past plans and studies including the previous comprehensive plan were analyzed. The purpose was two-fold; a) to understand what ideas and planning needed to be carried into the new comprehensive plan and; b) understand what has been accomplished or needed changed.

2012 Economic Development Strategic Plan

This document is an update to the 2002-2010 Economic Development Strategic Plan. It works to build on the successes of that plan by identifying potential partnerships, both internal to the City and external, and establishing a series of goals, objectives, and action steps leading to the overall implementation of the Strategic Plan. This plan maintained the vision as established in the 2002-2010 Economic Development Strategic Plan:

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

The mission statement from the 2002 plan was amended with the new mission being: “Identify, develop and implement projects that Create, Retain and Reinvest wealth throughout Noblesville’s economy, community and natural resources.”

The following are essential elements from the Economic Development plan that should be incorporated into the Comprehensive Master Plan Update.

- Objective 1B, “Review existing land use plan and Unified Development Ordinance to determine compatibility with business growth.” The UDO audit was recently completed and this Comprehensive Plan Update will review the existing land use plan
- Identify potential areas targeted for annexation and examine cost/benefit of implementation.
- Address underutilized opportunities along the riverfront.
- Establish and/or strengthen east, west, and south gateways.
- Further enhance the Central Business District (CBD).
- Residential and commercial infill.
- Analyze, assess, and prioritize transportation and connectivity initiatives.

Noblesville Alternative Transportation Plan – Noblesville People Trails 2011

The 2011 Noblesville Alternative Transportation Plan is an amendment to the 2008 Alternative Transportation Plan that identifies over 250 miles of pedestrian routes throughout the community. 86 miles of this trail system were in place at the time of this plan.

The plan’s vision is: “Noblesville Parks envisions a future where there is growth and unification of community recreation, programs, services and facilities. The promotion of these resources and the contributions of individuals will result in an enhanced quality of life.”

The following are essential elements from the plan that should be incorporated into the
Comprehensive Master Plan Update.

- Incorporate existing and future people trails as residential and commercial linkages. The trails are planned to interconnect Noblesville in much the same way as the current roadway network. The land use and transportation components of the updated comprehensive plan should include this expanded network as a means of both recreation and commuting to and from both places of employment and commerce.
- Incorporate design guidelines into sections of the comprehensive plan update. The design guidelines of this plan will aid in identifying some typical trail widths so those can be incorporated into future road and development projects.
- Match boundaries between the two plans. The comprehensive plan update has a smaller planning area than the Alternative Transportation Plan, which would need to be reconciled in the comprehensive plan update. At a minimum, the comprehensive plan should identify special study areas or general corridor guidelines for the routes that extend beyond the planning jurisdiction.

Noblesville Parks & Recreation Master Plan Update 2008 – 2012

This update to the parks and recreation master plan was adopted in March of 2008. It includes an evaluation of progress since the last master plan was adopted, a profile of the Parks & Recreation Board and Park Department, background and demographics of the community, inventory of existing parks and future park land, park maintenance strategy, discussion of issues and priorities, and an action plan for the future.

The list of priorities was established according to survey data, focus group discussions, and interviews with park and outdoor recreation professionals.

1. Promote long-term planning, budgeting and evaluation for recreation sites, facilities, and equipment maintenance and replacement.
2. Investigate non-traditional methods of funding and cost reduction.
3. Improve marketing of current and proposed recreation opportunities to local communities, tourists, marginal consumers and prospective stakeholders to increase site awareness, user population and revenues.
4. Research, develop and implement capital projects that are pertinent to the community and mesh effectively with existing facilities.
5. Increase multi-use trail systems.
6. Facilitate meeting consumer needs for low-cost, close-to-home, minimal equipment expenditure, and natural-talent-oriented outdoor activities and opportunities.

Each priority included a discussion on the considerations necessary to achieve each priority. Additionally, 108 implementation items were included in an action plan matrix, totaling over $61 million in park and recreation investment. While the majority of action items were to be completed
within the five year scope of the plan (2008 – 2012), some were identified as longer term to be completed by 2016. Some of the more significant items were:

- Hague Road Park Development – 3 Phases
- Gateway Park Development
- Forest Park Aquatics Pool Improvements
- East Side Park Development (Boden Farm)
- Noblesville Family Center Planning & Development
- Acquisition of approximately 180 acres of Park / Open Space
- Planning and Development of 180 acre site
- 11.4 Miles of Multi-use / Nature Pathways (current deficiencies based on RIF standards)
- 29.34 Miles of Multi-use / Nature Pathways (based on RIF standards)
- 269.94 Acres of Park / Open Space

Citizen Survey 2010

In 2010, the City conducted a multi-contact mailed survey of 1,200 households. 361 surveys (32%) were returned resulting in a 5% margin of error. The survey focused on community characteristics, local government services, and issues of public trust. Additionally, the City of Noblesville results were compared to citizen surveys from over 100 other jurisdictions to establish a series of comparable benchmarks. The goal of the survey was to inform City staff and elected officials of challenges within the community and to plan for and evaluate improvements to sustain services and amenities for long-term City success.

Overall quality of life in Noblesville was rated as “excellent” or “good” by 91% of survey respondents. Community characteristics receiving the most favorable ratings were: cleanliness, overall appearance, and overall image/reputation. The characteristics receiving the least positive ratings were: ease of rail or subway travel, ease of bus travel, and employment opportunities. When the community characteristic responses were compared to the benchmark database established by other jurisdictions, 24 characteristics were rated above the national benchmark, five were similar to the national benchmark, and only three were below. In terms of city services, a majority of respondents rated the overall direction of Noblesville as “good” or “excellent;” which was much higher than the benchmark. Of the 38 services rated in the survey for which comparisons were available, 33 were above the benchmark comparison, four were similar, and only one was below.

Annexation Policy

The Noblesville Annexation Policy is tied to the Barrett Law Policy of providing sanitary sewer service for unincorporated areas. The Barrett Law provision of service can be started by a petition of at least 60 percent of homeowners in a service area/neighborhood asking for sanitary sewer. As a condition of receiving sewer service, at least 60 percent of homeowners in a service area/subdivision must agree to annexation as part of the new sewer service. The area with the new sewer service is then subject to annexation by the Noblesville City Council.

The following are essential elements from the
annexation policy that should be incorporated into the Comprehensive Master Plan Update.

- The Barrett Law does not identify any targeted areas for annexation. This law only provides a mechanism to annex areas into the City that do not currently have sewer service. It does not provide any priority areas for this process.
- Barrett Law sewer extensions occur at the expense of the homeowners in a service area/neighborhood. The costs for design and implementation of these sewer projects can equate to thousands of dollars for individual homeowners.
- The Barrett Law does not provide for continuous annexation/city limits. The law provides a mechanism for annexation, but does not establish a policy that creates uniform city limits. Rather, it could allow for a patchwork of annexed parcels/neighborhoods.

School-Park Partnerships
The School-Park Partnerships report is a report from Springfield-Greene County, Missouri that highlights the benefits of linking a parks master plan with the schools in a community. The report offers guidelines for getting the various government agencies coordinated as well as some financing options and case studies within their community.

The following are essential elements from the plan that should be incorporated into the Comprehensive Master Plan Update.

- Play/recreation areas can be multi-purpose and multi-tenant. A new park could be situated between a school and an adjacent residential neighborhood so the school children can use it during the day and the neighborhood during all other hours.
- Parks should respect their intended function and embrace their location. Every park cannot accomplish the same goals due to location and the population that will use the facility. Each park should not intend to include all forms of recreation.
The following analysis utilized secondary sources such as the US Census Bureau, Bureau of Economic Analysis and private data sources to develop a base level of quantitative data on current demographics and the Noblesville economy.

Demographics
- Noblesville’s 2040 population is estimated to be over 225,000 persons.
- The change from the 2000 population to the projected 2040 population is over 500 percent.
- Retirement aged persons will gain a higher percentage of the total population by 2040 while working age persons will make up less of the population.
- The shifting age of the population will also shift the demand for City services, such as schools and social services.

Race
- Less than 10% of Noblesville is a race other than white.
- The racial diversity of Noblesville is similar to that of Hamilton County while Marion County has a lower percentage of whites and a higher percentage of African Americans.

Income
- The largest percentage of households earn between $50,000 and $75,000 annually.
- However, the measure of real income adjusts the data to account for inflation, so all dollar amounts are equal in terms of buying power. The year 2000 income...
Existing Conditions

Statistics were adjusted to year 2010 using the Consumer Price Index (CPI) inflation numbers calculated by the Bureau of Labor Statistics.

- Real median household income values have decreased in Noblesville from $77,820 in 2000 to $65,551 in 2010. This is over a 15% decrease in buying power.

**Households**

- In 2010, there were 19,080 households in the Noblesville.
- Of these, 13,989 or 73.3% are considered family households while 5,091 or 26.7% are considered non-family households.
- Average household size is 2.69 persons.

![Per Capita Income (2010 Dollars)](image)

*TOP: Per Capita Income (average income for all persons) adjusted for inflation (US Census Bureau, CHA)*

*BOTTOM: Real Median Household Income (income of households of all occupants over age 15) adjusted for inflation (US Census Bureau, CHA)*
Education

- The Indiana Department of Education has given Noblesville Schools an “A” report card.
- Over 9,500 students are enrolled in Noblesville Schools.
- 31% of residents have obtained a minimum of a Bachelor’s degree.
- 11% of Noblesville residents obtained a Master’s, Professional, or Doctoral degree.
- 30% obtained a Bachelor’s degree.
- 6% obtained an Associate Degree.
- 20% had some college credit.
- Twenty-four percent had obtained a high school diploma.
- 9% had not earned a high school diploma.
- Growth in Noblesville, Carmel, Hamilton Southeastern, and Westfield go against the State trend of declining enrollment.
- Noblesville Schools have grown by 11.5% from 2007 to 2012, which is comparable to the neighboring communities.
- Hamilton Southeastern has grown faster as it picks up areas of the County that have experienced significant residential growth. Carmel’s growth has been slower during this time period as their residential growth occurred earlier in the decade.
- Attendance across the studied school systems, as well as in the State of Indiana, is very comparable.
- Noblesville Schools are above the State average but slightly below their neighboring communities.
- The ISTEP+ is a standardized test used by the Indiana Department of Education to evaluate students’ knowledge of different
EXISTING CONDITIONS

- Noblesville Schools are comparable to their neighboring districts and are consistently above the State average.
- The End of Course Assessments are a part of ISTEP+ testing used by the Indiana Department of Education to evaluate student achievement in English 10, Algebra 1, and Biology 1.
- Noblesville consistently outperformed the State average and ranked closely with its neighboring communities on the combined passing score.
- Noblesville Schools outperformed Hamilton Southeastern, Westfield, State, and National averages in graduation rate.
- Noblesville Schools have the largest percentage of teachers with 20 or more years of experience in all districts studied.
- Noblesville will have to add teachers to the zero to ten years of experience range to offset retiring teachers.
Crime

- Violent crimes include murder, forcible rape, robbery, and aggravated assault.
- Property crimes include burglary, larceny (theft), motor vehicle theft, and arson.
- The police run data lists every call responded to by police during each calendar year.
- In 2012, the Police Department responded to over 42,500 calls.
- Of the 42,500 runs in 2012, only 21 were actually determined to be violent crimes.
- If the Noblesville crime statistics had been used in place of the following FBI statistics, Noblesville's crime rate for violent crime in 2011 would be 0.67 crimes per 1,000 residents, which is lower than Westfield’s reported rate.

<table>
<thead>
<tr>
<th>City</th>
<th>Population (2011)</th>
<th>Violent Crime</th>
<th>Violent Crime (per 1,000)</th>
<th>Property Crime</th>
<th>Property Crime (per 1,000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Noblesville</td>
<td>52,234</td>
<td>60</td>
<td>1.15</td>
<td>945</td>
<td>18.09</td>
</tr>
<tr>
<td>Carmel</td>
<td>79,596</td>
<td>17</td>
<td>0.21</td>
<td>831</td>
<td>10.44</td>
</tr>
<tr>
<td>Fishers</td>
<td>77,186</td>
<td>11</td>
<td>0.14</td>
<td>700</td>
<td>9.07</td>
</tr>
<tr>
<td>Indianapolis</td>
<td>833,024</td>
<td>9,170</td>
<td>11.01</td>
<td>46,967</td>
<td>56.38</td>
</tr>
<tr>
<td>Westfield</td>
<td>30,222</td>
<td>21</td>
<td>0.69</td>
<td>496</td>
<td>16.41</td>
</tr>
</tbody>
</table>

Data from FBI Uniform Crime Statistics for Noblesville and surrounding communities (Federal Bureau of Investigation)
Real Estate Markets

Building Permits
- 427 single family residential building permits have been issued in 2013.
- 73 new commercial permits have been issued in 2013. Including commercial additions, a total of 282,976 square feet of space has been permitted.
- 258 multi family building permits and zero industrial building permits have been issued in 2013.
- Noblesville is part of the Indianapolis North – Carmel submarket; this is the smallest subarea of economic data that retains statistical integrity for analysis.
- Data was collected from REIS, Inc., Colliers International, and Cushman & Wakefield. This data was then consolidated, aggregated, and analyzed by CHA.

Commercial Office
- The Indianapolis North – Carmel submarket contains approximately 8,932,000 square feet of leasable office space.
- Of this, 34.8% is Class A space. Class A office is typically the higher-end professional space that houses banks, accountants, lawyers, and other large firms.
- In the second quarter of 2012, the Indianapolis North – Carmel submarket had approximately 3,110,000 square feet of Class A office available and 5,822,000 square feet of Class B and C office available.
- The Indianapolis North – Carmel submarket has lower rental rates per square foot when compared to other submarkets.
compared to the Midwest and US averages.
- This can be an advantage for the local market.
- However, these low rates can be tied to the higher vacancy rate in the market as owners try to fill space.

**Industrial**
- The Indianapolis North – Carmel submarket has just over 1.6 million square feet of industrial space.
- Approximately 164,000 square feet (10%) was vacant as of the second quarter 2012.
- Industrial rental rates in the Indianapolis North – Carmel submarket are approximately $7.11 per square foot, slightly less than the $8.00 per square foot rate for Indianapolis alone.
- At the current rate of absorption, which helps to identify if a market is growing or shrinking, the Indianapolis North – Carmel submarket will fill all of the available industrial space in two to three years.
- Relatively high rental rates, low vacancy, and positive absorption suggest there is a need for more industrial space in this market.

**Retail**
- Assuming Noblesville will maintain its current capture rate, total demand for retail space will increase by approximately 24 percent driven by increased consumer spending and store size trends.
- Growth pressures will mean an additional 1.1 million square feet of retail by 2017 growing to an additional 2.5 million square feet by 2022.
• Based upon current establishment sizes, this means 110 new establishments by 2017 growing to 244 establishments by 2040.
• Changes in consumer spending habits, population growth, general economic growth and store sizes will impact these projections.

TOP: Industrial real estate vacancies for the Indianapolis North sub-market (which includes Noblesville) as compared to the Midwest and US markets in general. (REIS, Inc., Colliers International, Cushman & Wakefield, CHA) BOTTOM: Retail demand by square feet (Nielsen, Inc., CHA)
Retail Market

- Noblesville boasts a large supply of retail with $1.94 billion in sales in 2012.
- Consumer spending was approximately $2.94 billion in 2012 for the same area.
- Noblesville captured approximately 66% of retail spending.
- Other spending would include shopping outside of the retail market area as well as online and mail order sales.
- Consumer expenditures projected to increase by 3.6 percent annually for the market area rising to $3.46 billion by 2017 and $4.09 billion by 2022.
- Assuming population projections and income projections hold true, the Noblesville market area will continue to see increased retail pressure.
- Retail capture refers to how much local spending is captured by local retailers.
- Health and Personal Care, Furniture and Home Furnishings, and General Merchandise stores are trending towards capturing almost 100 percent of local expenditures.
- Electronics and Appliance Stores, Food and Beverage Stores, Motor Vehicle and Parts Dealers and Restaurants lag behind Noblesville’s average capture rate signifying a large portion of consumers travel outside of the market area for these goods and services.
- Leakages are areas where local consumers are traveling outside of the market area for purchases.
- Looking at more specific retail categories, Pre-recorded Music, Household Appliances,
Computer Software, Children’s Clothing and Specialty Foods are areas of high leakage. This is in part due to a lack of establishments. Changing consumer trends towards online sales are further impacting Pre-recorded Music, and Computer and Software Stores.

- Surpluses exist where retail sales are higher than local demand for goods and services. This means retailers within the market area are capturing consumers from outside of the market area. This brings additional money into the local economy.

- Sewing, Florists, Home Furnishings, Office Supply and Used Merchandise are the top performing industries in terms of capturing not only local spending but also capturing spending from consumers outside of the market area.

**Highest Retail Leakage by Retail Type**

Overall amount of retail sales leaving the trade area as it is not being captured by local businesses (leakage) by retail type (Nielsen, CHA)
Psycho-demographics

Psycho-demographics is a way to better understand demographic segments of the market based upon their consumer preferences, spending power, demographic traits and lifestyle.

A vast majority of Noblesville’s households fall into middle and upper class psycho-demographic segments with over 48 percent considered upper class and over 31 percent falling within the middle class. These classes are defined by income producing assets and not necessarily overall household income. They tend to look for rural areas to live on sprawling properties.

Top market segments include:

- **Country Squires** are upscale middle age with kids. They are considered the wealthiest of exurban America. Typical ages range from 35-54, own their own homes, are usually in management, have graduate degrees and are typically White, Asian or Mix.
- **Winners Circle** are wealthy middle age with kids. They are among the wealthiest of the suburban lifestyle. Typical ages range from 35-54 years, own their own homes, are usually management, have graduate degrees and are typically White, Asian or Mix. Typically look to locate near recreational parks, golf courses and upscale malls.
- **Executive Suites** are upper to mid-range income households without kids. They look for comfortable homes with a manageable commute to the central city, restaurants and entertainment. Typically less than 55 years
of age, mainly own their own homes, are usually management, possess bachelor’s degrees and are White, Asian or Mix. They are drawn to comfortable homes and apartments within a short drive of work, restaurants and entertainment.

- Kids and Cul-de-Sacs are typically upper to middle income younger households with kids. This is your prototypical married suburban couple with children living in a large subdivision. Typical age range is 25-44 years of age, mostly own their own homes, are professionals, possess a bachelor’s degree, and are White, Black, Asian, Hispanic or Mixed. They are typically children centered and would shop at the Disney Store, buy educational toys, read Parenting Magazine and own a Volkswagen Routan.

- Young Influentials are typically known as the fading yuppies and have midscale incomes. They are typically suburban and pre-occupied with balancing work and leisure pursuits. Most are recent college graduates without kids. They are typically renters, possess a college degree, work in a mix of employment levels including service industries and can be White, Black, Asian, Hispanic or Mix.

Noblesville households segmented by market type (Nielsen, CHA)
**LAND USE**

**Goal**: Maintain and grow responsibly a balance of land uses that support the tax base of Noblesville while preserving natural features and environmentally sensitive areas.

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Priority</th>
<th>Complete?</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>a</td>
<td>Reducing the risk of flooding by encouraging the use of green infrastructure best management practices in all new development and redevelopment.</td>
<td>Short</td>
<td>No</td>
</tr>
<tr>
<td>b</td>
<td>Protecting the floodway and floodplain through continued application of the Flood Hazard District.</td>
<td>Immediate</td>
<td>Yes</td>
</tr>
<tr>
<td>c</td>
<td>Developing an annexation policy centered around environmental assets and liabilities in order to maintain a fair level of service to all of Noblesville.</td>
<td>Short</td>
<td>No</td>
</tr>
<tr>
<td>d</td>
<td>Using fiscal impact modeling in the development review process to ensure new development can financially support public services.</td>
<td>Short</td>
<td>No</td>
</tr>
<tr>
<td>e</td>
<td>Creating a Transit Oriented Development district in the <a href="https://www.noblesville.in.gov/planning/UDO">UDO</a> to prepare the community for transit service from Indianapolis to downtown Noblesville.</td>
<td>Short</td>
<td>No</td>
</tr>
<tr>
<td>f</td>
<td>Establishing a Transit Oriented Development node around the proposed light rail station along the South 8th Street corridor.</td>
<td>Short</td>
<td>No</td>
</tr>
<tr>
<td>g</td>
<td>Promoting residential redevelopment and infill in the traditional neighborhoods south of Conner Street.</td>
<td>Medium</td>
<td>Yes</td>
</tr>
<tr>
<td>h</td>
<td>Exploring expanding the City’s planning jurisdiction to better plan for growth into Wayne Township.</td>
<td>Short</td>
<td>Yes</td>
</tr>
<tr>
<td>i</td>
<td>Ensure proper zoning and land uses to encourage compact mixed use at Village Center nodes.</td>
<td>Short</td>
<td>Yes</td>
</tr>
<tr>
<td>j</td>
<td>Encourage residential development that reflects surrounding residential character and intensity with a focus on providing efficient services and maintaining the urban fabric that is representative of Noblesville.</td>
<td>Immediate</td>
<td>Yes</td>
</tr>
<tr>
<td>k</td>
<td>Assess and prioritize brownfield redevelopment opportunities and partnerships as catalysts to additional central city infill and redevelopment.</td>
<td>Medium</td>
<td>No</td>
</tr>
</tbody>
</table>

### HOUSING & NEIGHBORHOODS

**Goal**

Provide diverse housing options that are compatible with the established character of the surrounding community.

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Priority</th>
<th>Complete?</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>a</td>
<td>Ensure opportunities for the creation of a diverse housing stock by allowing the construction of various housing types and accessory dwelling units within the same neighborhood, so that residents may remain in the community through all stages of life.</td>
<td>Short</td>
<td>No</td>
</tr>
<tr>
<td>b</td>
<td>Amend the UDO to allow single-family attached structures in residential districts, by-right.</td>
<td>Short</td>
<td>Yes</td>
</tr>
<tr>
<td>c</td>
<td>Expand opportunities for housing partnerships with non-profits and the development community.</td>
<td>Short</td>
<td>No</td>
</tr>
<tr>
<td>d</td>
<td>Create incentives such as permit streamlining, fee waivers, or tax deferral for builders and organizations that provide infill construction and rehabilitation on underutilized properties in a manner that compliments and enhances the surrounding neighborhood.</td>
<td>Medium</td>
<td>No</td>
</tr>
</tbody>
</table>
e. Establish a privately funded neighborhood grant program for improvement projects.

<table>
<thead>
<tr>
<th>Priority</th>
<th>Complete?</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medium</td>
<td>No</td>
<td>HAND, Christmas in Action, and NPA all have homeowner improvement grants, but they are not private.</td>
</tr>
</tbody>
</table>

f. Conduct a residential market analysis to help guide UDO changes to support current and future market demand.

<table>
<thead>
<tr>
<th>Priority</th>
<th>Complete?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Immediate</td>
<td>No</td>
</tr>
</tbody>
</table>

g. Designate and confer with a Neighborhood Liaison for the downtown area.

<table>
<thead>
<tr>
<th>Priority</th>
<th>Complete?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Long</td>
<td>No</td>
</tr>
</tbody>
</table>

h. Develop neighborhood plans to improve the quality of life, preserve the culture and history, and improve the aesthetic and sense of place of each neighborhood.

<table>
<thead>
<tr>
<th>Priority</th>
<th>Complete?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medium</td>
<td>Yes</td>
</tr>
</tbody>
</table>

**ECONOMIC DEVELOPMENT**

**Goal**
Attract, retain and expand an array of businesses and industries that create jobs and wealth for residents and support the economic vitality of the City.

**Objectives**

<table>
<thead>
<tr>
<th>Priority</th>
<th>Complete?</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>a</td>
<td>Short</td>
<td>Economic Development is discussing the possibility of using an outside source to verify financial strength of applicants.</td>
</tr>
</tbody>
</table>

Information found in the table is as follows:
- **a.** Develop a strategy for the use of public financial incentives as a potential attraction tool that includes performance criteria for participants to meet.

  - **Priority:** Short
  - **Complete?** No

- **b.** Identify gaps in the production chain that could assist new and existing Noblesville businesses.

  - **Priority:** Medium
  - **Complete?** No

  - Identification of gaps has been started by the “Made in Noblesville” Executive Engagement group. Economic Development will be working with the Workforce Development Council and the Hamilton County Economic Development Corporation to identify these gaps as well.

- **c.** Continue to partner with the Workforce Development Council to determine which workforce skills are missing in Noblesville and how they can be developed through continuing education opportunities.

  - **Priority:** Immediate
  - **Complete?** Yes/On-going

  - Economic Development is continuing their partnership with the Workforce Development Council.
### APPENDIX

<table>
<thead>
<tr>
<th></th>
<th>Action</th>
<th>Duration</th>
<th>Follow-Up</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>d</td>
<td>Continue to partner with the Noblesville School Corporation to incorporate science, technology, engineering, and mathematics (STEM) as well as business classes more closely with curriculums.</td>
<td>Short</td>
<td>Yes</td>
<td>Economic Development is in the process of creating a visual pipeline of education, training, and additional lifelong learning opportunities. They will also be exploring more opportunities to discuss the School’s STEM offerings and evaluate if the department can be of assistance.</td>
</tr>
<tr>
<td>e</td>
<td>Continue industry roundtable discussions for business to business sharing on pertinent issues affecting certain industry sectors.</td>
<td>Short</td>
<td>Yes</td>
<td>First Resource, Inc. has held quarterly roundtable meetings within the “Made in Noblesville” Executive Management group. The consultants are funded by the Economic Development Department.</td>
</tr>
<tr>
<td>f</td>
<td>Initiate a formal business visitation program to improve communications and relationships with current businesses to identify needs and wants to strengthen the local business climate.</td>
<td>Short</td>
<td>Yes</td>
<td>Five promotional videos were produced to highlight five businesses who are involved in the formal business visit program. The new “Stay Here Grow Here” Business Retention and Expansion Program facilitates the business visits. Formal visits are regularly scheduled throughout the year and have resulted in the identification of at least three expansion needs or occurrences.</td>
</tr>
<tr>
<td>g</td>
<td>Develop an annual business retention and expansion survey to track trends in terms of business needs and attitudes on a yearly basis.</td>
<td>Medium</td>
<td>No</td>
<td>A survey is being constructed through the “Stay Here Grow Here” program. A survey was conducted with the Workforce Development Council and the Executive Engagement group.</td>
</tr>
<tr>
<td></td>
<td>Embrace regionalism and increase partnerships with local resources.</td>
<td>Immediate</td>
<td>Yes</td>
<td>The City works regionally by being involved in the Hamilton County Transit Forum, Hamilton County Economic Development Corporation, Hamilton County Tourism, Indiana Economic Development Association and working with neighboring municipalities regarding a regional approach the I-69 corridor that we share.</td>
</tr>
<tr>
<td>---</td>
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<td>---</td>
</tr>
<tr>
<td>i</td>
<td>Further develop the business appreciation program, including events, webinars, and awards.</td>
<td>Short</td>
<td>Yes</td>
<td>Business appreciation videos are hosted on the Choose Noblesville, Main Street, Hipstoric, and Stay Here Grow Here websites. In addition, promotions, events, visits, and awards are posted via Twitter and Facebook.</td>
</tr>
<tr>
<td>j</td>
<td>Continue to develop collaborative partnerships between area universities, colleges, secondary schools, and local employers to develop job placement programs for qualified workers.</td>
<td>Immediate</td>
<td>Yes</td>
<td>The Economic Development Department is regularly updates and meets with Ivy Tech President, Dan Clark.</td>
</tr>
<tr>
<td>k</td>
<td>Work with local secondary schools, colleges, universities, and employers in key employment sectors to develop career ladder programs to improve access to higher paying jobs through continuing education and training.</td>
<td>Medium</td>
<td>Yes</td>
<td>The Workforce Development Council communicates with Noblesville High School and Ivy Tech about their career ladder programs.</td>
</tr>
<tr>
<td>l</td>
<td>Explore modifying the micro-enterprise loan program to be more user-friendly and better utilized by entrepreneurs and new business startups.</td>
<td>Medium</td>
<td>Yes</td>
<td>Economic Development is working with the INDY Chamber because they just received funding to improve and increase the opportunity to loan money for small businesses, new businesses, and entrepreneurs. The hope is that the Department and the Noblesville Chamber will be connecting our local businesses to both the INDY Chamber and the Flagship Enterprise Anderson Micro Loan program.</td>
</tr>
</tbody>
</table>
### APPENDIX

<table>
<thead>
<tr>
<th></th>
<th>Identify and develop entrepreneurial talent within the community, also known as “Economic Gardening”, through personal, peer group, and community coaching by way of an entrepreneur training program.</th>
<th>Medium</th>
<th>Yes/On-going</th>
<th>The Economic Development Department has researched and visited co-working spaces in other communities. The department has organized two meetings this year bringing together entrepreneurs and service providers in a casual setting and an informal agenda. An incubator space is being proposed in the HAND commercial/residential project on S. 8th Street which would support Noblesville’s entrepreneurial ecosystem.</th>
</tr>
</thead>
<tbody>
<tr>
<td>n</td>
<td>Develop a business financing one-stop information center that provides information on community sources of micro-enterprise loans, angel financing, small-business investment corporations and venture capital funds.</td>
<td>Medium</td>
<td>No</td>
<td>In discussion and hope to develop a means to accomplish in 2016.</td>
</tr>
<tr>
<td>o</td>
<td>Continue to develop and maintain relationships between the business community and regulatory bodies.</td>
<td>Immediate</td>
<td>Yes</td>
<td>Economic Development attends legislative breakfasts in both the County and State level. The department plans to include legislative updates in their newspaper that will be developed in 2016 under the Stay Here Grow Here program. They also participate with the Chamber in bringing Legislators together with the local business community.</td>
</tr>
</tbody>
</table>
## TRANSPORTATION

**Goal**

Provide a safe and efficient transportation system that connects neighborhoods, employers, and attractions that can be utilized by all ages and abilities.

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Priority</th>
<th>Complete?</th>
<th>Notes?</th>
</tr>
</thead>
<tbody>
<tr>
<td>a</td>
<td>Develop an all modes policy to guide public and private infrastructure investment in a manner that creates a better sense of public space and equal access for multiple modes of transportation.</td>
<td>Short</td>
<td>No</td>
</tr>
<tr>
<td>b</td>
<td>Evaluate options to include bicycle facilities in public works projects and as a development regulation in the Unified Development Ordinance.</td>
<td>Short</td>
<td>Yes</td>
</tr>
<tr>
<td>c</td>
<td>Partner with other Hamilton County communities to improve overall transit services within Hamilton County including expanding paratransit services and developing fixed route services.</td>
<td>Medium</td>
<td>Yes</td>
</tr>
<tr>
<td>d</td>
<td>Engage INDOT to evaluate SR 37 scenarios in order to maintain volume capacity but improve overall urban context, provide for pedestrian and bicycle facilities for improved safety and accessibility, and improve access to existing and future planned development.</td>
<td>Immediate</td>
<td>Yes/ On-going</td>
</tr>
<tr>
<td>e</td>
<td>Work with INDOT to develop a relinquishment plan for the City to assume control of SR 19/Cicero Road from the State and Hamilton County to develop a pedestrian connectivity plan to connect Federal Hill Commons and Historic Downtown Noblesville.</td>
<td>Short</td>
<td>Yes/ On-going</td>
</tr>
<tr>
<td>f</td>
<td>Develop a prioritization schedule and implementation plan for current bicycle/pedestrian trails that are identified in the Noblesville Alternative Transportation Plan and identify funding opportunities to pursue.</td>
<td>Immediate</td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td>Continue to improve connectivity between existing neighborhoods, existing and proposed trails, and destinations such as commercial areas and schools with improved pedestrian facilities such as sidewalks, multi-use facilities, and connector paths.</td>
<td>Immediate</td>
<td>Yes/ On-going</td>
</tr>
<tr>
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</tr>
<tr>
<td>h</td>
<td>Update the existing thoroughfare plan to include prioritized projects from the Noblesville Alternative Transportation Plan, identified connectors, and reflection of complete streets guidelines and standards.</td>
<td>Immediate</td>
<td>Yes/ On-going</td>
</tr>
<tr>
<td>i</td>
<td>Complete development and construction of the Noblesville Riverwalk, including a connection to the Midland Trace Trail.</td>
<td>Medium</td>
<td>Yes/ On-going</td>
</tr>
<tr>
<td>j</td>
<td>Continue to work with the Indianapolis MPO in implementation of the Indy Connect strategy for rapid-transit service between Noblesville and Indianapolis.</td>
<td>Immediate</td>
<td>Yes/ On-going</td>
</tr>
<tr>
<td>k</td>
<td>Continue to improve safety for pedestrians in and around residential neighborhoods in efforts to reduce overall traffic speeds and raise driver awareness.</td>
<td>Medium</td>
<td>Yes/ On-going</td>
</tr>
<tr>
<td>l</td>
<td>Enhance coordination of a bicycle and pedestrian safety program for residents to improve awareness and the correct use of new facilities proposed in the Noblesville Alternative Transportation Plan.</td>
<td>Short</td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td>Description</td>
<td>Duration</td>
<td>Status</td>
</tr>
<tr>
<td>---</td>
<td>-----------------------------------------------------------------------------</td>
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</tr>
<tr>
<td>m</td>
<td>Develop a parking management program in the downtown area to improve overall parking efficiency and manage demand to improve access for local businesses and government services.</td>
<td>Medium</td>
<td>Yes/ Ongoing</td>
</tr>
<tr>
<td>n</td>
<td>Provide for bus shelters and protected waiting areas for areas frequently served by public transportation.</td>
<td>Medium</td>
<td>No</td>
</tr>
<tr>
<td>o</td>
<td>Develop a park-and-ride facility in correlation with the proposed transit station near 146th Street.</td>
<td>Medium</td>
<td>No</td>
</tr>
<tr>
<td>p</td>
<td>Obtain “Bicycle Friendly Community” status from the League of American Bicyclists.</td>
<td>Medium</td>
<td>No</td>
</tr>
<tr>
<td>q</td>
<td>Plan capital improvements strategically by giving priority to areas experiencing or expecting the highest levels of residential and employment growth.</td>
<td>Short</td>
<td>Yes/ Ongoing</td>
</tr>
<tr>
<td>r</td>
<td>Extend Hague Road south of SR 32 to connect with Cherry Tree Road.</td>
<td>Long</td>
<td></td>
</tr>
<tr>
<td>s</td>
<td>Further examine and analyze alternates for east/west connectivity and the threshold of demand that will deem that investment necessary.</td>
<td>Short</td>
<td>Yes/ Ongoing</td>
</tr>
<tr>
<td>t</td>
<td>Connect Boden Road and Brooks School Road between Campus Parkway and 136th Street.</td>
<td>Medium</td>
<td>No</td>
</tr>
<tr>
<td>u</td>
<td>Develop bicycle and pedestrian facilities along 10th Street/Allisonville Road, south to 146th Street.</td>
<td>Short</td>
<td>No</td>
</tr>
</tbody>
</table>
## PARKS & OPEN SPACE

<table>
<thead>
<tr>
<th>Objective</th>
<th>Description</th>
<th>Priority</th>
<th>Complete?</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>a</td>
<td>Increase the use of the floodplain for public recreational use and greenspace.</td>
<td>Long</td>
<td>Yes/On-going</td>
<td>Federal Hill Commons, the newest park, is currently under construction. This park is located in floodplain and will be used for recreation and greenspace. It will be completed in the fall of 2016.</td>
</tr>
<tr>
<td>b</td>
<td>Continue planning for the Eastside Park Finch Creek Park and begin implementation of the plan.</td>
<td>Immediate</td>
<td>Yes</td>
<td>Schematic design is currently being conducted for Finch Creek Park. The first phase of the park is being studied from a funding and development perspective. Also, the business plan is being investigated further.</td>
</tr>
<tr>
<td>c</td>
<td>Continue planning for Hague Road Park and begin implementation of the plan.</td>
<td>Medium</td>
<td>No</td>
<td>Funding for Hague Road Park is still being explored. The Noblesville Parks Foundation will likely take this project under its wings and work to develop it further.</td>
</tr>
<tr>
<td>d</td>
<td>Partner with schools to recognize school playgrounds as neighborhood park facilities.</td>
<td>Medium</td>
<td>No</td>
<td>The relationship between the Parks department and schools continues to improve, but this objective has yet to be completed.</td>
</tr>
<tr>
<td>e</td>
<td>Maintain a 5-year parks master plan to guide capital planning and continue to implement the strategies laid out in the plan.</td>
<td>Short</td>
<td>Yes</td>
<td>The most recent 5-Year Master Plan was completed in 2015 and adopted by the Plan Commission and Common Council in December of 2015.</td>
</tr>
<tr>
<td>f</td>
<td>Create a Riverfront Master Plan/Riverfront Recreational Plan to address underutilized opportunities and growing recreational needs along the riverfront.</td>
<td>Medium</td>
<td>No</td>
<td>The Riverfront Recreation Plan has not been completed at this time and is currently in the process of development.</td>
</tr>
<tr>
<td></td>
<td>Implement universal design standards into park facilities and capital projects.</td>
<td>Long</td>
<td>Yes</td>
<td>Universal Design Standards have been established for trails, signage, and trail-heads. This is shown in the 2015 Noblesville Alternative Transportation Plan.</td>
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<tr>
<td>h</td>
<td>Improve and expand upon interpretive stations, facilities, and signage to better utilize parks as learning spaces.</td>
<td>Short</td>
<td>Yes</td>
<td>New park signs have been installed in all parks to better brand facilities. New signage standards will assist to better utilize parks as learning spaces.</td>
</tr>
</tbody>
</table>

**DOU TOWN**

**Goal**

Capitalize on existing successful areas of the downtown and its historic qualities to expedite revitalization of surrounding neighborhoods and create an around the clock, vibrant, mixed-use district.

<table>
<thead>
<tr>
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<th>Complete?</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>a</td>
<td>Improve Riverwalk/Riverfront connectivity with downtown.</td>
<td>Immediate</td>
<td>On-going</td>
</tr>
<tr>
<td>b</td>
<td>Improve communication channels to better inform the public and applicable organizations of downtown activity.</td>
<td>Short</td>
<td>On-going</td>
</tr>
<tr>
<td></td>
<td>Put together a retail market assessment of what is missing in the downtown landscape to encourage diverse usage.</td>
<td>Short</td>
<td>On-going</td>
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<tr>
<td></td>
<td>Though a professional retail market assessment has not been initiated; Economic Development is coordinating stakeholders (NMS representatives, building owners &amp; business owners) who are identifying all building owners, businesses within each building, AV, lease rates/terms to utilize to strengthen and expand upon current retail in downtown area specific to the 2 block radius from the courthouse in the CBD. Next step is to identify gaps and goals for attracting retail.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>d</td>
<td>Create a downtown streetscape plan for Conner Street and 8th, 9th, and 10th Streets between Maple Avenue and Logan Street.</td>
<td>Short</td>
<td>On-going</td>
</tr>
<tr>
<td></td>
<td>A proposal was created for street trees within the downtown CBD and a wayfinding signage project is underway with installation planned for early 2016.</td>
<td></td>
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<tr>
<td>e</td>
<td>Create a Riverfront Redevelopment District ordinance in downtown Noblesville to improve entertainment choices.</td>
<td>Short</td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td>The Riverfront Redevelopment District was created in June of 2015 with a quantity of 10 Riverfront Licenses approved by Common Council, of those 10 license 7 have been applied for and/or approved by the state ATC.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>f</td>
<td>Create a stronger connection between downtown and the west side of river through increased pedestrian and bicycle amenities and a wayfinding and beautification program.</td>
<td>Immediate</td>
<td>On-going</td>
</tr>
<tr>
<td></td>
<td>Wayfinding signage will be installed in early 2016, we are also partnering with Central Indiana Bicycle Association on a grant for additional downtown bicycle amenities (racks, etc.), and are pursuing downtown beautification through area artists and arts organizations.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Develop a Historic District Plan for the area surrounding the historic Hamilton County Courthouse and Courthouse Square.  

**COMMUNITY INFRASTRUCTURE**

**Goal**
Develop community infrastructure and services to support the socioeconomically diverse population in coordination with land use planning and projected growth.

<table>
<thead>
<tr>
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<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>a</td>
<td>Encourage the community use of education facilities through dialogue with schools.</td>
<td>Medium</td>
<td>Yes</td>
</tr>
<tr>
<td>b</td>
<td>Foster intra-community relationships with the schools to develop better cooperative strategies.</td>
<td>Short</td>
<td>Yes/ On-going</td>
</tr>
</tbody>
</table>
### DESIGN & PLACEMAKING

**Goal**
Combine elements of the built environment, historic features, and intangible community characteristics to further establish a sense of place and identity for Noblesville.

<table>
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<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>a</strong> Identify critical community assets and establish programs/policies to ensure their protection.</td>
<td>Short</td>
<td>No</td>
<td>No formal asset mapping process has been initiated.</td>
</tr>
<tr>
<td><strong>b</strong> Create an East Gateway plan.</td>
<td>Medium</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td><strong>c</strong> Create a South Gateway plan.</td>
<td>Medium</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td><strong>d</strong> Encourage developments to maintain and/or expand the grid or modified grid street pattern to create better connectivity and more efficient use of infrastructure.</td>
<td>Short</td>
<td>No</td>
<td>Staff will examine connectivity indexes that would rate future development based upon factors that would improve vehicular and pedestrian connectivity. Nothing has been adopted in the UDO.</td>
</tr>
<tr>
<td><strong>e</strong> Continue implementation of the Village Center model to create distinctive neighborhood nodes that include a mixture of uses, walkable scale, bicycle and pedestrian amenities, and civic and public gathering spaces.</td>
<td>Short</td>
<td>No</td>
<td>The Future Land Use Map and the UDO both delineate where and how the Village Centers should be developed, but there has not been much development in these areas.</td>
</tr>
</tbody>
</table>
## ARTS & CULTURE

**Goal**
Enhance and celebrate arts and culture to strengthen the social fabric of the City.

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Priority</th>
<th>Complete?</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Increase residents’ awareness of the community’s heritage by promoting arts and culture preservation programs and activities.</td>
<td>Short</td>
<td>Yes/ On-going</td>
<td>Since the creation of the Noblesville Arts Council in 2014, one of the main objectives of that group (which consists of the City, County &amp; 19 Cultural and Arts organizations within Noblesville) is to find avenues to make residents aware of programs and activities relating to arts and cultural heritage of Noblesville.</td>
</tr>
<tr>
<td>b. Develop a program to highlight arts and cultural strengths as well as support the provision of adequate infrastructure to attract tourism-related industries that support the image of Noblesville.</td>
<td>Medium</td>
<td>Yes/ On-going</td>
<td>A SWOT Analysis has been conducted to work towards a City designated Cultural Arts District.</td>
</tr>
<tr>
<td>c. Continue to support a city-wide arts organization to foster programming and funding in the arts and humanities.</td>
<td>Immediate</td>
<td>Yes/ On-going</td>
<td>Noblesville Economic Development provides a sponsorship/operating grant to Noblesville Main Street to continue programming for arts and humanities; Economic Development also funds a Noblesville Arts District sponsorship level with Nickel Plate Arts that is headquartered in Noblesville to help promote and support additional programming in Noblesville. This also falls to the City facilitation of the Noblesville Arts Council where several city representatives from various departments sit and Noblesville Economic Development is the chair.</td>
</tr>
<tr>
<td></td>
<td>Assist in supporting an arts center facility for performance, educational, and retail space for Noblesville artists.</td>
<td>Medium</td>
<td>Yes/On-going</td>
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</tr>
<tr>
<td>e</td>
<td>Facilitate public arts projects, such as murals, by helping to identify appropriate locations.</td>
<td>Short</td>
<td>Yes/On-going</td>
</tr>
</tbody>
</table>