



Town of Danville

Strategic Plan | March 2018



VERIDUS
GROUP

ISLE
ANALYTICS

Contents

3 - 4	Vision & Mission	37 - 39	Goal: High Performing Government
5 - 6	Acknowledgements	40 - 44	Action Matrix
7 - 11	Executive Summary	45	Appendices
12 -21	Introduction	46 - 49	Appendix A: Survey
22	Goals & Strategies	50 - 59	Appendix B: Open House
23 - 26	Goal: Community & Neighborhood Development	60 - 133	Appendix C: Economic Analysis
27 - 30	Goal: Economic Health & Prosperity	134 - 135	Appendix D: Trail Map
31 - 34	Goal: Talent Sustainability	136 - 138	Appendix E: Economic Development Target Areas

Vision & Mission



Mission, Vision, Values

The overall mission and vision for the Town of Danville is critically important and has laid the foundation for the strategic planning process. Led by the Steering Committee, stakeholders, and citizens engaged in the planning process, the mission, vision, and values were formed and accepted by all, including the members of the Danville Town Council. The goals, objectives, and action items were prepared based on the town's values and centered on the achieving the future vision for the community.

Mission

The mission of the Town of Danville is to proactively plan for future growth, to enhance our authentic hometown, and to unite the community.

Vision

The Town of Danville is committed to sustaining its hometown heritage while advancing its inviting quality of life.

Values

- Visionary – Leadership, Planning, Collaboration
- Excellence – Professionalism, Quality of Service, Continuous Improvement
- Integrity – Fiscal Responsibility, Ethics, Fairness
- Transparency – Open and Honest Communication
- Authentic – Hometown Atmosphere, Commitment

Acknowledgements



Acknowledgements

The Steering Committee established for this town-wide Strategic Plan was set at the beginning of the planning process to provide guidance and leadership over the plan. Leaders from the public and private sectors form the Steering Committee, bringing perspectives from the business, engineering, education, local and regional government, economic development, and other industries. Ultimately, the Steering Committee was charged with critiquing all deliverables and approving the Goals, Objectives, and Action Items described in this plan. The Veridus Group's and SLE Analytics' roles were centered on facilitation, research, and analysis while providing qualitative and quantitative data and best practice direction to the Steering Committee. Finally, our team would like to thank the town's leaders and staff, particularly the Danville Town Council and department leaders.

Steering Committee:

- Heath Allen, Vice President of North Salem State Bank
- Matt Browning, Executive Director of Business Strategy of Hendricks Regional Health
- Tim Dombrosky, Planning Director at Hendricks County Government
- Gary Eakin, Danville Town Manager
- Kent Elliott, Project Manager at Banning Engineering
- David Glover, Danville Redevelopment Commissioner
- Marcia Lynch, Executive Director of the Greater Danville Chamber of Commerce
- Tom Pado, Danville Town Councilor
- Laura Parker, Danville Assistant Town Manager
- Steve Patterson, Executive Director of the Hendricks County Fairgrounds
- Jeff Pipkin, Executive Director of the Hendricks County Economic Development Partnership
- Dr. Tracey Shafer, Superintendent of the Danville Community School Corporation
- Jerry Vornholt, Owner of Vornholt & Associates

Danville Town Council:

- Marcia Lynch
- Mike Neilson
- Jim Stephens
- Tom Pado
- Dennis Wynn

Executive Summary



Executive Summary

The Town of Danville and its community strives to sustain its hometown heritage while advancing its inviting quality of life. As part of its ongoing work to establish and support these efforts, the Town engaged the Veridus Group to facilitate a strategic planning process focused on amplifying the town's assets and addressing challenges hindering its economic potential. Goals, objectives, and action items were devised based on feedback from the strategic plan's Steering Committee, as well as the ideas from hundreds of stakeholders throughout the last several months, including residents, business owners, retirees, and students. The recommendations in this strategic plan aim to align initiatives, activate investment, and leverage resources in order to fully implement this plan in a sustainable way. Additionally, the strategic plan recommendations are designed to elevate the quality of life of both current and future residents and businesses.

The strategic plan accomplishes this through the following goals:

- Community and Neighborhood Development
- Economic Health and Prosperity
- Talent Sustainability
- High-Performing Government

Methodology:

This Strategic Plan is built upon an economic analysis of the region, best practice research, and an examination of focus groups, interviews, and survey of residents conducted by the Veridus Group and SLE Analytics. Results of the quantitative and qualitative research and analyses are delineated later in this report.



Goals, Objectives, and Action Items

GOAL: Community and Neighborhood Development: *To enhance the Town experience by improving infrastructure, quality of place amenities, and a range of housing options*

Objective: Improve physical and social connectivity between businesses, residences, and institutions to downtown and throughout Danville

Action Item: Implement 2010 Thoroughfare Plan for trail connectivity

Objective: Explore cultural, art, and entertainment opportunities for growth and attraction

Action Item: Convene a focus group of students and young professionals to identify ways to encourage growth and attraction

Objective: Improve access to a broad range of quality housing that is accessible, affordable, and appropriate for all levels of income

Action Item: Establish a task force to address housing needs

Action Item: Preserve the historical character of Danville

Objective: Evaluate options to alleviate traffic on U.S. 36

Action Item: Establish a task force to identify needs and resources

Objective: Market and expand fiber infrastructure and access

Action Item: Publicize information on fiber deployment to residents and businesses

GOAL: Economic Health and Prosperity: *To advance a sustainable and vibrant economy supported by community values*

Objective: Grow Regional Collaboration

Action Item: Expand partnerships with pertinent regional organizations to market the community's assets

Objective: Advance Business Attraction and Growth Initiatives

Action Item: Develop re-se concepts for strategic assets, including buildings and corridors

Action Item: Develop research and marketing materials for prospective targets in partnership with local and regional economic development organizations

Action Item: Evaluate virtual speculative building options

Action Item: Increase fiber utilization and marketing of the asset to residents and businesses

Action Item: Expand the Business Retention and Expansion program with Hendricks County Economic Development Partnership

Action Item: Advance and market entrepreneurship and small business development

Goals, Objectives, and Action Items

GOAL: Talent Sustainability: *To educate and skill-up the existing workforce while attracting quality workers to the Danville region*

Objective: Amplify Talent Pipeline Development

Action Item: Targeted industry workforce training

Action Item: Continue to develop public-private partnerships to support college and career counseling, training, and programs

Action Item: Establish a Business Roundtable Advisory Group

Objective: Boost Talent Attraction Initiatives

Action Item: Create a "Talent Ready" Dashboard

Action Item: Create a Talent Attraction Tour initiative

GOAL: High Performing Government: *To deliver a collaborative, effective, and transparent Town government*

Objective: Develop a More Collaborative Town Council

Action Item: Create a Council Member Handbook

Action Item: Increase transparency of Town Council decisions

Objective: Reinvigorate the Danville Redevelopment Commission

Action Item: Activate the membership of the Danville Redevelopment Commission

Objective: Evaluate existing and additional funding sources

Action Item: Evaluate existing and new appropriate uses for the Hot Fund and update existing policies

Action Item: Coordinate support for implementing a Food and Beverage Tax

Action Item: Collaborate with the Town's financial advisors and the Redevelopment Commission to identify the potential for establishing Tax Increment Financing areas

Objective: Engage Young Professionals

Action Item: Encourage a platform for economic, social, and cultural growth

Action Item: Foster the development of a Danville Youth Council

Implementation

Any plan is a waste of time and resources without successful implementation, however the Town of Danville and its stakeholders have worked tirelessly to push this plan into development. Momentum built during this planning process must continue without delay. Many of the action items laid out in this Strategic Plan can be immediately implemented, while others are already in process of being implemented with little to no additional cost to the Town.

Staying on target is key, therefore the Steering Committee and pertinent stakeholders should effectively track progress and monitor performance of the action items. Additionally, it is critical to understand that the Strategic Plan is a living document intended to be adapted through shifting economic, political, and social conditions. In order to ensure calibration of the recommended strategies occurs through future developing conditions, collaboration is essential with strategic partners such as the Hendricks County Economic Development Partnership, Greater Danville Chamber of Commerce, Danville Community School Corporation, Hendricks College Network, and the business and not-for-profit community.

An Action Matrix was created to help the Steering Committee and pertinent stakeholders accomplish the goals outlined below. Each action item includes recommended timelines, champions, partner organizations, potential cost, and other critical data to form a complete roadmap for successful implementation over the next three years. Definitions for the suggested timelines include:

- Immediate: 0-12 months
- Medium: 1-2 years
- Long: 2-3 years

Introduction



Project Framework

In September 2017, the Town of Danville engaged the Veridus Group and SLE Analytics to develop a town-wide strategic plan. The approach initially focused on the evaluation of the Danville region's (zip code 46122) existing economic base, workforce, education, economic development processes, and community development. Furthermore, the planning process and analysis sought to identify strategies that would enable the Town to build upon its foundation and boost its vitality. In order to accomplish these goals, the team's approach included focus groups, stakeholder interviews, an online survey, quantitative data analysis on its economic base, case study research, and an evaluation of workforce, education, community, and economic development processes.

Focus Groups and Stakeholder Interviews

During on-site visits in October and November 2017, Veridus conducted four focus groups and five individual stakeholder interviews, targeting a broad range of individuals and organizations involved in economic development, workforce development, and civic initiatives. The purpose of these focus groups, interviews, and the community-wide survey distributed from November to December 2017 was to identify local strengths and challenges as well as future opportunities. The survey and interviews also covered perceptions about issues that would impact development and redevelopment. All of the meetings served as a valuable source of information, and the recommendations presented in this report are based on this vital input from the community.

Based on the feedback received, the common themes include:

1. **Housing diversity**
2. **Infrastructure deployment**
3. **Quality of Place**
4. **Collaboration**
5. **Marketing**



Focus Groups and Interviews

1. Housing Diversity

To retain and attract talent and business to the Danville community, a diverse mix of housing options is needed. Affordable housing is especially desired. To increase housing diversity, consider the following recommendations:

- Establish a task force with Town staff, elected officials, developers, and pertinent service providers such as HCEDP, the Chamber, MIBOR, and BAGI to address housing needs
- Conduct an environmental assessment to fully understand the community housing and support services needs
- Research best-practice housing and service models
- Create a communication campaign about the resources needed to build public support
- Evaluate land use planning efforts with developers, Town, and county officials to identify potential opportunities for joint locations of affordable housing and employment centers
- Determine feasibility of tiny-home development

Public Comments:

Many comments were made about improving housing options for families and young professionals, as well as developing new and higher quality assisted/independent living facilities for retirees.

2. Infrastructure Deployment

When company executives and developers are selecting a location for a new facility, relocation project, expansion, or consolidation, the main criteria they use to evaluate options is whether proper infrastructure is in place. Research shows that the availability and reliability of electricity, natural gas, high speed fiber internet, and water and sewer utilities are at the top of the requirements lists. Conversely, traffic congestion can be a deterrent for business development. Ideas for infrastructure improvements include:

- Leverage new technology and intelligence to optimize the natural, physical, human, and cultural infrastructure resources to ensure sustainable prosperity

- Pursue infrastructure readiness by collecting and authenticating an updated Utility Master Plan that covers utilities and transportation along with environmental site studies to mitigate risk from both a timing and budget perspective
- Evaluate creative financing solutions with public-private partnerships
- Assess traffic alleviation options for US 36

Public Comments:

Constraints exist on infrastructure location and capacity, which impacts housing, commercial, and industrial growth opportunities.

3. Quality of Place

Quality of place refers to the available cultural, entertainment, and recreational activities. Many stakeholders complimented Danville's parks and festivals, noting that they add to the Town's uniqueness. Additional considerations include:

- Build on the successes of downtown revitalization efforts to further enhance authentic and unique community spaces and trails
- Enhance trail connectivity to outdoor recreation assets and activities in the region
- Identify special character districts and protect/enhance their assets

Public comments:

A key finding was that better connectivity to existing parks, neighborhoods, and downtown is necessary to attract families and young professionals. Additionally, locally grown and owned restaurants and retail are strongly desired.

Focus Groups and Interviews

4. Collaboration

Through the focus groups and individual interviews, it was clear that there was a distinct divide amongst Council leaders. While having differences in perspectives can provide positive outcomes in certain situations, this is usually the result when differences foster thoughtful discussion and compromise. Conflict, without an underlying effort to understand and resolve differences, often does more to hinder the possibility of development due to a lack of cooperation amongst community leaders. Ideas to promote collaboration include:

- Form a consensus committee with representation from community and business leaders, elected officials, and regional organizations and associations that would identify and foster opportunities to achieve efficiencies where possible and to rally for private- and public-sector funding
- Collaboratively build and market the Town's brand for external business and talent attraction

Public Comments:

The common theme of the public comments concerned improving collaboration and developing consensus among opinion leaders and community stakeholders.

5. Marketing

Targeting economic development efforts on specific industries and talent is key to the economic prosperity of any community. People who are current or previous residents of Danville know and love the Town's history, great schools, parks, and hometown atmosphere. Opportunities in marketing these assets are abundant, such as:

- Creation of a comprehensive marketing plan in collaboration with regional partners in tourism, education/workforce development, private industry, and economic development

- Develop re-use concepts for strategic assets (i.e. existing buildings) and corridors in the community
- Promote the talent pipeline development strengths of the Danville Community School corporation and the Hendricks College Network
- Evaluate the development of a virtual speculative building
- Enhance the Town of Danville website to focus more on economic development and talent attraction

Public Comments:

The feedback shows the need for a clear identity to be defined for the Town of Danville and the creation of a strong marketing campaign.

Focus Groups and Interviews

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Survey

From November 13 through December 8, 2017, Veridus conducted a community-wide survey, both written and web-based, through which all Danville residents, workers, and visitors could express their confidential opinions on various components affecting the Town of Danville. It was important for the Project Team to engage a wide cross section of the community to understand the challenges that Danville faces from a variety of perspectives. To that end, the survey was made available to all Danville area residents, workers, and visitors, including business leaders, the Danville school corporation, various merchants, and community partners. Veridus collected information confidentially, meaning no comments were linked with specific names and no personal contact information was shared. The purpose of this broad stakeholder engagement was to identify Danville's strengths and challenges, as well as future opportunities across the region.

A total of 166 people participated in the survey, many of whom provided substantial and thoughtful responses to the 10 open-ended questions. The survey information was a tremendously beneficial source of information, and represents the deep commitment many residents feel for the Town. The responses in the survey supplement the recommendations in this report. For a full summary, please see **Appendix A.**

Open House

On February 8, 2018, Veridus conducted a Community Open House so that the general public could have a channel in which they could have their voices heard. At least 108 community members attended and participated in the event. At the open house, participants were presented with “Big Ideas” for enhancing the quality of life and economic development within the Danville region. Participants were asked to vote on their prioritized concepts and recommendations, and were also asked to provide individual feedback on a variety of topics, such as quality jobs, arts/culture/entertainment, housing, and parks. Veridus synthesized the data collected and summarized some of the results below. For more details on the Open House results, see **Appendix B**.

When asked which efforts to grow the local Danville economy are most important to your career, family income, or business, participants voted:

- **Attracting new business:** 58 votes
- **Working with existing businesses to address their needs:** 39 votes
- **Preparing the next generation of the workforce to fill positions as older generations retire:** 24 votes

Additionally, when asked to rank the strategic plan’s goals you believe are the most important, the results show:

- **Community and Neighborhood Development:** *To enhance the Town experience by improving infrastructure, quality of place amenities, and a range of housing options.* 81 votes
- **Economic Health and Prosperity:** *To advance a sustainable and vibrant economy supported by community values.* 66 votes
- **Talent Sustainability:** *To educate and skill-up the existing workforce while attracting quality workers to the Danville region.* 55 votes
- **High-Performing Government:** *To deliver a collaborative, effective, and transparent Town government.* 48 votes

Open House

What amenities and/or initiatives does the Town need to revitalize the area for retaining existing talent and attracting new workers and residents to the area? *(The number of votes are listed under each initiative below).*



High-Speed Internet/Wi-Fi
44 votes



Quality Housing Options
27 votes



Art, Culture, Entertainment
65 votes



Trail and Park Connectivity
54 votes



Youth/Young Professional Engagement
30 votes



Quality Jobs
62 votes

Economic Analysis: Key Findings and Recommendations

Based on our economic analysis, the following conclusions must be considered by the Town of Danville:

- Population strengths are concentrated by people in their 30s, 40s, and 50s, and strategies to retain and attract younger populations are recommended
- Strong opportunities exist to increase educational attainment levels and skills with residents over the age of 25 without a Bachelors degree
- Efforts should focus on the area's industry strengths within the General Medical and Surgical Hospitals sector; while also considering diversification and innovation strategies in other emerging industries, such as Office Administrative Services
- Commuters in the Health Care and Social Assistance, Production Occupations, and Office and Administrative Support Occupations all provide opportunities for increased talent attraction efforts

Talent

Like many communities throughout the U.S., the age of the Danville area workforce is advancing, and the impending retirement of the Baby Boomer generation will certainly present talent shortages. Therefore, Danville should proactively develop talent composition strategies to prevent negative impacts to the region's labor pool.

Recommendations include:

- Evaluate retirement projections by industry and occupation
- Develop and/or broker initiatives on succession planning and knowledge transfer for Danville area businesses

- Enhance existing and develop new strategies to draw graduates and other adults re-entering the labor force to stay in the Danville area

Health Care Cluster

This analysis illustrates the backbone of the Danville area economy belonging to the healthcare industries and occupations, which is similar to other communities as lifespans increase and the Baby Boomers retire, placing increased demand upon the healthcare system. Some key occupations are low-wage, low-skill occupations, and while economic and talent initiatives should not solely focus on growing these jobs, the occupations are still critical as the entryway into healthcare career pathways. Recommendations include:

- Additional research to understand factors driving job losses in the Registered Nurses occupation
- Assessment of skills and work-readiness of the population/labor force
- Collaboration with local training organizations and employers, such as Ivy Tech Community College, Hendricks College Network, Hendricks Regional Health, and IU Health West, to develop stacked and latticed career pathways in Health Care and Nursing
- Develop a strategy for growing jobs at the higher-end of the career pathways
- Marketing the availability of talent training programs to support skill advancement

Economic Analysis: Key Findings and Recommendations

Entrepreneurs and Innovation

Critical for any community seeking economic prosperity and sustainability is the presence and propagation of entrepreneurs and innovation. The Danville area has a few significant entrepreneurs, especially in the retail and restaurant industries, but wages are relatively low and the region's capacity is not amplifying and maximizing its human capital to spur advanced innovation. As a means to support growing entrepreneurship and innovation, recommendations include:

- Inventory and perform a needs assessment on the types of existing and aspiring entrepreneurs in the Danville area and Hendricks County
- Catalog existing programs, initiatives, policies, and infrastructure to support different kinds of entrepreneurs
- Identify opportunities to link local entrepreneurs with resources, such as mentors, market research, funding, and research or technology institutions, etc.

To see the full the Economic Analysis report, see **Appendix C**.

Goals and Objectives



GOAL: Community and Neighborhood Development: *To enhance the Town experience by improving infrastructure, quality of place amenities, and a range of housing options*

Objectives:

- Improve physical and social connectivity between business, residents, schools, and institutions to downtown and throughout Danville
- Explore cultural, art, and entertainment opportunities for growth and attraction
- Improve access to a broad range of quality housing that is accessible, affordable, and appropriate for all levels of income
- Evaluate options to alleviate traffic on U.S. 36
- Market and expand fiber infrastructure and access



GOAL: Talent Sustainability: *To educate and skill-up the existing workforce while attracting quality workers to the Danville region*

Objectives:

- Amplify Talent Pipeline Development
- Boost Talent Attraction Initiatives



GOAL: Economic Health and Prosperity: *To advance a sustainable and vibrant economy supported by community values*

Objectives:

- Grow Regional Collaboration
- Advance Business Attraction and Growth Initiatives



GOAL: High Performing Government: *To deliver a collaborative, effective, and transparent Town government*

Objectives:

- Develop a More Collaborative Town Council
- Reinvigorate the Danville Redevelopment Commission
- Evaluate existing and additional funding sources
- Engage Young Professionals

Goals & Strategies





Goal: Community and Neighborhood Development

To enhance the Town experience by improving infrastructure, quality of place amenities, and a range of housing options

Based on overwhelming feedback, community and neighborhood development is one of the top priorities for the citizens of Danville. Not only is community development vital to the health of the Danville economy, but it also is a critical factor in both retaining and attracting talent to the region. Enticing people to get out of their cars is critical to have people contribute to the wealth of the local economy. And walking from home to a local restaurant, school, or to a park contributes to one's own health, as well. A connected, walkable, and bikeable community is a healthy community, and Danville can offer residents and visitors plenty of reasons to get out of their car to better their health.

The Danville region owes much of its current and previous success to the Town's attractive parks and social activities. The community's future growth can use this success as a foundation to advance infrastructure improvements, attract and grow amenities, and increase housing options. The greater Danville region has a significant opportunity to leverage its assets to increase the creation and growth of community and neighborhood development.

Objective: Improve physical and social connectivity among business, residences, schools, and institutions to downtown and throughout Danville

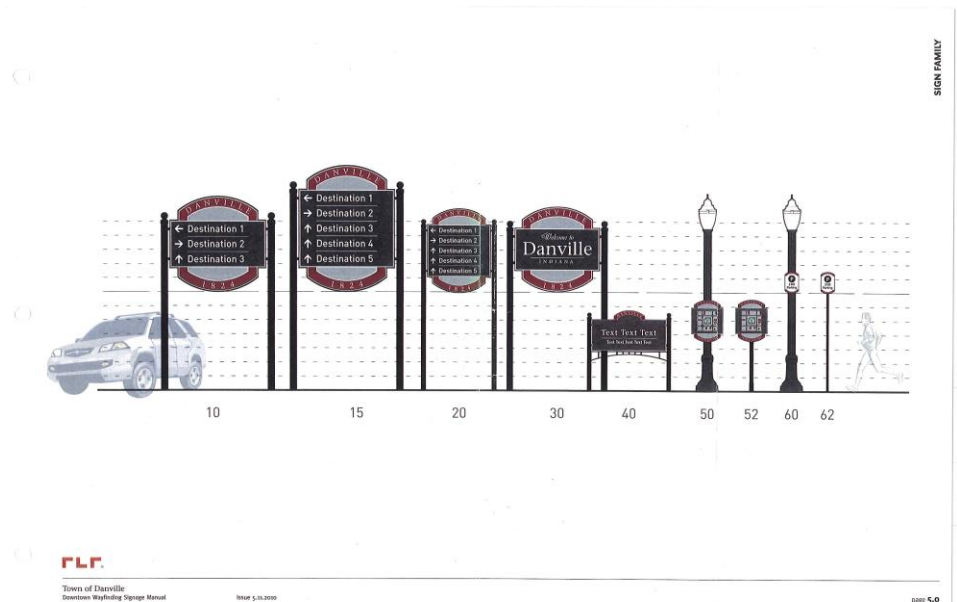
Action Item: Implement 2010 Thoroughfare Plan for trail connectivity

Within the 2010 Danville Thoroughfare Plan lies a detailed assessment of Danville's walkability, bikeability, and alternative transportation availability and assets. Based on compelling feedback from the community, stakeholders, and Steering Committee, a

substantial recommendation for increasing trail connectivity also includes:

- Initiating a Bicycle and Pedestrian Master Plan
- Coordinating any studies and implementation with the impending Danville Parks Master Plan update
- Connecting the Danville Community School Corporation locations to pedestrian and bicycle access while also highlighting the numerous assets and accolades of the school system
- Aligning efforts with Visit Hendricks County, particularly the Main Street Cultural Trail
- Deploying wayfinding signage

Looking at ways to better connect to and from downtown, parks, schools, and amenities is recommended. Furthermore, several studies conducted by the state and regional planning organizations provide options for additional trails and bike routes and these should be executed. To view the latest Hendricks County Trail Map done in 2006, please see **Appendix D**.





Goal: Community and Neighborhood Development

Objective: Explore cultural, art, and entertainment opportunities for growth and attraction

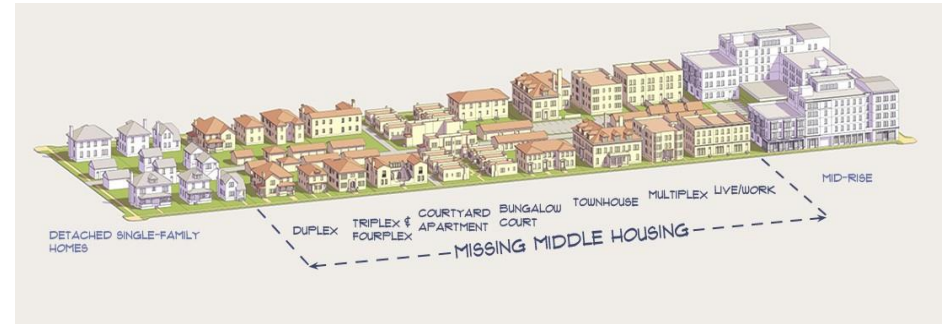
Action Item: Convene a focus group of students and young professionals to help identify ways to encourage growth and attraction

Many communities have successfully retained and attracted talent by promoting their assets grounded in culture, art, and entertainment. Based on stakeholder data, most residents are firmly against the urbanization of Danville, therefore Town leaders should carefully work to not replicate big city amenities; but, instead, focus on strengthening niche arts, history, and entertainment. Moreover, engaging youth and young professionals as leaders in growing and attracting these kinds of amenities provides opportunities to generate public support that can maintain momentum for implementing changes through election cycles and Town staff turnover. Therefore, Veridus recommends the creation of a focus group comprised of students to help identify ways to encourage attraction and enhancement of quality of place amenities, such as restaurants, entertainment, trails, and parks, etc. Whether targeting economic improvement through facilities, people, programs, or all three, creative strategies can strengthen economic vitality for all of Danville and generations to come.

Objective: Improve access to a broad range of quality housing that is accessible, affordable, and appropriate for all levels of income

Action Item: Establish a task force to address housing needs

In Danville and across the nation, communities are facing challenges to retain talent, but also to provide options for retirees to age in place. In an effort to retain these residents, some urban planners, developers and architects are reviving the kinds of homes that



might be more familiar to millennials' great-grandparents, such as duplexes, triplexes, bungalows, rowhouses with multiple units, and small buildings with four to six apartments or condos. While this may or may not be the solution to Danville's housing challenges, establishing a concrete initiative to research and implement solutions is the next clear step in the process.

As a means to address housing needs, Veridus recommends the establishment of a task force to study, analyze, and implement strategies for housing. This Housing Task Force would be charged with the following activities:

- Conduct an environmental assessment and feasibility study to understand housing needs, community support services, and best practices
- Catalog/inventory vacant houses, building lots, and opportunities for infill development
- Develop a communication campaign for resources to be distributed and understood
- Research the feasibility and "fit" of creating tiny homes
- Hold roundtable discussions with Realtors and developers to understand the assets and deficiencies in the market
- Focus on quality downtown housing on upper floors
- Partner with the Indiana Housing and Community Development Authority to identify funding opportunities for rehabilitation

Graphic source: missingmiddlehousing.com



Goal: Community and Neighborhood Development

Action Item: Preserve the historical character of Danville

Danville citizens and leaders alike emphatically desire to preserve the history and character of the Town of Danville, particularly when it comes to housing and neighborhood development. Additionally, stakeholders encouraged the strengthening of both the physical and social ties between businesses, institutions, recreation, and residences. To facilitate these linkages, certain steps need to be taken while focusing on what makes communities more livable and attractive, such as:

- Offer incentives for historical home rehabilitation
- Encourage 'home improvement service days' for elderly/disabled homeowners
- Identify key character districts important to Danville's history and promote them, such as the former College Campus/school (beyond historic district), East Main Street, and the West Main Street live/work zoning district

An assessment of designated districts should be conducted to highlight locations, businesses, and people of importance. According to the American Planning Association, economic development is enhanced by "creatively acknowledging and marketing community assets that can attract a strong workforce and successful firms, as well as help sustain a positive quality of life." (source: <https://www.planning.org/research/arts/briefingpapers/vitality.htm>)

Case Studies: Historical Home Rehab

Historic Preservation, Dayton, OH: Within the City of Dayton, preservation efforts are primarily undertaken by the Landmark Commission; its responsibilities include the consideration of modifications to or the demolition of structures located in the local historic districts. The City of Dayton partners with neighborhoods, who can suggest properties for preservation, and local contractors for the rehabilitation work.

Various funding sources include, but are not limited to, historic tax credits, new market tax credits, energy efficiency tax credits etc. The City of Dayton also approved extending a tax abatement to 15 years for historic housing rehabilitation, the same as new construction projects. According to their website, Dayton is "home to 20 historic districts, and 83 Individual Landmarks listed in the National Register of Historic Places. Among these, 13 Historic Districts and 58 Individual Landmarks are protected by Historic Zoning."



Residential Historic Rehab Credit, Indiana: An adjusted gross income tax credit is available for the rehabilitation of historic residential property. The qualified expenditures for preservation or rehabilitation of the historic property must exceed \$10,000. The tax credit is equal to 20 percent of the qualified expenditures that the taxpayer makes for the preservation or rehabilitation of the historic property.

The program is funded by the Indiana Department of Revenue, but the Department of Natural Resources administers the program and makes sure it is compliant. The program has an annual cap of \$250,000 and it is not often maxed out; all leftover funds get rolled over to following year. The funds are appropriated biannually by the Indiana General Assembly and have been appropriated through 2019.



Goal: Community and Neighborhood Development

Objective: Evaluate options to alleviate traffic on U.S. 36

Action Item: Establish a task force to identify needs and resources

Develop relationships with state elected officials and state agencies

One of the top responses to the questions regarding the types of challenges that exist in Danville focused on U.S. 36 traffic. Especially during rush hour timeframes, there is a strong perception that traffic back-ups make it difficult to travel both in and out of Danville, as well as challenging to make left-hand turns when heading to restaurants, grocery stores, and even Town Hall. More than a decade ago, the Indiana Department of Transportation (INDOT) completed a study of the traffic and environmental impact statements regarding U.S. 36 including recommendations to alleviate traffic. While INDOT has jurisdiction over changes to U.S. 36, the Town of Danville can attend to the community's desires by facilitating the establishment of a Traffic Task Force. Comprised of volunteers and Town staff, the Task Force would identify needed changes to U.S. 36, research available resources, and help develop relationships with pertinent state elected officials and state agencies for partnerships to resolve issues.

Objective: Market and expand fiber infrastructure and access for residents and businesses

Action Item: Publicize information on fiber deployment to residents and businesses

High-speed, gigabit internet is monumentally transforming rural and urban communities, overcoming distance and transcending the landscape more than ever before. Advancing the speed of business by reducing costs and distance for transactions, high-speed internet is critical infrastructure to build and grow a 21st century economy.

In early 2018, the Town of Danville and Endeavor Communications established a partnership to deploy gigabit internet fiber to targeted

businesses and residences in Danville. In coordination with the fiber deployment, Endeavor has crafted a marketing plan to push information regarding the benefits of the gigabit network, introducing key leaders from Endeavor, and promoting the service availability overall. For the sustainability and growth of the gigabit network, the Town must continue to support deployment of fiber to the homes and businesses beyond the initial phase of targeted locations, with the goal of all residents having access and utilization.

While prevalent connections are important throughout Danville, the connections are only as valuable as the users who effectively capitalize on the enabled technologies and leverage its capabilities to derive great benefit.



Goal: Economic Health and Prosperity

To advance a sustainable and vibrant economy supported by community values

Currently, the Town of Danville is looking to the future and building their 21st century economy. While there are many facets to a successful economy, creating a destination for those looking to explore on vacation, start a business, advance a career, or retire into relaxation are the keys to elevating the economic health and prosperity of all of Danville.

Objective: Grow Regional Collaboration

Action Item: *Expand partnerships with regional organizations to market the community's assets*

While residents and business owners in Danville ardently advocate for Danville's economic success, national businesses executives, site selectors, and visitors have no concern for Town boundaries. Furthermore, according to research and current initiatives, a regional approach to economic development, talent, and tourism is critical for any region to successfully progress. Current research from the Indiana University Public Policy Institute indicates a substantial out-migration population trend for all of Indiana that could considerably impact Danville's future. There are several different organizations favorably focused on increasing economic development and redevelopment in Danville and the Hendricks County region. And with the great work happening in the greater Indianapolis MSA area, the Town of Danville has an opportunity to forge stronger partnerships with existing organizations and create new relationships to benefit from the regional network. One important asset to press is the attractiveness of Danville being the county seat. Stakeholders shared stories of visitors, even Hoosiers, not knowing where Danville was located or any of its appealing assets, such as the Town square, home-style restaurants, and appealing parks.

Collaboration principles should be developed for Danville elected officials, Hendricks County Economic Development Partnership, the Greater Danville Chamber of Commerce, the Indy Chamber, the Indianapolis Metropolitan Planning Organization, Visit Hendricks County, and other organizations from multiple jurisdictions and sectors to review and assess economic development policies on a regular basis.

Objective: Advance Business Attraction and Growth Initiatives

Action Item: *Develop re-use concepts for strategic assets, including buildings and corridors*

The Town of Danville has a unique opportunity to leverage the existing redevelopment possibilities—both buildings and corridors—to make a lasting contribution to the physical, social, and economic position of the Town for generations to come. Safeguarding the sense of community via redevelopment is critical and can be done in conjunction with connectivity to trails, parks, institutions, and residences, and driving economic prosperity via culture, art, and quality of place amenities. To induce redevelopment, Veridus recommends the following:

- Hold roundtable discussions with developers and end users to understand their needs and market perspectives
- Study and determine feasible uses for targeted structures



Goal: Economic Health and Prosperity

Action Item: Develop research and marketing materials for prospective targets in partnership with local and regional economic development organizations

Current marketing initiatives and partnerships with the Greater Danville Chamber of Commerce, Hendricks County Economic Development Partnership (HCEDP), and Visit Hendricks County have encouraged business growth throughout the Town of Danville and county. Considering the unique position of growth facing the Town, a comprehensive marketing plan to enhance efforts is advised. While efforts with HCEDP are ongoing, additional focused data reports and targeted site marketing materials is encouraged.

 **VINES:Volunteers Improving Neighborhood Environments** ...
February 14, 2017 · 🌐

This Valentine's Day, VINES is showing love to Binghamton's formerly vacant lots! Here's some VINES staff, friends, and former youth crew leaders showing the Urban Farm some well-deserved love. #valenVINESday #lovethatlot #urbanfarming #binghamton #valentinesday



In addition to these initiatives, Town staff are motivated to promote targeted sites and buildings for development and redevelopment. Utilizing social media for promotion efforts have proven successful in other communities. One suggestion is for Danville to host a "Property Promotion Wednesday" to showcase an available site or building each week. Or, highlighting the person or organization responsible for redeveloping a property is a powerful way to recognize the community-led redevelopment power in the community.

Action Item: Evaluate virtual speculative building options

For any community to compete in this highly competitive and global environment, quality product must be available and ready. According to many site selection consultants, more than 80% of relocation searches begin with a building inventory query. Yet, the majority of relocation projects are new constructions due to the limits of size, age of the facility, and low ceiling heights. A newer phenomenon of creating virtual speculative buildings is providing prudent options for communities, eliminating significant risk that comes with constructing a building. The virtual building concept will allow Danville to compete with more metropolitan areas that have abundant resources and facilities to promote.

A virtual spec building goes beyond a video or drawing on paper. All preliminary work has been completed on the site for immediate construction. The building has been designed, all utilities are at the site (or plans and cost estimates to bring utilities to the site are available), an established development team is ready, and firm cost estimates and construction schedules have been set. The virtual spec can have different plans provided to cater to multiple industries. The virtual concepts provide adaptable options to build, calibrated to the distinct parameters of the prospect's need, while any existing building would need to be altered, adding time and cost to the development process.



Goal: Economic Health and Prosperity

Costs for developing a virtual spec building can range between \$20,000 to \$50,000 depending on the complexity of the design and site issues. Compared with the construction costs of a speculative building, which range from \$750,000 to \$2,000,000, the virtual spec building is an optimal choice. (source: <https://cis.tennessee.edu/train/TNEDPT/Documents/The%20Virtual%20Building%20-%20Bryan%20Hall.pdf>)

Recently, Duke Energy – Indiana awarded a marketing grant to the Hendricks County Economic Development Partnership to help promote sites located in Danville, and could be a potential collaborator on a virtual development.

Action Item: Increase fiber utilization and marketing of the asset to residents and businesses

Referenced in the first goal “Community and Neighborhood Development,” fiber network deployment has historically been driven by private investment. And while regulation activities mainly occur at the federal level, high-speed internet is, in fact, a local issue for all communities like Danville. Town leaders are tasked with promoting the development of broadband and ensuring that residents have the skills to utilize the service. It is critical for local leadership to remove any potential cost and time barriers to deployment to encourage the utilization of the infrastructure with targeted programming. Supporting programs and initiatives for a digitally-inclusive community by developing guidelines and crafting best practices for increasing broadband adoption is recommended.

With the aim of retaining and attracting residents and visitors, many communities are delivering public access Wi-Fi, especially within their downtowns. This type of access will encourage youth and young professional engagement in the community, as well elevate the attractiveness to regional visitors.



Even more, Town leaders should explore ways to broaden high-speed internet and Wi-Fi access throughout the community by strengthening infrastructure partnerships among the Town, Endeavor Communications, and the school corporation.

Case Study: Free Downtown Wi-Fi

Kansas City, MO: In 2016, the city installed free public Wi-Fi covering that covers 50 blocks of its downtown; it is managed by Sprint. The installment was part of a \$15 million public-private partnership economic development initiative to make Kansas City the Smartest City in America by using technology to serve its residents and enhance their downtown experience. It is free to visitors and residents to use, and construction or management of the service came at no additional cost to taxpayers. Sprint maintains 50 percent of the network for its own use for the duration of the partnership.



Goal: Economic Health and Prosperity

Action Item: Expand Business Retention and Expansion program with HCEDP

A Business Retention and Expansion (BRE) program is designed to help retain existing businesses in a community and is a critical component to any robust economic development program. A strong BRE program identifies hurdles and challenges facing local businesses, and provides guidance or assistance to fix issues. Programs should also deliver assistance to help businesses expand, such as finding property for expansion, securing financing for equipment, and helping find and train talent. BRE programs across the country vary in structure, focus, and location. Currently, the Hendricks County Economic Development Partnership (HCEDP) conducts their BRE program across the county focused on the region's largest employers. And while resources are tight in most communities, including Danville, local BRE programs can be led by volunteers who focus on:

- Gathering information to help elevate the overall business climate
- Establishing an early-warning system for leaders
- Marketing resources to all types of businesses
- Increasing communication, collaboration, and transparency among workforce, education, and economic development organizations
- Increasing efficiency in the delivery of Town services

Because HCEDP utilizes an effective BRE software platform, the Town of Danville, volunteers of the local BRE program, and HCEDP could explore a shared Customer Relationship Management software to help collect and analyze business data during BRE visits.

Action Item: Advance and market entrepreneurship and small business development

In addition to helping existing businesses grow, a plan for supporting entrepreneurship and small business development would strengthen the overall business climate in Danville. Currently, several organizations in the region, such as the Hendricks County Economic Development Partnership (HCEDP), Indiana Small Business Development Center (ISBDC), and the Business Ownership Initiative (BOI) provide a range of services to entrepreneurs and small business, while Town staff and the Greater Danville Chamber of Commerce help broker resources. Most stakeholders, including existing entrepreneurs, described a lack of knowledge of available resources and could not pinpoint a 'champion' to facilitate a coordinated effort. For entrepreneurship and small businesses to flourish, the Town needs to create an ecosystem of innovation that fosters collaboration and information sharing.

To facilitate this ecosystem development, Veridus recommends:

- Conducting a needs assessment for the types of entrepreneurs in the community and the resources available
- Partnering with HCEDP, ISBDC, and BOI to promote resources including microlending programs
- Organizing a local SCORE program
- Establishing a help-desk for business problems
- Creating a "one-stop shop" guide for new businesses
- Facilitating succession planning for key businesses and business owners in Danville
- Planning for future second-stage growth to ensure business and talent is retained and grows in Danville
- Designing a communication campaign to develop a culture of entrepreneurship for a variety of generations
- Developing and promoting a "Buy Local" marketing campaign to encourage the retention of local spending and new business development



Goal: Talent Sustainability

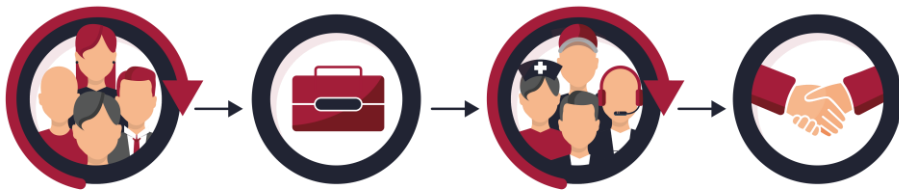
To educate and skill-up the existing workforce while attracting quality workers to the Danville region

As with economic development and quality of life, the Danville region's talent is vital to increased growth and vitality. As education, workforce and economic development organizations continue to drive strategic growth together, the Danville region will be able to rise far above the competition.

Objective: Amplify Pipeline Development

Action Item: Targeted industry workforce development

As a means of expanding the skills of the existing talent pool, the Town of Danville should continue to partner with HCEDP and the Hendricks College Network to market and broker resources to business and residents. Catalyzing the advancement of existing and creation of new internship and apprenticeship programs is suggested, and the Danville Community School Corporation is already working on this target. Recently, the corporation hired a new high school Career Connection Coordinator to help facilitate these discussions and programs. Additionally, there has been increased general marketing of career opportunities and the associated



necessary steps to enter the workforce, which has been supported by a district-wide Communications Coordinator. Furthermore, Hendricks College Network and the Danville Community School Corporation are working to encourage development of new or enhanced education and training programs in addition to partnering with Area 31 Career Center (<http://area31careercenter.com/>) on

manufacturing, business, technology, communication, construction, health sciences, education, human services, public safety, and transportation. These efforts align with the State of Indiana's efforts, such as offering the Governor's Work Ethic Certificate which is designed to encourage students to meet the benchmarks that will assist them in their college or career goal.

Danville is uniquely positioned to engage businesses that have connections to pertinent services outlined in the new Workforce Innovation and Opportunity Act (WIOA). Veridus recommends that Danville build a stronger partnership with regional workforce players to provide work-based learning and career exploration experiences.

Action Item: Continue to develop public-private partnerships to support college and career counseling, training, and programs

Great things are happening in the Danville and Hendricks County region in regards to talent. Partners are working to connect economic development, workforce development, and education partners to address employers' needs in a variety of areas. If the community extends its workforce development initiative to identify the source of workforce issues and work collaboratively toward solutions, Danville can position itself as a leader in the region and state.

Currently, the Danville School Corporation and partners are pursuing significant grant dollars to support internship programs, counseling for workplace skills, and career development. It is especially promising that the school corporation is working to organize the Career Connections Coordinators across different schools systems (i.e. Plainfield, Brownsburg, Northwest, Mill Creek, and other Hendricks County schools) as a means to provide a wholistic approach and to encourage strong relationship building among staff, teachers, and businesses.



Goal: Talent Sustainability

Strong public-private talent partnerships have also focused on Danville graduate outreach. Communities are targeting talent to come back to their hometowns after graduating from higher education institutions. Cities and towns like Youngstown, Ohio; Buffalo, New York; and Cleveland, Ohio have focused resources on relationship-building with recent graduates and young professionals to showcase quality of life amenities and the quality and availability of job opportunities. Some communities are also finding ways to help incentivize relocation of alumni back to the community.

Action Item: Establish a Business Roundtable Advisory Group

Communities are increasingly assembling Business Advisory Groups to help tackle complex and challenging issues like workforce development. Typically, these groups connect economic development, workforce development, and education partners to address employers' needs in a variety of areas. The Danville Community School Corporation is working to establish a Business Advisory Group that would partner with business leaders and Town officials or staff to proactively address local and regional employers' needs and identify the training and education gaps in the Danville region. The Business Advisory Group would also work with local and regional programs, such as the Hendricks College Network, the Indiana Department of Workforce Development, Ivy Tech Community College, and others.

On a statewide level, Conexus Indiana (<https://conexusindiana.com/>) facilitates numerous business advisory groups focused on industry-recognized credentials, internships, veteran integration, and collegiate programs. Local communities throughout Indiana and the U.S. understand the critical partnership components for successful talent development and are creating business advisory groups on their own. The Danville Community School Corporation is working toward coordinating a similar effort, one in which leaders can help address human resource or federal regulatory conflicts with

internships due to age policies and restrictions. The sustainability of funding for impactful initiatives is also a topic to be considered and addressed by the advisory group.

Objective: Boost Talent Attraction Initiatives

Action Item: Create a "Talent Ready" dashboard

The Hendricks County Economic Development Partnership showcases a multitude of relevant data points that site selectors and company executives look for when considering relocation options. Using this platform, as well as HendricksJobs.com, as a springboard, the Town of Danville and partners like the Danville Community School Corporation can tailor metrics specific to Danville that can be used as another tool to recruit workers to the Danville region. The Talent Ready Dashboard is just one tactic that should be included in an overall Talent Attraction initiative. Some metrics could include:

- Educational attainment levels
- High school graduation rate
- Certificate holder statistics
- Labor force participation rate
- Soft Skills participation (e.g. Work Ethic Certificate)
- Real-time job opportunities, in conjunction with HendricksJobs.com

Other ideas for talent attraction include targeting skilled populations, such as veterans, Danville Community School Corporation alumni, and others.



Goal: Talent Sustainability

An example of a strong Talent Ready dashboard is showcased below by Talent 2025, a regional economic development organization based in western Michigan.



Source: Talent2025.org



Goal: Talent Sustainability

Action Item: Create a Talent Attraction Tour Initiative

One way communities in northeast Indiana and southwest Michigan are stepping-up the game of talent attraction is by creating a “Talent Attraction Tour” initiative. This personalized tour is led by guides, more like Ambassadors, particularly those who have relocated to the Danville area. While individual companies will provide information regarding the job and career opportunities, these ambassadors work with the candidates one-on-one. Ambassadors help explain the housing stock, showing them neighborhoods, schools, and amenities of interest. Support services for trailing spouses/partners can also be provided.

These tours provide new talent considering career options in Danville a perspective of what the area has to offer, as well as supporting the recruiting and attraction strategies of our local and regional businesses.

Case Studies: Talent Attraction Tours

Cornerstone Alliance's First Choice Program: Cornerstone Alliance is a non-profit, investor-governed economic development organization that focuses on increasing the tax base and adding vibrancy to the community through partnerships that promote job growth. Funding comes from public and private investors. Partners include Berrien County, Cornerstone Chamber of Commerce, Southwest Michigan Economic Growth Alliance, Southwest Michigan First and Michigan Economic Development Corporation.



<https://cstonealliance.org/talent-attraction-tours/>

Northeast Indiana Talent Attraction, Inc. started out in 2010 as an extension of Reece Properties to fill a need to provide relocation services beyond finding a home. As of 2017, it is now a nonprofit that focuses solely on providing talent attraction services to employers who do not have the time to do so themselves. They offer personalized recruitment tours that sell the community to potential employees, and offer support on various areas of concern, from buying a home to supporting spouses and finding relevant service providers. An ambassador program is in the works, one in which a potential employee would be paired with at Ft. Wayne transplant who can relate to their experience.

Funding comes from donations made by local companies and employers. Because the nonprofit is relatively new, with a newly restructured payment scheme from employers (from \$100/hour to employer donation to the nonprofit), there are few people on the payroll and funding overall appears to be minimal. The website lists a campaign to fund the search for an Executive Director and donations are being solicited for that. In the seven years since its beginning, the firm's services have resulted in more than \$4.5 million in yearly salaries.

NORTHEAST INDIANA
Talent Attraction, Inc.

<https://www.neintalent.org/>



To deliver a collaborative, effective, and transparent Town government

The significance of working together toward economic prosperity in Danville cannot be underestimated. Site selectors, company executives, and even visitors are indifferent to jurisdictional lines, but do care about what the community and its leaders have to offer. The Town of Danville leadership, particularly the Town Council, have an opportunity to channel the hometown values and pride shown Friday nights at football and basketball games, and come together to improve the economic outlook and employment prospects for everyone in the Danville area.

Objective: Develop a more collaborative Town Council

Action Item: Create a Council Member Handbook

Currently, Town Councilors are provided an internal four-page document on procedures covering items such as voting, submission of documents, discussion protocol, etc. However, based on feedback collected during focus groups, individual interviews, and an online survey, Town Councilors may benefit from a more comprehensive tool to help guide councilors on how to better engage with citizens, Town staff, and one another. The creation of a thorough Council Member Handbook will not only provide critical guidance for new and seasoned Councilors, but it also offers an additional layer of trust to the community at large, as the Handbook will be available to the public to view. Standards of conduct, limitations of powers, and accountability are all necessary for a healthy and forward-thinking Town Council to operate and help its community thrive. One example of an extensive Council Handbook is from Lacy, Washington. You can find the example here: [Lacy, Washington Council Manual](#).

Goal: High Performing Government

In addition, two great training programs for elected officials are highly recommended:



Newly Elected Officials Training by Accelerate Indiana Municipalities

This program is offered every four years to incoming city and town officials with workshops and a boot camp that is designed for new mayors, clerks-treasurers, and council members. See more on this opportunity here: <https://aimindiana.org/members/events/newly-elected-officials-training/>



**BALL STATE
UNIVERSITY**

Indiana Basic Economic Development Course, by Ball State University, Indiana Communities Institute

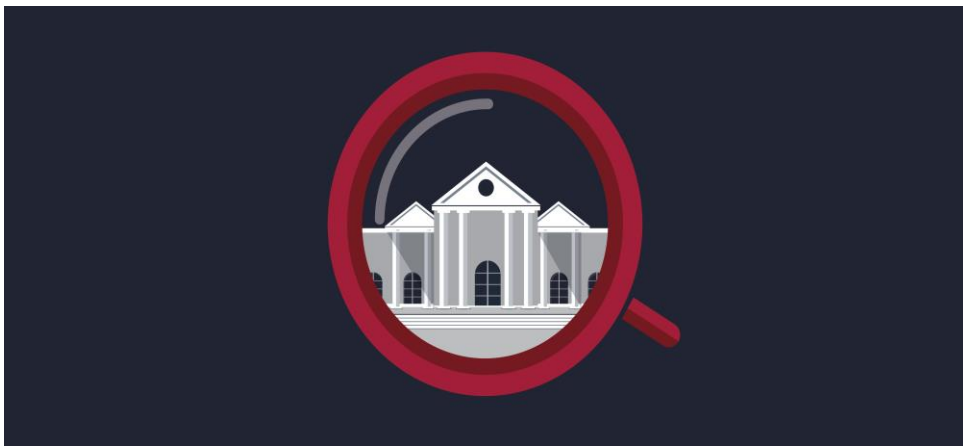
While mainly attended by economic developers, in recent years, other sectors have seen the value in participating in the Basic Economic Development Course. The training covers the basic concepts, methods, and strategies of economic, industrial, business, entrepreneurial, workforce, and community development –all of which is directly impacted by decisions made by the Town Council. It is strongly encouraged for new and seasoned members to attend. The Course is typically offered in January of each calendar year. For more information, see here: <https://cms.bsu.edu/about/administrativeoffices/community/state/ci/training/inecondevcourse>



Action Item: Increase transparency of Town Council decisions

In communities throughout the U.S., citizens are becoming more vocal about the need for increased transparency regarding how decisions are being made that impact the community. Danville residents are no different. In the online survey, focus groups, and stakeholder interviews, many cited a perception of deals being made that were not open and transparent to the public; and, therefore, the public was not given an opportunity to voice their opinion. To help reverse the public's perception on this issue, the Town has begun posting Town Council meetings online. As a means of continued transparency, Veridus recommends:

- Improving technological use and distribution of council meeting videos
- Training multiple staff to use technology assets
- Hiring a Community Information Officer to help distribute information
- Promoting the use of E-notify on the Town website



Goal: High Performing Government

Objective: Reinvigorate the Danville Redevelopment Commission

Action Item: Activate the Membership of the Danville Redevelopment Commission (RDC)

By Indiana statute, Town and city Redevelopment Commissions (RDCs) are formed to ensure redevelopment occurs in targeted areas that need reinvestment. RDCs are tasked with special initiatives, including the funding, execution, and strategic design of various redevelopment projects. Some RDCs are more active than others, and it is recommended that the Town of Danville activate the current members of the Danville RDC. While citizens have applied and been appointed to this Commission, the RDC has rarely met. With the completion of the Strategic Plan, the RDC has a new road map for targeting redevelopment throughout the Town of Danville.

Furthermore, workshops and training should be held for RDC members to help them understand their roles, responsibilities, tools for redevelopment, and procedures. There are experienced professionals who can provide these trainings, as well as successful regional case studies and peers the RDC members can call on for advice and assistance.

Notably, all training and workshops should occur collectively with both RDC members and the Danville Community School Board. The tools RDCs often utilize impact school districts, libraries, and the community overall, it is critical to hold up-front conversations with those groups. Open and candid discussions and collaboration will alleviate many challenges down the road when policies and projects are enacted.



Objective: Evaluate existing and additional funding sources

Action Item: *Evaluate existing and new appropriate uses for Host Fund, and update existing policies*

Since 1994, the Town of Danville has been fortunate to have the Host Revenue Fund to provide funds for a variety of items and initiatives. While the Host Fund was created in the spirit of supporting the Town's quality of life, the funds have been utilized across a wide variety of needs, mainly due to budgetary constraints within other areas of the Town's departments and general fund. For example:

- New sidewalk installations (from design to build)
- New fire station
- Purchase and remodel of current Town Hall
- Bond payments
- Salt barn, equipment, card reader fuel system, and paving projects for the Public Works Department
- GIS mapping and hosting service
- Blanton House purchase (a park rental facility for events)
- Annual funding for Downtown Danville Partnership
- Annual funding for Tree Advisory Committee
- Annual funding for 4th of July fireworks
- Annual funding for downtown square maintenance, sidewalk maintenance, building maintenance,
- Purchase of decorative planters, flowers (annually), and holiday decorations (periodically) etc. for the Town
- Design and build out of the town-owned fiber optic ring; annual fiber maintenance, fiber-related projects, etc.
- Wayfinding signage
- Matching funds for grants
- Car computers, tazers, body armor, body cameras, firing range upgrades for police dept
- Tornado sirens, turnout gear, dive gear, radios, repelling ropes, exhaust system for fire dept

Goal: High Performing Government

- Technology upgrades such as new phone system, surveillance cameras, software purchases, A/V recording system for Council
- Park improvements such as skate park, pool slide, HC restrooms, multi-purpose courts, paving, fitness center equipment, etc.
- Property nuisance abatement
- Discretionary fund--reserved for special projects, opportunities, and emergencies that come up during the year

Annually, revenue has ranged between \$600,000 and \$800,000. Contributions are also made to a Host Future Fund Savings Plan, which provides a portion of Host proceeds each year to generate interest proceeds once the Host Fund closes. However, the original ordinance provides a very broad description for how funds can be used. Therefore, it is imperative that the Town leadership update allocation parameters to explicitly focus on economic development and quality of life projects. This is crucial for the long-term viability and sustainability of the community. A full evaluation of existing and new appropriate uses of the Host Revenue Fund is strongly encouraged.

Action Item: *Coordinate support for implementing a Food and Beverage Tax*

The Town of Danville has previously pushed for the Indiana General Assembly to allow it a small allocation of the food and beverage tax, without success. Also, there are current discussions in the 2018 Session about allowing cities across Indiana to approve an additional 1-percent food and beverage tax. As a means to support this effort, the Town of Danville must increase targeted relationship development with state legislators and lobbyists, and engage business leaders and community 'ambassadors' with influence to help support this legislation. Other peer towns in Hendricks County are able to utilize these funds, thus enhancing the tools in their economic toolbox. Now is the opportunity for Danville to achieve this goal, too.



Action Item: Collaborate with the Town's financial advisors and RDC to identify the potential for establishing Tax Increment Financing areas

Previously, the Town of Danville established and closed two Tax Increment Financing (TIF) Districts to help fund projects within an economic development area. TIF is a tool utilized by cities and towns throughout Indiana and the U.S. to help reinvest in economically-challenged areas. When used properly, TIF can enhance the prosperity of the Town and catalyze redevelopment. But local governments and redevelopment commissions must use care when enacting such policies, as it can negatively impact parts of the community that are vital for growth, such as schools, libraries, and more. The Town of Danville's growth is at a crux where new funding streams need to be evaluated to mobilize development. Therefore, it is strongly recommended that Town leaders work with its financial advisors, RDC, and other professionals to identify the needs and feasibility of establishing and utilizing TIF. Any and all conversations should be held in partnership with the Danville Community School Board to ensure collaboration and transparency in the tool's utilization.

In regard to funding economic development projects, the Town of Danville has identified two Economic Development Target Areas, a designation in which a tax abatement can be given to a retail establishment in Indiana. (To view maps of the existing Target Areas, see **Appendix E**). These Target Areas have attracted successful projects and are models for future redevelopment. Another potential funding opportunity includes New Market Tax Credits, which leverages federal tax credits to attract private investment to distressed properties. A more thorough investigation of eligible properties is encouraged. A map of the proposed New Market Tax Credit area can be found on the HCEDP's website: <https://www.hcedp.org/search-sites-buildings/>.

Goal: High Performing Government

Objective: Engage Young Professionals

Action Item: Encourage a platform for economic, social, and cultural growth

Enlisting the help of the next generation is a necessary step toward long-term viability in Danville. After all, this Strategic Plan is not about the current generation, but those who are next-- youth and young professionals. Encouraging engagement to help form economic, social, and cultural growth is really a no-brainer, as it not only provides continuity through administration transitions to ease the loss of institutional knowledge, but it also empowers a prominent segment of Danville that spreads both the idea-generation and the implementation work across many shoulders to carry.

In collaboration with the Hendricks County Young Professionals, Leadership Hendricks County, the Greater Danville Chamber of Commerce, and others, the community must encourage engagement from youth and young professionals to enhance the town's long term health overall.



Goal: High Performing Government

Action Item: Foster the development of a Danville Youth Council

Danville leaders have a unique opportunity to support the civic and professional development of youth and young professionals. By establishing a Danville Youth Council, Town leaders are recognizing an opportunity help young citizens position themselves for the next phase of their career or civic duties in the community, expand their network, all while contributing their time and talent to advancing the mission and vision of the Town of Danville. In collaboration with Danville Community High School, the Rotary – Interactor program, the Aim Youth Councils Network (highlighted below), AWWA Education Committee – youth program, and Kiwanis Key Club, the newly formed Danville Youth Council will develop relationships to enhance access to peers, business leaders, and elected officials in Danville. It is critical for the Danville Youth Council to create instrumental partnerships and be viewed as leaders and voices in the boardroom, Council Chambers, and beyond.

Aim Youth Councils Network

Across the state, Hoosier students play an integral role in preparing our cities and towns for the future through local youth advisory councils. Through the program, AIM endeavors to increase the number of municipal leaders who run local councils and offer networking opportunities and leadership development for youth. For more information, see: <https://aimindiana.org/youth-councils-network>.

Action Matrix



		Time for Implementation: Immediate, Medium, Long		Champions & Partner Orgs	Potential Cost
Action Item					
Community and Neighborhood Development: To enhance the Town experience by improving infrastructure, quality of place amenities, and a range of housing options					
Objective: Improve physical and social connectivity between business, residences, schools, and institutions to downtown and throughout Danville					
Action Item	Implement 2010 Thoroughfare Plan for trail connectivity	Medium	Champion: Town Council; Partner Orgs: Danville Parks Department, Hendricks County Government, Hendricks County Parks and Rec,		TBD
Objective: Explore cultural, art, and entertainment opportunities for growth and attraction					
Action Item	Convene a focus group of students for growth and attraction	Immediate	Champion: Danville Community School Corp; Partner Orgs: Chamber of Commerce, Town of Danville, Hendricks College Network, Hendricks County Young Professionals		N/A
Objective: Improve access to a broad range of quality housing that is accessible, affordable, and appropriate for all levels of income					
Action Item	Establish a task force to address housing needs	Medium	Champion: Town of Danville; Partner Orgs: Chamber of Commerce, Hendricks County Health Partnership, Hendricks County Community Foundation, MIBOR, BAGI		TBD
Action Item	Preserve the historical character of Danville	Long	Champion: Town of Danville; Partner Orgs: Chamber of Commerce, Indiana Historic Preservation Review Board, Hendricks County Health Partnership, Hendricks County Community Foundation		Pilot Project: \$25,000
Objective: Evaluate options to alleviate traffic on U.S. 36					
Action Item	Establish a task force to identify needs and resource	Medium	Champion: Town of Danville; Partner Orgs: Chamber of Commerce		N/A
Objective: Market and expand fiber infrastructure and access for residents and businesses					
Action Item	Publicize information on fiber deployment to residents and businesses	Immediate	Champion: Town of Danville; Partner Orgs: Chamber of Commerce, HCEDP, Endeavor Communications		Minimal

Time for Implementation: Immediate, Med, Long				
Action Item		Long	Champions & Partner Orgs	Potential Cost

Economic Health and Prosperity: To advance a sustainable and vibrant economy supported by community values

Objective: Grow Regional Collaboration

Action Item	<i>Expand partnerships with regional organizations to market the community's assets</i>	Medium	Champion: Town of Danville; Partner Orgs: HCEDP, Chamber of Commerce, MPO, Visit Hendricks County, Indy Chamber	TBD
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Objective: Advance Business Attraction and Growth Initiatives

Action Item	<i>Develop re-use for strategic assets, including buildings and corridors</i>	Medium	Champion: Town of Danville; Partner Orgs: HCEDP, Chamber of Commerce	approximately \$20,000 - \$50,000
Action Item	<i>Develop research and marketing materials for prospective targets in partnership with local and regional economic development organizations</i>	Immediate	Champion: Town of Danville; Partner Orgs: HCEDP, Chamber of Commerce	approximately \$5,000 - \$10,000
Action Item	<i>Evaluate virtual speculative building options</i>	Medium	Champion: Town of Danville; Partner Orgs: HCEDP, Chamber of Commerce	Depending on the assets of the site, estimate minimum of \$25,000
Action Item	<i>Increase fiber utilization and marketing of the asset to residents and businesses</i>	Long	Champion: Town of Danville; Partner Orgs: HCEDP, Chamber of Commerce	TBD
Action Item	<i>Expand Business Retention and Expansion program with HCEDP</i>	Immediate	Champion: Town of Danville; Partner Orgs: HCEDP, Chamber of Commerce	Minimal
Action Item	<i>Advance and market entrepreneurship and small business development</i>	Medium	Champion: Town of Danville; Partner Orgs: Chamber of Commerce, HCEDP, Indy Chamber Business Ownership Initiative, ISBDC	Minimal

Action Item		Time for Implementation: Immediate, Med, and Long	Champions & Partner Orgs	Potential Cost
Talent Sustainability: To educate and skill-up the existing workforce while attracting quality workers for the Danville region				
Objective: Amplify Pipeline Development				
Action Item	<i>Targeted industry workforce development</i>	Long	Champion: Danville Community School Corp; Partner Orgs: Town of Danville, Hendricks College Network, HCEDP, Chamber of Commerce	Significant
Action Item	<i>Continue to develop public-private partnerships to support college and career counseling, training, and programs</i>	Long	Champion: Danville Community School Corp; Partner Orgs: Town of Danville, Hendricks College Network, HCEDP, Chamber of Commerce	TBD
Action Item	<i>Establish a Business Roundtable Advisory Group</i>	Medium	Champion: Danville Community School Corp; Partner Orgs: Town of Danville, Hendricks College Network, HCEDP, Chamber of Commerce	Minimal
Objective: Boost Talent Attraction Initiatives				
Action Item	<i>Create a "Talent Ready" dashboard</i>	Medium	Champion: Town of Danville; Partner Orgs: DCSC, HCEDP, Chamber of Commerce	Minimal
Action Item	<i>Create a Talent Attraction Tour initiative</i>	Long	Champion: Chamber of Commerce; Partner Orgs: Town of Danville, Realtors, HRH, business community	TBD

		Time for Implementation: Immediate, Med, or Long	Champion & Partner Orgs	Potential Cost
High Performing Government: To deliver a collaborative, effective, and transparent Town government				
Objective: Develop a more collaborative Town Council				
Action Item	<i>Creation of a Council Member Handbook</i>	Immediate	Champion: Town Council	N/A
Action Item	<i>Increase transparency of Town Council decisions</i>	Immediate	Champion: Town Council	TBD
Objective: Reinvigorate the Danville Redevelopment Commission				
Action Item	<i>Activate the membership of the Danville Redevelopment Commission (RDC)</i>	Medium	Champion: Town of Danville	Minimal
Objective: Evaluate existing and additional funding sources				
Action Item	<i>Evaluate existing and new appropriate uses for Host Fund, and update existing policies</i>	Medium	Champion: Town Council; Partner Orgs: Town of Danville staff, Chamber of Commerce	TBD
Action Item	<i>Coordinate support for implementing a Food and Beverage Tax</i>	Medium	Champion: Chamber of Commerce; Partner Orgs: Town of Danville, HCEDP	TBD
Action Item	<i>Collaborate with the Town's financial advisors and RDC to identify the potential for establishing Tax Increment Financing Areas</i>	Medium	Champion: Town Council; Partner Orgs: Town of Danville staff, Chamber of Commerce, HCEDP	TBD
Objective: Engage Young Professionals				
Action Item	<i>Encourage a platform for economic, social, and cultural growth</i>	Medium	Champion: Town Council; Partner Orgs: Town of Danville staff, Chamber of Commerce, Hendricks County Young Professionals, Leadership Hendricks County	N/A
Action Item	<i>Foster the development of a Danville Youth Council</i>	Immediate	Champion: DCSC; Partner Orgs: Town of Danville, Chamber of Commerce, Hendricks County Young Professionals, Rotary Interactor Program, Aim Youth Councils Network, Kiwanis Key Club, AWWA Education Committee -- Youth program	Minimal

Appendices



Appendix A: Survey Results



Survey

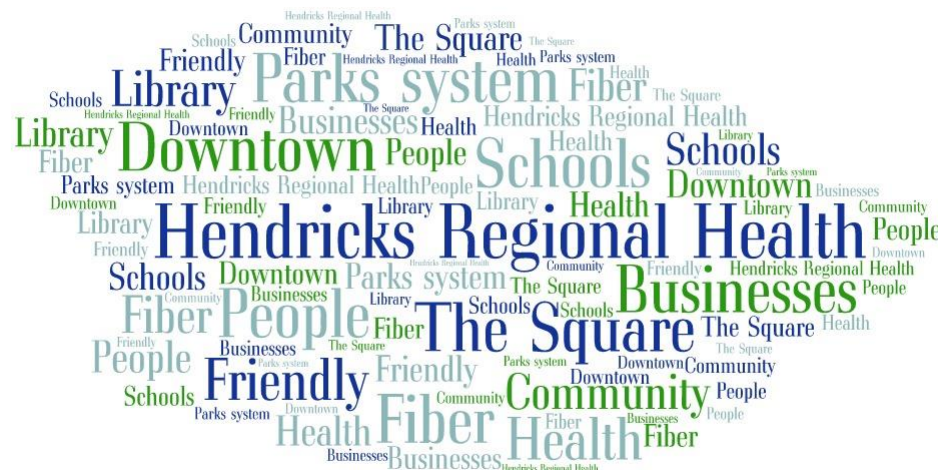
From November 13 through December 8, 2017, Veridus conducted a community-wide survey, both written and web-based, through which all Danville residents, workers, and visitors could express their confidential opinions on various components affecting the Town of Danville. It was important for the Project Team to engage a wide cross section of the community to understand the challenges that Danville faces from a variety of perspectives. To that end, the survey was made available to all Danville area residents, workers, and visitors, including business leaders, the Danville school corporation, various merchants, and community partners. Veridus collected information confidentially, meaning no comments were linked with specific names and no personal contact information was shared. The purpose of this broad stakeholder engagement was to identify Danville's strengths and challenges, as well as future opportunities across the region.

A total of 166 people participated in the survey, many of whom provided substantial and thoughtful responses to the 10 open-ended questions. The survey information was a tremendously beneficial source of information, and represents the deep commitment many residents feel for the Town. This information will be used to identify community preferences and potential opportunities for the Strategic Plan.

1. What is your vision for the future of the Town?



2. What are the town's greatest assets? Which are underutilized?



3a. What current initiatives are working?



Survey

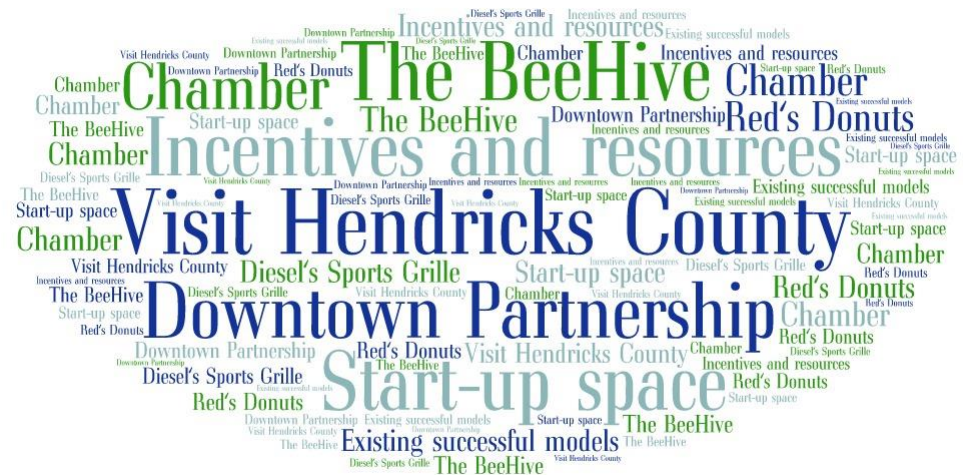
3b. Where are the gaps?



4. What opportunities are being missed to nurture existing enterprises?



5. How has the Town embraced entrepreneurship and innovation?

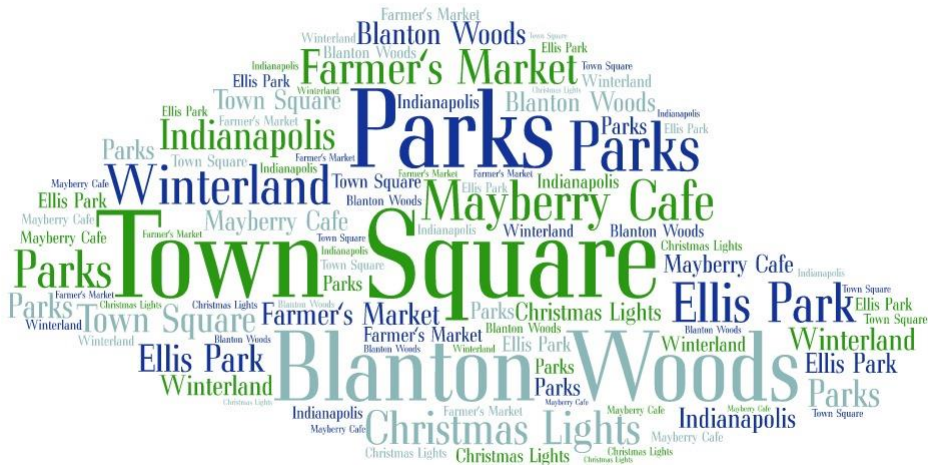


6. Do Town staff and public officials work collaboratively with each other and the community? Why or why not?



Survey

7. When friends and family come to visit from out of Town, what do you show them?



8. If you could change one thing, what would it be?



9. What are recent and future external trends and changes you think will have the greatest impact on economic development?



10. What are we not asking that is critical to know?

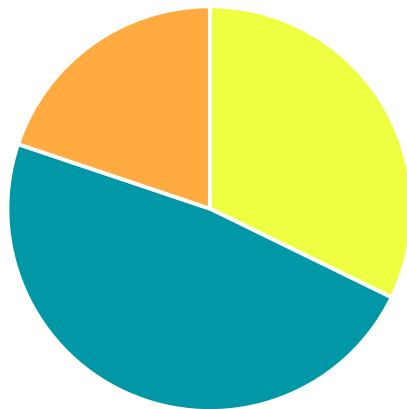


Appendix B: Open House



Open House – Board Voting and Responses

1. Which of the following efforts to grow the local Danville economy are most important to your career, family income, or business?



- Working with existing businesses to address their needs
- Attracting new business
- Preparing the next generation of the workforce to fill positions as older generations retire

2. Rank the goals you believe are the most important for the Town of Danville

Community and Neighborhood Development: To enhance the Town experience by improving infrastructure, quality of place amenities, and a range of housing options.

- 81 votes

Economic Health and Prosperity: To advance a sustainable and vibrant economy supported by community values.

- 66 votes

Talent Sustainability: To educate and skill-up the existing workforce while attracting quality workers to the Danville region.

- 55 votes

High-Performing Government: To deliver a collaborative, effective, and transparent Town government.

- 48 votes

Open House – Board Voting and Responses

Newspaper Headlines from the Future – Stakeholder Responses:

Downtown News

- Courthouse Becomes New County Museum
- New Jail and Courthouse Opens at East Campus
- Wait List for Apartments in Second Floor Historical Buildings
- Mayberry in the Midwest Festival, Largest Festival in the Midwest
- Historic District Retail Growth Explodes
- Downtown Buildings Renovated

Real Estate

- Brewhouse Celebrates 5th Anniversary
- No Apartment Living Availability
- New Mixed-Use Structure next to Hendricks Regional Hospital
- Mix of Market Rate and Affordable Housing
- Danville Boasts Most Independently-Owned and Operated Businesses in Hendricks County
- Home Ownership of Single Family Homes Expands
- Renovation and Restoration of Older Homes on the Increase
- New Bar and Grill Opens
- Tech Start-up to Locate in Historic Danville

Dining and Entertainment

- Starbucks Opens
- More Outdoor Dining Offered on the Square
- Royal Theater Offering More Movies and Live Entertainment
- New Restaurants on the Square
- New Wendy's Opens
- Diverse Dining Thrives on the Square
- Rooftop Bar Celebrates 8th Anniversary

- Restaurants: Unique and Locally Owned
- Chef Opening New Bistro in Historic Downtown Danville
- Local Danville Chef wins James Beard Award
- Wine Tastings in Danville
- New Fine Dining Establishment to Open

Recreation and Sports

- Sidewalks Connect Neighborhoods to Schools, Parks, and Area Shopping
- Indoor Basketball and Baseball Facility Hosts Tournament
- All Trails Connected
- Bicycle Trails Now Circle the City
- Pickleball Club Daily at the DAC
- Trails, Trails, Trails
- New Aquatic Center Opening Soon
- Trails Connecting East to West
- Sidewalks Now Connect Square to Blanton Woods
- Community Aquatic Center Celebrates 5th Year

Living

- Ridership Increases on Bus Line
- Porch Tours Return to Broadway Street
- New Housing Addition, Third Time This Year
- Safely Walk the Downtown at Night

Open House – Board Voting and Responses

Opinion

- New World-Renowned Chef Opens Popular Restaurant
- Danville Chatter Implodes
- Indy Lube Continues to Help People in the Community

Education

- Students Excelling in College Careers and Trades
- Danville Schools Developing Curriculum
- Students Achieve Recording Breaking Test Scores
- Danville Schools are all 5 Star Schools
- Danville School System Exceeds Avon
- Danville High Schools Gets Real Walls
- STEM Program Builds Excitement and Opportunity

Economy

- New Businesses in Danville
- Diverse Industry in Danville: Tech, Manufacturing, and Medical
- New Office Building to Consolidate Law Firms from Square
- Danville Claims Medical Mecca with New Services

Miscellaneous

- Parking Garage Brings More Businesses to Town Square
- New Sidewalks, Bike Lanes, and Trendy Restaurants
- New Local Bus Service Links Housing and Shopping Areas

Open House – Input Cards

What actions would you propose to accomplish the Strategic Plan goals?

Frequent Responses:

- Attracting new businesses
- Supporting current businesses
- Revitalizing homes/buildings and property around the Town square
- Improving infrastructure in Danville, primarily sidewalks, to connect the Town
- More open communication with residents about meetings via notices and advertisements.

Specific Proposed Actions:

- Asking companies what they need to succeed
- Encouraging density and mixed use development
- Implementing higher fees for distressed properties around Town
- Attracting a brew house
- Live streaming Town council meetings
- Benchmarking what Danville is doing and compare it with best practices in other Midwest towns in the Midwest
- Creating a park where the Danners store used to be.

How would you measure progress on these goals?

Respondents suggested the Town track:

- The number of companies spoken to (when surveying them for their needs),
- Density statistics
- Information on the types of transit people use (e.g. walk, bike, public transit, car, etc.)
- Town happiness/satisfaction
- Business turnover
- Business success rates (traffic, revenue) after 5 or 10 years
- Number of people with access to businesses, schools, shopping, markets and recreational spaces via pedestrian connectivity
- Number of new businesses with details on jobs created, including training level and pay rate for jobs
- Number of people not leaving Town on weekends.

Open House – Input Cards

Action	Metric
Provide safe and convenient ways for people to get around Town	Number of people with access to businesses, schools, shopping, markets and recreational spaces via pedestrian connectivity
Attract businesses with jobs that don't require degrees	Number of new businesses with details on jobs created, including training level and pay rate for jobs
Ask companies what they need	Number of companies spoken to
Encourage density and mixed use development	Pure density stats, commuting percentages (walk, bike, transit)
Add commerce to heavily recreational areas	Look at land-use map
Attract more new businesses to Danville (esp. along Old 36)	By seeing the results of the effort put forth...better government, better traffic control, new businesses coming to Town
More notices and advertisements to locals and nonresidents	Survey on Town happiness, or actual numbers of businesses or works
Updated streets and sidewalks in older neighborhoods	
Higher fees for distressed properties around Town	
Sustain current growth and keep town's roads up to date	Strategic plan for updating Town infrastructure in timely manner
Promote and support current businesses	Turnover of businesses
Revitalize homes and properties surrounding the square	Start a committee in connection with beautification committee
Continue to attract and support residents who will patronize Danville businesses	Rate of new businesses that survive after 5 or 10 years
Improve and maintain community amenities	Average salary of employees at Danville businesses
Update infrastructure to direct growth, but limit strip malls; add green space	Number of new young families and new businesses coming in
Update schools and rec facilities, plan business district growth area and connect for pedestrians	Number of people with access to businesses, schools, shopping, markets and recreational spaces via pedestrian connectivity
Encourage small businesses to start or grow	Number of new businesses
More community events with better advertisement of events	
Be more welcoming of new business ventures, reduce "red tape" and support what's already here	Number of people not leaving Town on weekends
Bring a brew house	
More classes/workshops about entrepreneurship and businesses, or event planning	
Publish agenda and meeting minutes in timely fashion, using Facebook, website and ensuring it's done in advance of the meeting	
Support existing businesses that want to grow but are limited by ordinances etc.	
Live stream Town council meetings	
Bring in businesses that keep vibrant, "Mayberry" feel of Town	Survey residents to determine if changes are impacting the look/feel of Danville
Benchmark what Danville wants to do against other Midwest towns	Create a community benchmarking report; get input from residents after sharing
Good Town policies to bring in quality businesses (i.e. not another dollar store)	
Promote sustainability	Quality of products being recycled; number of community gardens
Create park where old Danners store used to be	
Communicate more	

Open House – Individual Responses

What do you like most about living and/or working in Danville?

Respondents overwhelmingly cited that they like the small-town feel of Danville. Common words to describe Danville include small, safe, peaceful, quiet, open, rural, walkable, historic, and charming. Respondents also cited Danville's good values, great parks, festivals, and concerts on the Town square, Town pride, friendly residents willing to help each other out, and the perception of a quiet, rural community that offers citizens access to amenities in Indianapolis.

What do you like least about living and/or working in Danville?

Respondents cited multiple areas of concern. First, they most commonly cited walkability and connectivity issues, such as lack of sidewalks, poorly maintained sidewalks, lack of bike trails to connect Town and parks, and lack of affordable public transit. Second, they cited a lack of amenities and activities (e.g. restaurants, entertainment, etc.), especially for teenagers and young adults, and said that they need to go to places like Indianapolis for those needs.

Respondents cited a desire specifically for more restaurants but they were divided on whether they wanted fast-food chains versus locally-owned sit-down restaurants, and some respondents cited wanting something in-between like Panera and Chipotle. Third, they voiced concerns about traffic, primarily along Main Street and 36. However, one person said there was not enough traffic in winter months that frequented the shops. Fourth, respondents also mentioned poor infrastructure, from potholes to roads and sidewalks that do not get fixed quickly. Fifth, a handful of people cited concerns over the high school's infrastructure, citing its "fake walls."

Other less common concerns included:

- Difficulty learning about news and events in Town
- A desire for more support for small businesses and families in schools
- The lack of job opportunities (e.g. professional and clerical jobs)
- The influx of low-income housing and high rate of free and reduced lunches
- A need for amenities for visitors staying overnight
- The request for more wayfinding signage
- A lack of diversity in Danville, both cultural and diversity of thought
- Litter

Finally, multiple people cited that they disliked town gossip and small-town politics.

Open House – Individual Responses

Who are the three most influential people in the community?

In general, respondents cited teachers, police officers, firefighters, local officials, school board members, and the Town Council as being influential members of the community. They also mentioned pastors, community leaders, and business owners.

Specifically, the most cited person was Mike Neilson with an overwhelming majority. Others commonly mentioned were: Lee Comer, Marcia Lynch, Gary Eakin, Dr. Tracy Shafer, Dennis Wynn, and Jon McDugle.

If you had a magic wand and could change one thing about Danville, what would it be?

Respondents were primarily interested in fixing the traffic congestion, either rerouting it or expanding the lanes of the major roadways, along with more general wishes for road, sidewalk, and home updates. They would also like to bring in more businesses, such as new restaurants or a brewhouse to grab a drink, and anything that allows families to enjoy indoor activities or gives teenagers something to do. One person mentioned Indianapolis' Broad Ripple neighborhood as an example. Included in this desire for a more vibrant downtown, respondents wanted to see local businesses along the square, potentially replacing office buildings and bail bondsmen offices.

Respondents were also interested in having more parking downtown, more Wi-Fi in businesses and in rural areas, and one person said the Gary Eakin Community Park needed playground equipment that accommodates special needs. Finally, residents are interested in Danville being more open to out-of-the-box thinking, and being more open-minded and forward thinking in general.

A few people said they wanted to stop growth, but most of those who wrote about growth cited a desire for controlled and sustainable growth.

How can we facilitate stronger, more inclusive collaboration within our community?

Most respondents wanted more open and transparent communication between their local government and the citizens. They didn't feel like meetings or input sessions were well advertised and suggested using more social media more efficiently and putting out quarterly newsletters (Plainfield was cited as an example).

Residents also wished that input was gathered from more diverse sources, and not just long-time residents. One person suggested holding public meetings in the park. Many respondents enjoyed attending the open house held as part of this Strategic Plan. They said they would also enjoy more opportunities to express their opinions again in the future.

Other respondents wanted to see more inclusion and connectivity between businesses and residents, particularly between businesses owners and students.

Open House – Individual Responses

What can we do to embrace a more holistic approach to economic development?

Respondents cited needing more connections between regional businesses in neighboring towns/counties. They expressed a desire for Danville to more fully develop an identity or brand to better guide economic development, specifically what kind of businesses they want. With that, they also said the Town needs to figure out its unique fit within the region. Respondents also wanted to see the green and historic spaces preserved and used to promote Danville.

Citizen input, others said, would be key to a more holistic approach. Some respondents also wanted to see fewer tax subsidies for businesses.

How are we maximizing the existing assets in our community?

Many respondents believe that Danville's key assets are its Town square and parks, and believe that it is being utilized well, from festivals, concerts, fairs, farmer's markets, and events like Christmas on the Square. Despite this, some respondents thought there was room for improvement, specifically by increasing park and downtown connectivity via sidewalks and bike trails. They also believed that the parks department and the Downtown Danville Partnership were assets being utilized well.

Respondents also suggested ways in which assets could be better used, primarily by repurposing buildings rather than building new ones and using vacant second story floor space in some of the old buildings around the square.

How do our businesses and residents describe our community to a stranger on a plane?

Respondents primarily wrote that they'd describe Danville to others as a small town with friendly, hardworking and close-knit people. They also used words like quiet, conservative, safe, magical, charming, quaint, best quality of life, historic feel, homey, great place to raise a family, and home.

A few respondents used words like old fashioned, boring place to visit (but nice place to live), out-of-date, old school, and corn fields.

Open House – Individual Responses

How well are we transforming into a more global, technologically dynamic community?

Most people said, “Not very well,” thinking that Danville was behind nearby communities, but some people also thought Danville was doing well and starting to catch up (e.g., via fiber optic lines). For those who don’t think Danville is doing a good job transforming, they cited reasons like not attracting other businesses to the area, having outdated technology like poor quality websites that wouldn’t appeal to outside tourists, potential residents or potential businesses. A smaller amount of people didn’t want Danville to be more global, wanting it to stay small and avoid growth.

Do you feel the goals and objectives included in the Strategic Plan address your concerns regarding development and redevelopment in Danville and the vitality of the local business community? If not, what are your recommendations?

Respondents overwhelmingly said yes; however, one person said no, citing concerns over growth. Specifically, the person who responded “no,” thought there were plenty of housing options already at different income levels, but that there was a lack of a vital art community, presumably hoping funding would instead be directed towards the arts.

Even though most people responded, “yes,” they cited concerns about having more apartment complexes “squeezed” in, especially if they aren’t going to alleviate the problem of providing more affordable housing. Some also mentioned that it was important to attract students back after they finish their secondary or post-secondary education. Lastly, residents said they hoped the Strategic Plan would help the Town create and market its unique identity.

Appendix C: Economic Analysis



Introduction

This Economic Analysis evaluates key features and trends of the Danville area, as *defined by the 46122 zip code*, including employment by industry and occupations. Its purpose is to inform the Danville Strategic Plan by providing an understanding of the current state of the Danville area's (46122) base industries and labor markets, how they have evolved over the last five (5) years, and how they are positioned for future growth. The project team assessed the Danville area's (46122) largest employment sectors, past industry growth, projected future growth, industry concentration, and competitiveness with respect to national trends. Data was analyzed at the NAICS 2-digit and 4-digit levels in order to provide an accurate assessment of both the broad industry sectors and their specific commercial activities for accurate economic development planning. Additionally, occupational data was analyzed at the 2-digit and 6-digit SOC Code level to identify trends, including the size and average wages of the largest occupations, their past growth and projected growth for the future, and the education and training needed for the top occupations in the Danville area (46122).

Notes on Data Analysis

Unless otherwise noted, all data and statistics used in this report are from 2015 and 2016 (latest available data) and are sourced from the U.S. Census Bureau and the Bureau of Labor Statistics, including data derived from Economic Modeling Specialists, Inc. (Emsi) version 2017.3.

It is noted that precise data on industries, population, and employment is not available for any region smaller than a county (or, in some cases, a state). For this reason, all employment, industry, and occupation data are based on models that attempt to fill in gaps for unavailable data. All data should be treated as estimates meant to provide indications of general proportions and trends that can provide a guide for strategic planning.

Additionally, while this report contains data from publicly available and proprietary datasets, it is important to validate growth projections and substantiate talent challenges by following up with regional employers to gain real-time information. Often, government data may underestimate the true magnitude of real-time hiring needs since changes in the private sector can occur more rapidly than public sector data can track. Veridus recommends Danville conduct employer outreach to ask for industry and occupation-specific hiring projections and the reasons behind those projections (i.e. turnover, retirement, new job creation, etc.)

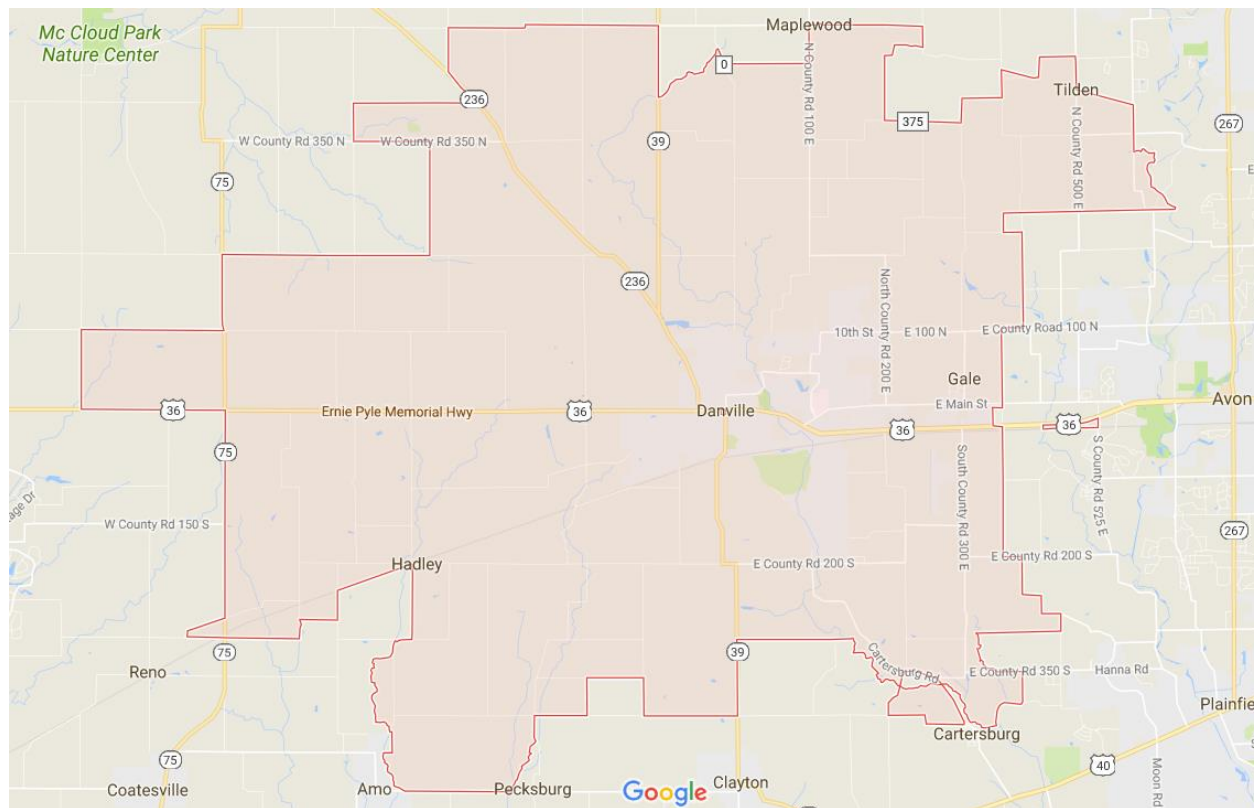


Introduction

Region of Analysis

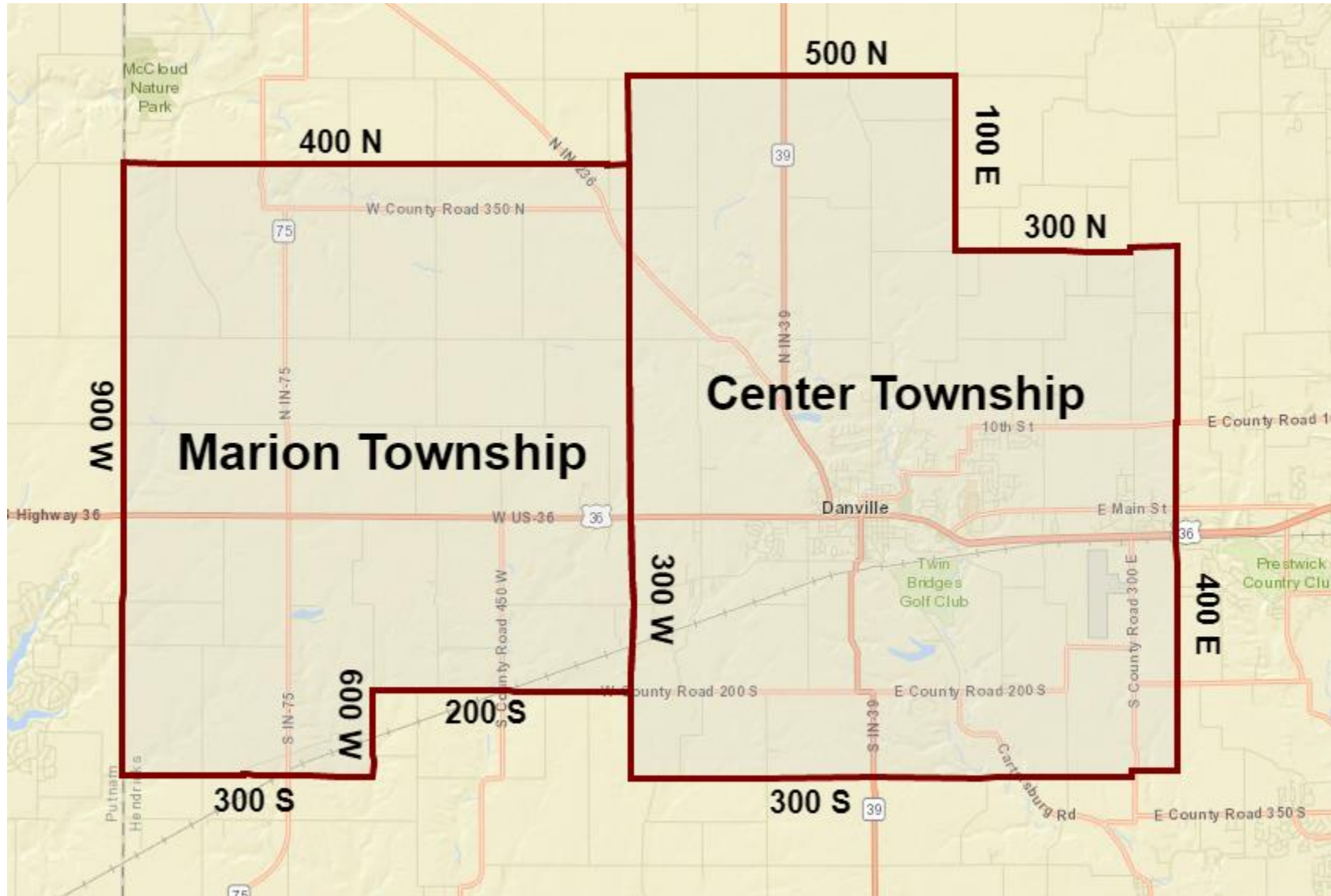
The region analyzed in this report comprises the 46122 Zip Code Tabulation Area (ZCTA), which includes the Town of Danville and surrounding areas, and was chosen due to the zip code being the smallest region of analysis made available by the U.S. Census Bureau and Emsi. In this report, the term “Danville area” will be used to refer to the 46122 ZCTA.

Additionally, U.S. Postal Service Zip Codes are not descriptive of a specific geographic area, but instead describe collections of mail delivery routes based on individual addresses. Census blocks overlap with mail routes imperfectly, therefore, a ZCTA is created by the U.S. Census Bureau to reflect generalized representations of zip code coverage, but do not reflect a well-defined geographic boundary. For context, the map below shows the U.S. Postal Service delivery area for the 46122 zip code.



Introduction

To provide context, we have included the Danville Community School District map for your review.



Key Findings and Recommendations

Based on our analysis, the following conclusions must be considered by the Town of Danville:

- Population strengths are centered by people in their 30s, 40s, and 50s, and strategies to retain and attract younger populations is recommended
- Strong opportunities exist to increase educational attainment levels and skills with residents over the age of 25 without a Bachelors degree
- A focus on the area's industry strengths within the General Medical and Surgical Hospitals sector while looking at diversification and innovation strategies in other emerging industries, such as Office Administrative Services, is encouraged
- Commuters in the Health Care and Social Assistance, Production Occupations, and Office and Administrative Support Occupations all provide opportunities for increased talent attraction efforts

Talent

Like many communities throughout the U.S., the age of the Danville area workforce is advancing, and the impending retirement of the Baby Boomer generation will certainly present talent shortages. Therefore, Danville should proactively develop talent composition strategies to prevent negative impacts to the region's labor pool. Recommendations include:

- Evaluate retirement projections by industry and occupation
- Develop and/or broker initiatives on succession planning and knowledge transfer for Danville area businesses
- Enhance existing and develop new strategies to draw graduates and other adults re-entering the labor force to stay in the Danville area

Key Findings and Recommendations

Health Care Cluster

This analysis illustrates the backbone of the Danville area economy belonging to the healthcare industries and occupations, which is similar to other communities as lifespans increase and the Baby Boomers retire, placing increased demand upon the healthcare system. Some key occupations are low-wage, low-skill occupations, and while economic and talent initiatives should not solely focus on growing these jobs, the occupations are still critical as the entryway into healthcare career pathways. Recommendations include:

- Additional research to understand factors driving job losses in the Registered Nurses occupation
- Assessment of skills and work-readiness of the population/labor force
- Collaboration with local training organizations and employers such as Ivy Tech Community College, Hendricks College Network, Hendricks Regional Health, and IU Health West, to develop stacked and latticed career pathways in Health Care and Nursing
- Develop a strategy for growing jobs at the higher-end of the career pathways
- Marketing the availability of talent training programs to support skill advancement

Entrepreneurs and Innovation

Critical for any community seeking economic prosperity and sustainability is the presence and propagation of entrepreneurs and innovation. The Danville area has a few significant entrepreneurs, especially in the retail and restaurant industries, but wages are relatively low and the region's capacity is not amplifying and maximizing its human capital to spur advanced innovation. As a means to support growing entrepreneurship and innovation, recommendations include:

- Inventory and perform a needs assessment on the types of existing and aspiring entrepreneurs in the Danville area and Hendricks County
- Catalog existing programs, initiatives, policies, and infrastructure to support different kinds of entrepreneurs
- Identify opportunities to link local entrepreneurs with resources, such as mentors, market research, funding, and research or technology institutions, etc.

Demographics

The Demographic Analysis provides insight into the people living in the Danville area (46122), looking specifically at traits relevant to the local economy, such as population size, age, race, education, and household data. Understanding these traits helps identify the Town's strengths and challenges, providing foundational direction for the recommended strategies in the Strategic Plan.

All demographic data, unless otherwise noted is from the U.S. Census Bureau, is updated monthly through the American Community Survey, which is compiled from surveys sent out to U.S. households on a monthly basis.

Age Facts



Danville should focus on residents who are 20 to 29 years old.

While they represent a small share of Danville's population compared to the County and State, the labor force participation is much higher. This suggests that Danville's 20-something population leaves Danville, possibly in pursuit of higher education or career opportunities. However, those in their 20s who stay are generally working or actively seeking work.



Looking ahead:

If trends continue, a large portion of the 10 to 19 year olds will leave Danville once they reach adulthood.



People in their 30's, 40's, and 50's make up a significant portion of Danville's population.

They also had higher labor force participation rates than the County and the State. These groups are important to the local economy because they have higher income, households, and disposable income to spend. They generally are homeowners with families, so they are less likely to move and are more invested and engaged in the success of the community.

While people in their 20s tend to leave Danville, the population is re-stabilized with people in their 30s with higher education, work experience, and an inclination to stay in the community.

Demographics

Danville adult residents are predominantly homeowners and the head of household is between the ages of:



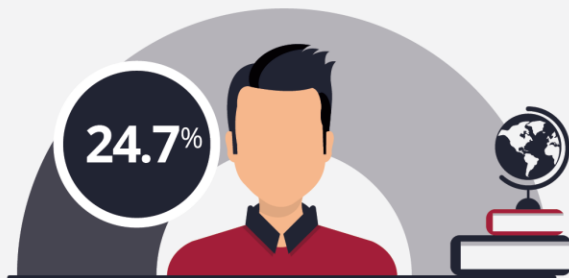
63.2%

Nearly two-thirds of these households have no children under 18 years old.

The data suggests that most homeowners are empty-nesters with more stability, free time, and disposable income than younger cohorts.

Demographics

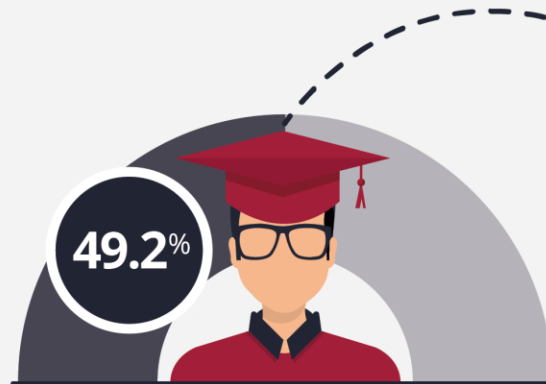
Age Data



of the Danville area population 25 years and over had completed some college, but held no degree.

This is an important part of the population to look at, because it means that nearly one fourth of the population over the age of 25 was either in the process of obtaining a degree, or started on that process and stopped.

The data indicates an opportunity for skills and educational enhancement. Fusing this data point with median earning data, it signifies that a large group of adults could increase their earning potential if the resources and guidance were available and utilized to complete their Bachelor's degree.



Almost half of Danville residents 35 to 44 years old had attained a Bachelor's degree or higher, which leads both Hendricks County and the State.

Combined with the lower percentage of 20 to 29 year olds, the data indicates people are leaving Danville in their 20's for educational or work purposes, then returning or discovering Danville in their 30's after completing higher education.



Danville must continue to encourage residents 35 to 44 years old with higher educational attainment, as it aligns with the community's family-friendly environment.

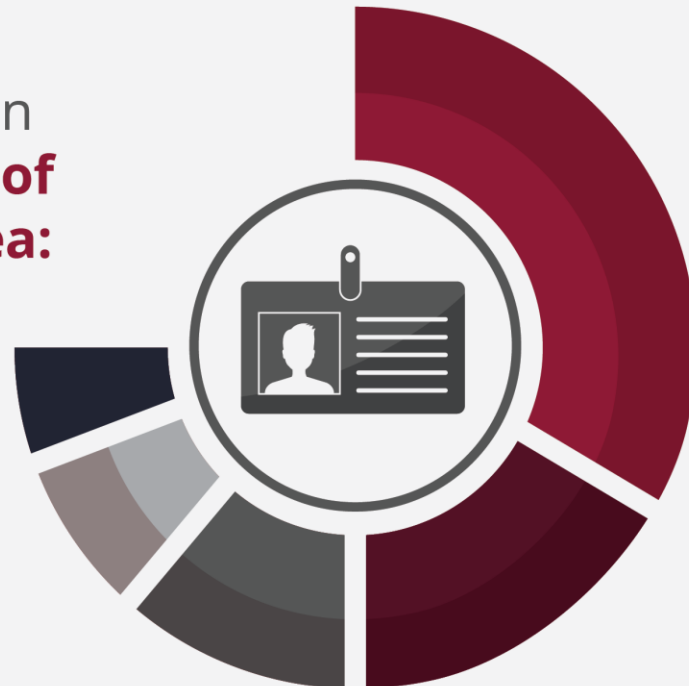
Danville has an opportunity to encourage residents over the age of 25 who have not completed their Bachelor's degree to help them obtain it. This can boost the median income levels. Partners like the Hendricks College Network, can be a vital resource.

Industry Analysis

The industry analysis examines what types of businesses are most prominent and most successful in the Danville area (46122) economy. By examining job growth trends and comparing job concentration against the national economy, this analysis provides an understanding of which businesses are critical to the continued vitality of the Danville area (46122) economy.

All industry data, unless otherwise noted, is derived from Emsi (<http://www.economicmodeling.com/>).

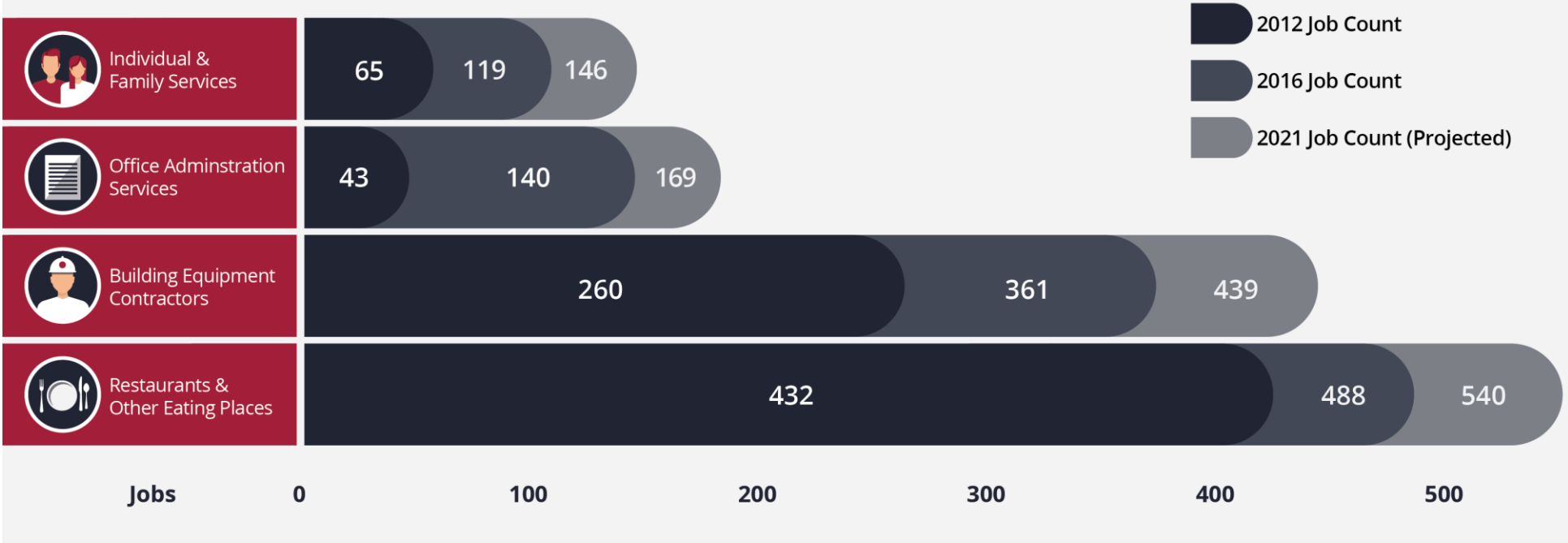
The largest industry sectors, when combined made up **roughly 75% of employment in the Danville area:**



Industry Analysis

Job Growth, Past (2012-2016) and Projected (2021)

In the period from 2012 through 2016, the Danville area saw net job growth of **499 jobs**, an **8.1% increase** from **6,183 jobs** in 2012 to **6,682 jobs** in 2016.



The Competitive Effect

The competitive effect shows growth that can be attributed to unique factors in the regional economy.



Office Admin Services
added 90 out of 96 jobs based
on local economic factors



Building Equipment Contractors
had a competitive effect of 56 jobs,
out of 100 total jobs added.

**Other Industry Groups
with high competitive effects**



Individual & Family Services
(23 out of 53 jobs added)



Architectural & Engineering
(22 out of 25 jobs added)



Crop Production
(21 out of 25 jobs added)



High competitive effects in industry groups that had high growth provides evidence that these industries experienced growth as a result of unique factors in the local economy. However, factors in the local economy are also likely linked to job losses in General Medical and Surgical Hospitals.

Industry Analysis

Industry Concentration

Location Quotient is a number that indicates how concentrated an industry is in the local economy compared to its concentration in the national economy. It provides a sense of how important (in terms of jobs) and industry is in the local economy by comparing it to how important that same industry is in the US economy. Looking at location quotient in the context of the industry groups that make up the largest employers or have the highest growth provides insight into which industries are critical to the economy.



Building Equipment Contractors
High employment and high job growth.



Office Administration Services
High job growth and relatively high employment.



General Medical & Surgical Hospitals
provided over a quarter of all jobs (26.3%) in the Danville area.
Comprises a much larger share of the Danville economy than the national economy.



However, because this industry group saw large negative growth from 2012 to 2016, its high location quotient suggests looking at diversification strategies.

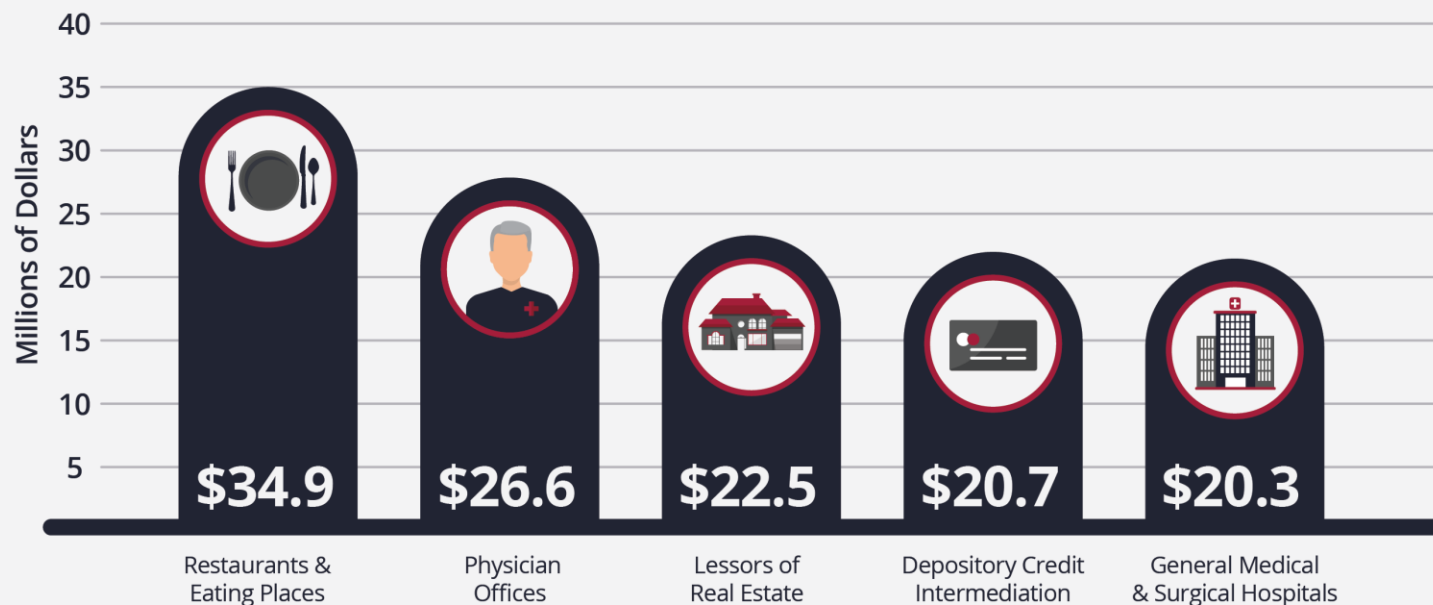
Location quotient:	3.77	6.48	7.93
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Industry Analysis

The following figures show which Industry Groups located outside of the Danville area represented the largest sales to consumers, industries, and governmental agencies located in the Danville area (46122). These numbers are modeled on general economic trends and are meant to provide a sense of proportion, rather than account for every dollar spent.

Imports

Restaurants & Other Eating Places had **\$34,991,151** worth of demand met by imports in 2016, suggesting that Danville area businesses and residents, collectively, spent the most at Restaurants and Other Eating Places located outside of the Danville area.

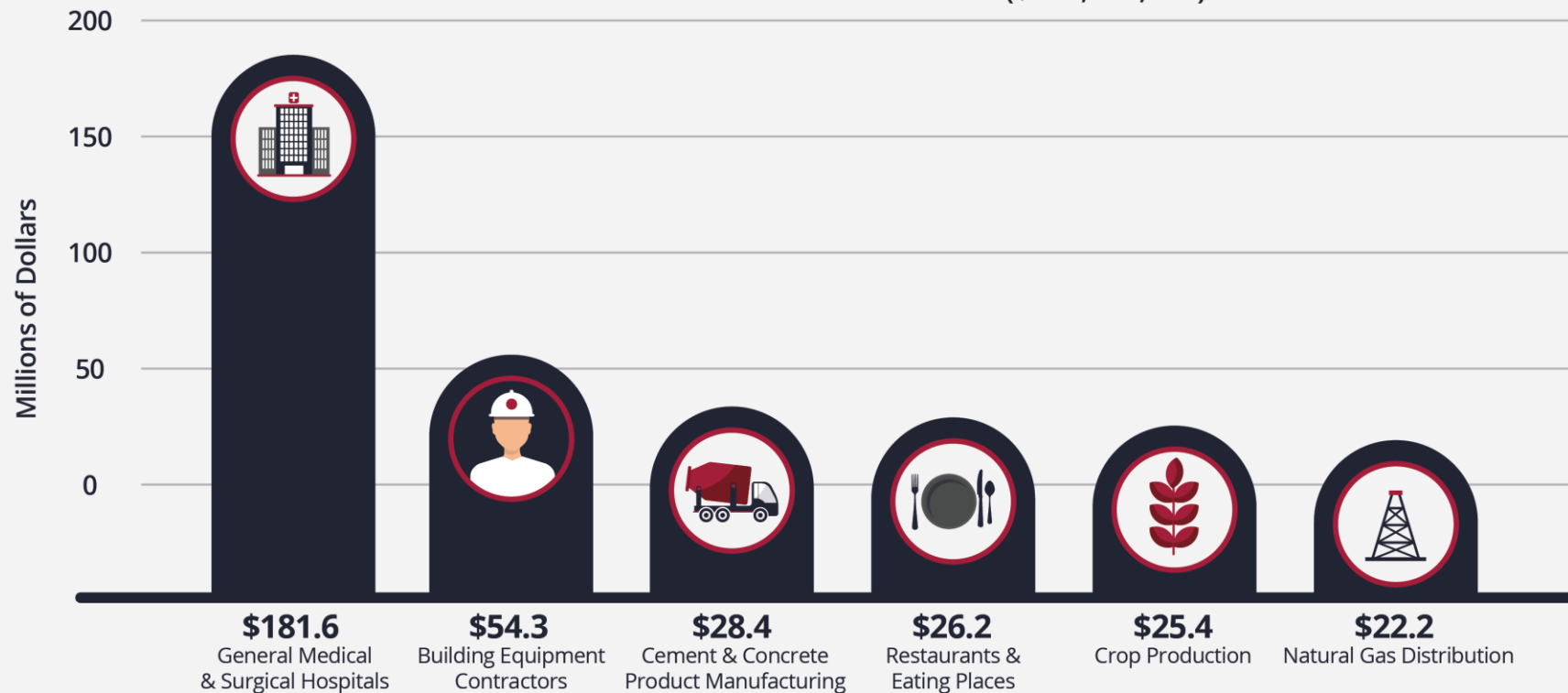


Industry Analysis

The following figures show which Industry Groups in the Danville area (46122) provides the largest amount of sales to consumers, industries, and governmental entities located outside of the Danville area. These numbers are modeled on general economic terms and are meant to provide a sense of proportion, rather than to account for every dollar spent.

Exports

General Medical & Surgical Hospitals had the largest exported sales out of the Danville area in 2016 (\$181,651,634).



Industry Analysis

Share of Gross Regional Product

Gross Regional Product (GRP) shows the value added of an industry to the local economy. It is another way of determining which industries are most important to a local economy.

In 2016, the Danville area had a total
GRP of \$441,690,279

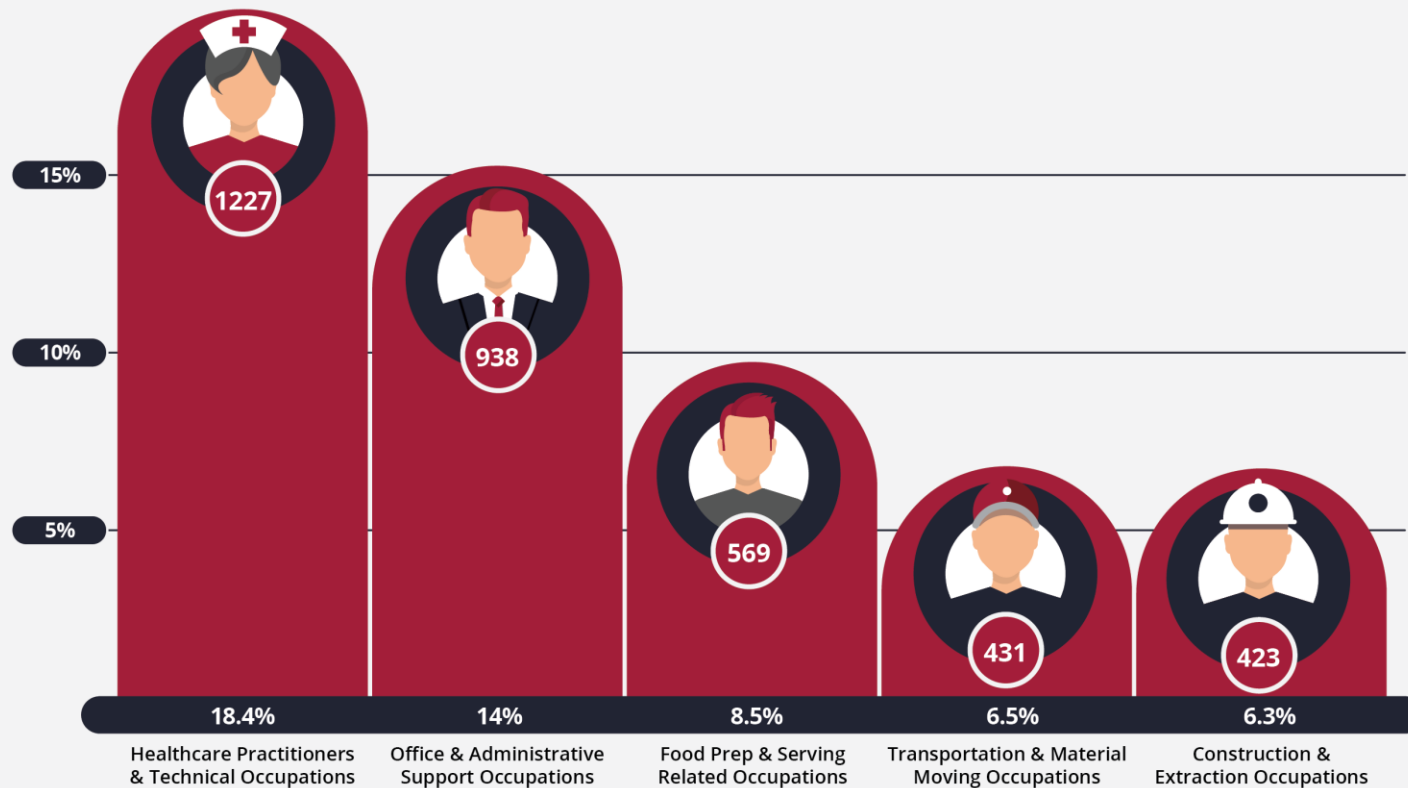
The industry sectors that made up the highest share of GRP were:

- Health Care & Social Assistance (31.5%)
- Government (11.6%)
- Construction (10.4%)
- Retail Trade (9.5%)



Employment by Occupation

There were **6,682 jobs** in the Danville area in 2016.



Workforce

The major occupation groups with greatest job growth in the Danville area from 2012 through 2016 were:

- **Office and Administrative Support**
- **Personal Care and Services**
- **Construction and Extraction**
- **Sales and Related**

The major occupation group with the greatest negative growth was **Healthcare Practitioners and Technical**, which saw a reduction of 83 jobs (-6.3%). The majority of this reduction was due to a reduction of Registered Nurses by 55 jobs (-9.0%).

Going deeper, the detailed occupations with the largest job growth were:

- **Personal Care Aides** (65 jobs added)
- **Customer Service Representatives** (43 jobs added)
- **Electricians** (40 jobs added)
- **Combined Food Preparation and Serving Workers, Including Fast Food** (23 jobs added)
- **Shipping, Receiving, and Traffic Clerks** (22 jobs added)
- **Home Health Aides** (20 jobs added)

Major Occupation Groups by Job Growth (2012-2016)

Using 2-digit Standard Occupation Classification (SOC) codes for the Danville Zip Code Tabulation Area (46122).

SOC	Major Occupation Group	2012 Jobs	2016 Jobs	Job Growth 2012-16	% Growth 2012-16
43-0000	Office and Administrative Support	809	938	129	15.9%
39-0000	Personal Care and Service	147	225	78	53.1%
47-0000	Construction and Extraction	350	423	73	20.9%
41-0000	Sales and Related	340	391	51	15.0%
11-0000	Management	368	416	48	13.0%
53-0000	Transportation and Material Moving	383	431	48	12.5%
35-0000	Food Preparation and Serving Related	523	569	46	8.8%
13-0000	Business and Financial Operations	216	245	29	13.4%
15-0000	Computer and Mathematical	84	106	22	26.2%
51-0000	Production	147	165	18	12.2%
49-0000	Installation, Maintenance, and Repair	187	204	17	9.1%
45-0000	Farming, Fishing, and Forestry	47	60	13	27.7%
17-0000	Architecture and Engineering	56	69	13	23.2%
37-0000	Building and Grounds Cleaning and Maintenance	150	158	8	5.3%
27-0000	Arts, Design, Entertainment, Sports, and Media	51	58	7	13.7%
55-0000	Military	72	75	3	4.2%
25-0000	Education, Training, and Library	196	198	2	1.0%
31-0000	Healthcare Support Occupations	303	305	2	0.7%
19-0000	Life, Physical, and Social Science Occupations	37	37	0	0.0%
99-0000	Unclassified Occupation	0	0	0	0.0%
33-0000	Protective Service	159	156	(3)	(1.9%)
21-0000	Community and Social Service	134	125	(9)	(6.7%)
23-0000	Legal	114	100	(14)	(12.3%)
29-0000	Healthcare Practitioners and Technical	1,310	1,227	(83)	(6.3%)
TOTAL		6,183	6,682		

Source: EMSI 2017.3

Workforce

Average Hourly Wages

The largest major occupation groups varied in terms of average hourly earnings:



\$26.72

was the average hourly earnings for the total population in the Danville area in 2015.

Food Preparation & Serving Occupations



\$9.87

Transportation & Material Moving Occupations



\$15.58

Office & Administrative Support Occupations



\$15.88

Construction & Extraction Occupations



\$21.28

Healthcare Practitioners & Technical Occupations



\$33.40

Hourly Rate (\$)

5

10

15

20

25

30

35

Workforce

For the top 15 occupations in the Danville area, only a few required a college degree, including Registered Nurses, Physicians and Surgeons, and General and Operations Managers,

Most of the top occupations required a High School diploma or had no formal education requirement. Electricians were the highest paid of those requiring only a high school diploma (\$24.30 average hourly earnings).

Education and Work Experience (2016)

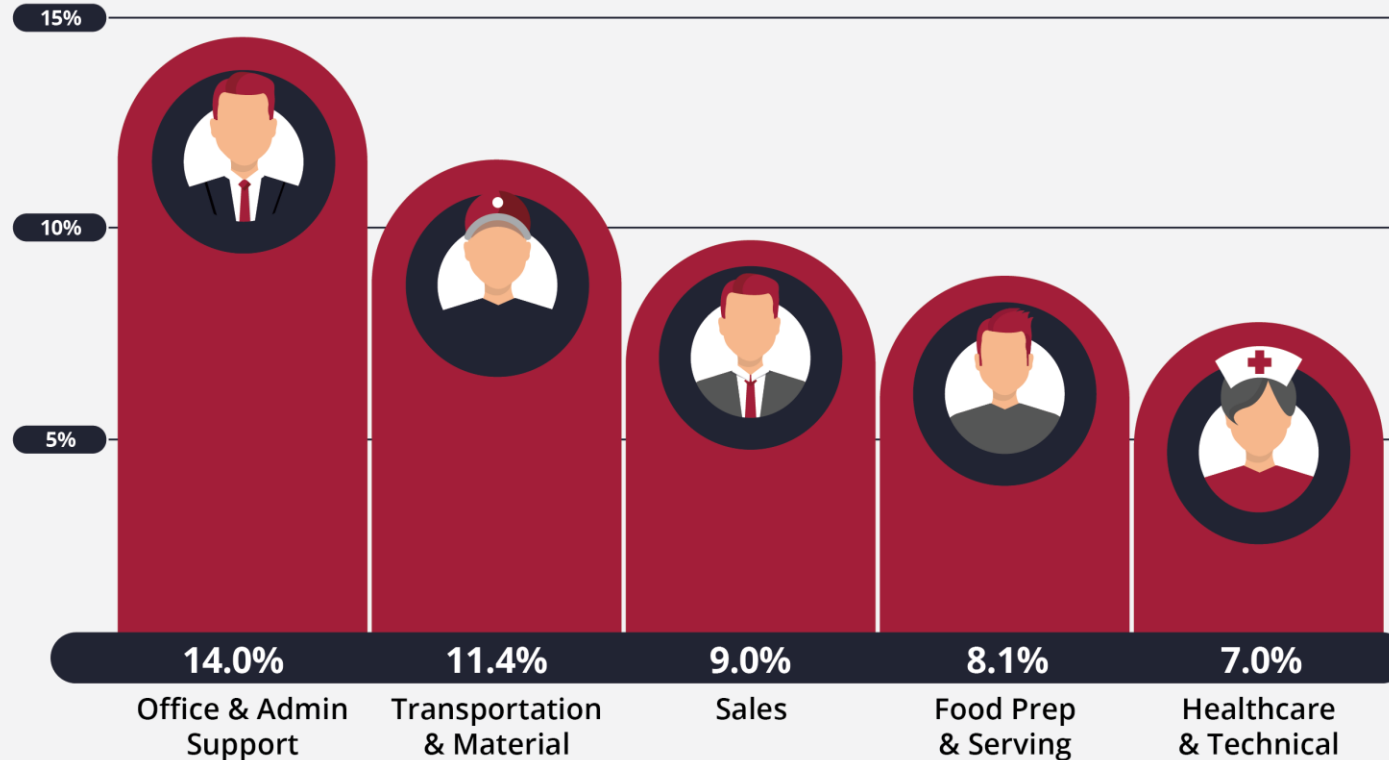
For the top 15 detailed occupations by employment, using 6-digit Standard Occupation Classification (SOC) codes for the Danville Zip Code Tabulation Area (46122).

SOC	Detailed Occupation	% of Jobs	Avg. Hourly Earnings	Typical Entry Level Education	Experience Required
29-1141	Registered Nurses	8.3%	\$28.29	Bachelor's degree	None
35-3021	Combined Food Prep & Serving Workers, Incl. Fast Food	2.7%	\$8.60	No formal educational credential	None
47-2111	Electricians	2.2%	\$24.30	High school diploma or equivalent	None
31-1014	Nursing Assistants	2.0%	\$12.02	Postsecondary nondegree award	None
41-2011	Cashiers	1.9%	\$8.99	No formal educational credential	None
43-4051	Customer Service Representatives	1.8%	\$16.20	High school diploma or equivalent	None
43-9061	Office Clerks, General	1.7%	\$14.28	High school diploma or equivalent	None
39-9021	Personal Care Aides	1.6%	\$10.41	No formal educational credential	None
11-9013	Farmers, Ranchers & Other Agricultural Managers	1.5%	\$13.51	High school diploma or equivalent	5 years or more
53-3032	Heavy and Tractor-Trailer Truck Drivers	1.3%	\$21.79	Postsecondary nondegree award	None
41-2031	Retail Salespersons	1.3%	\$11.01	No formal educational credential	None
29-1069	Physicians and Surgeons, All Other	1.3%	\$93.33	Doctoral or professional degree	None
11-1021	General and Operations Managers	1.2%	\$46.63	Bachelor's degree	5 years or more
35-3031	Waiters and Waitresses	1.2%	\$9.88	No formal educational credential	None
43-6014	Secretaries & Admin. Assistants, Except Legal/Medical/Exec.	1.1%	\$15.30	High school diploma or equivalent	None

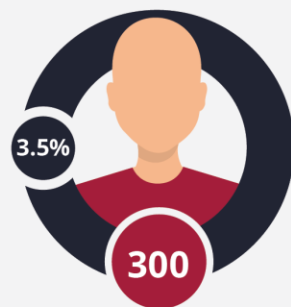
Source: EMSI 2017.3

Occupations Held by Resident Workers

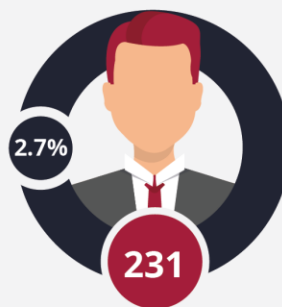
The resident working population of Danville in 2016 was roughly 8,655



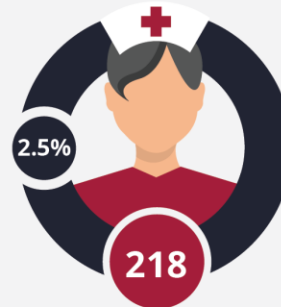
The largest detailed occupations held by **Danville residents** were:



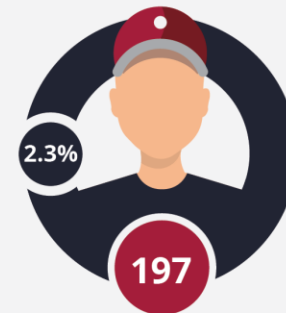
Laborers & Freight, Stock,
& Material Movers



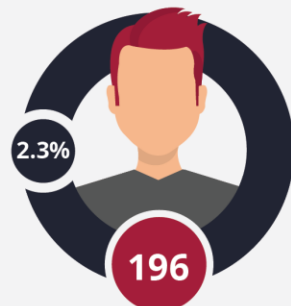
Retail
Salesperson



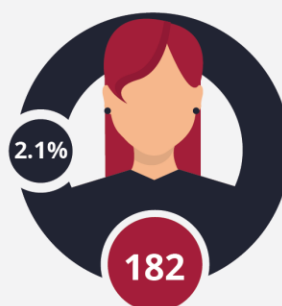
Registered
Nurses



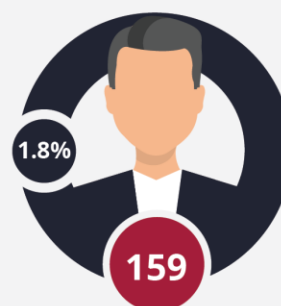
Heavy & Tractor-Trailer
Truck Drivers



Food Prep, Servers,
Fast Food



Cashiers



Office Clerks



Customer Service
Representatives

Healthcare Occupations Net Commuters Inflow

The major occupation group that made up the most net commuter imports was **Healthcare Practitioners & Technical Occupations**.

In 2016

Only 605

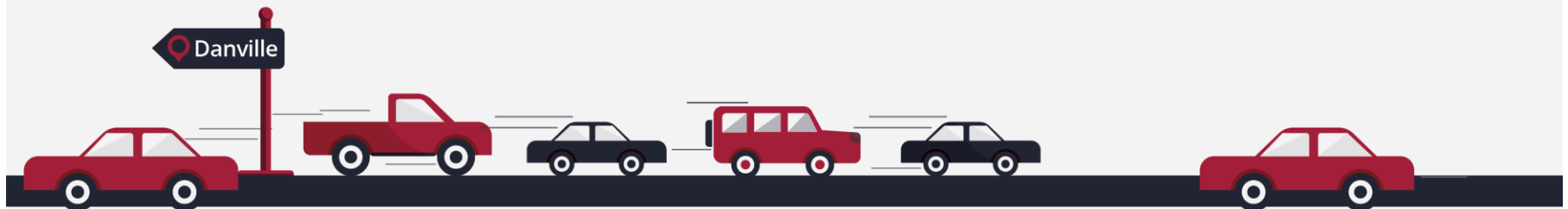
Danville area residents held jobs in Healthcare & Technical Occupations.

But there was 1,227

Healthcare & Technical jobs available in the Danville area.

622 workers

traveled to Danville on a daily basis to fill these Healthcare & Technical occupations.



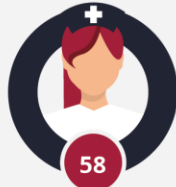
Net Commuter Imports by Occupation



Registered Nurses



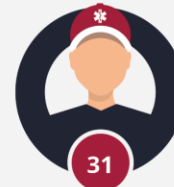
Electricians



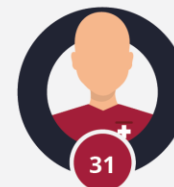
Nursing Assistants



Physicians
& Surgeons



EMTs
& Paramedics



Personal
Care Aides



Respiratory
Therapists



Medical & Health
Service Managers

Registered Nurses & Electricians
are also roughly 50-60% filled by
commuters coming in to Danville.

Physicians and Surgeons, and
Medical and Health Service Managers
are also 50% filled by commuter imports.

Net Commuters Outflow

The major occupation group that made up the most net commuter exports was **Transportation & Material Moving Occupations**.



587 Danville resident workers held **Production Occupations**, but only 165 of these jobs were local.



422 net commuter exports
71.8% of Danville residents with this type of occupation.

775 Danville resident workers held **Sales & Related Occupations**, but only 391 of these jobs were local.



384 net commuter exports
49.5% of Danville residents with this type of occupation.

1,209 Danville resident workers held **Office & Admin Support Occupations**, but only 938 of these jobs were local.

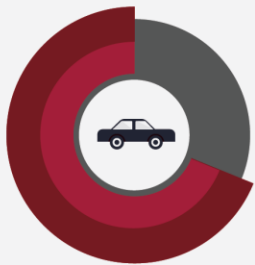


271 net commuter exports
22.4% of Danville residents with this type of occupation.

Workforce



How far workers travel and in what direction



An estimated 68.1%

of Danville area residents travelled east or northeast for work, either to the more populous areas of Hendricks County like Plainfield, Avon, and Brownsburg, or further to other parts of the Indianapolis-Carmel-Anderson Metropolitan Statistical Area (MSA).

48.7%

of Danville area residents travelled between 10 and 24 miles

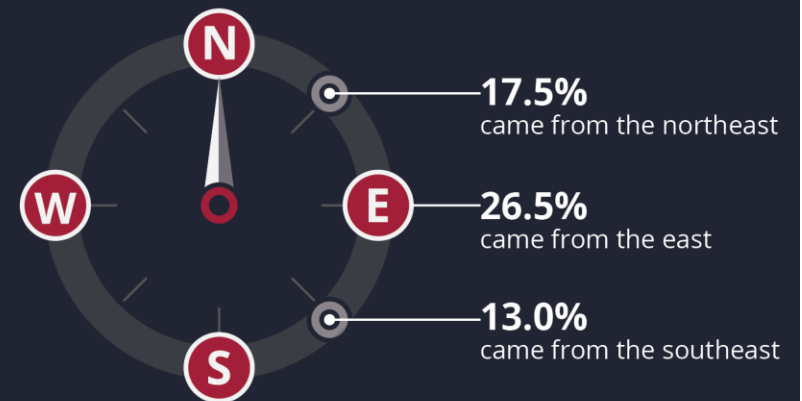


31.8%

travelled < 10 miles.



For those workers travelling to the Danville area:



These workers travelled

53.7% < 10 miles

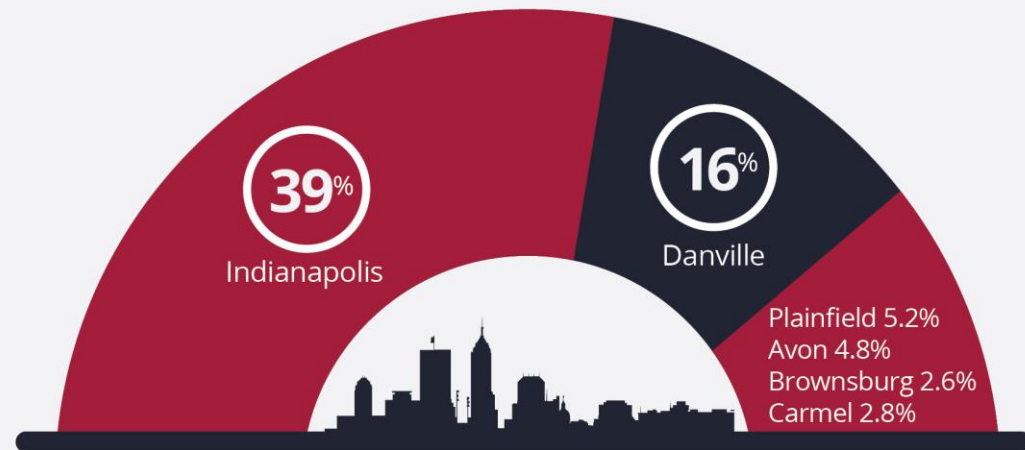


27.4% 10 - 24 miles

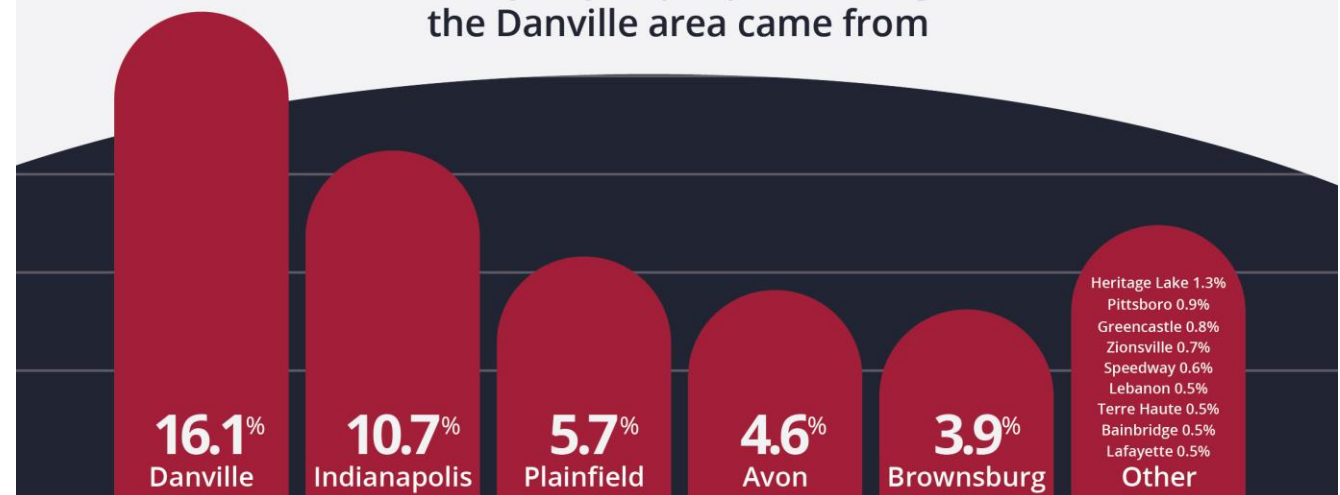


Where Does the Talent Live?

As of 2015, the majority of Danville area residents worked in



The majority of people working in the Danville area came from



Notes on Data

Notes on Employment Estimates

EMSI uses two primary data sets to build industry and occupation data at the zip code level. The Bureau of Labor Statistics (BLS) provides the most reliable employment and wage data at the county level. However, to break out county level data into zip codes, EMSI assigns employment percentages to each zip code. EMSI primarily relies on the US Census Bureau's Zip Code Business Pattern (ZBP) dataset to determine percent of employment in each industry by each zip code in the county. If ZBP data is not available, EMSI uses US Postal Service business address counts to determine percentages.

Notes on Residential Employment and Commuter Data

Information on residential employment and commuter patterns comes from Longitudinal Employer-Household Dynamics (LEHD) data. LEHD data is the result of a partnership between the U.S. Census Bureau and the states. The primary sources for this data come from Unemployment Insurance (UI) data and the Quarterly Census of Employment and Wages (QCEW).

Notes on Industry NAICS Codes and Business Establishments

North American Industry Classification System (NAICS) codes are the standard used by federal statistical agencies (such as the U.S. Census Bureau and the Bureau of Labor Statistics) to classify establishments. An establishment is a physical economic unit (such as a store, an office or a factory) that produces goods or services. A single corporation can be made up of lots of establishments performing different economic activities at different locations. NAICS codes classify establishments by the primary type of economic activity they produce. However, establishments choose how to classify themselves by NAICS codes, which can lead to inconsistencies and errors with the data. When EMSI and U.S. Census Bureau employment data is reported by NAICS code, it is reported based on the physical location of the establishment within a state or county, and not necessarily where the corporation has its headquarters. Generally, employment data should reflect the physical location where paid employees work. However, this data can be unreported or otherwise distorted if an establishment relies on a third party professional employer organization (PEO) such as a Payroll Services establishment (NAICS 541214) to handle payment for employees.

NAICS codes are hierarchical, represented by 6-digits. The first two digits represent the largest industry category, the Sector. The third digit represents the Sub-Sector. The fourth digit indicates the Industry Group. The fifth digit represents the NAICS Industry. And the sixth digit indicates the National Industry. Example:

- Sector: 720000 Accommodation and Food Services
- Sub-Sector 722000 Food Services and Drinking Places
- Industry Group: 722500 Restaurants and Other Eating Places
- NAICS Industry: 722510 Restaurants and Other Eating Places
- National Industry: 722514 Cafeterias, Grill Buffets, and Buffets

This report only looks at 2-digit Sectors and 4-digit Industry Groups using the 2012 NAICS classification with some modifications from EMSI.

Notes on Data (continued)

Notes on Occupational SOC Codes

Occupations are classified by the Standard Occupation Classification (SOC) system, which is the standard used by federal statistical agencies for classifying workers into occupational categories. The SOC system classifies occupations based on the type of work performed and the skills and training required.

The U.S. Census Bureau and the Bureau of Labor Statistics develops estimates of employment by SOC code based on the data collected in the Occupational Employment Statistics (OES) Survey. The OES Survey relies on employment data from a sample of business establishment by industry and geographic area.

SOC codes are hierarchical, represented by six digits. The first two digits represent the broadest category, the Major Group. The third digit represents the Minor Group. The fourth and fifth digit represent the Broad Occupation. The sixth digit represents the Detailed Occupation. Both the 2-digit Major Group and the 6-digit Detailed Occupation are used in this report.

Example:

Major Group: 29-0000 Healthcare Practitioners and Technical Occupations

Minor Group: 29-1000 Health Diagnosing and Treating Practitioners

Broad Occupation: 29-1060 Physicians and Surgeons

Detailed Occupation: 29-1065 Pediatricians, General

This report only looks at 2-digit Major Group and 6-digit Detailed Occupation using the 2010 SOC classifications.

Sources

Information was compiled from EMSI Knowledge Base articles, the Bureau of Labor Statistics Handbook of Methods, the 2017 NAICS Manual, the 2018 SOC Manual, as well as the following sites:

<https://www.census.gov/programs-surveys/cbp/technical-documentation/methodology.html>

<https://www.census.gov/ces/dataproducts/lehddata.html>

<https://www.bls.gov/opub/hom/cew/home.htm>

<https://www.bls.gov/opub/hom/pdf/homch2.pdf>

<https://www.census.gov/eos/www/naics/>

<https://www.bls.gov/soc/>

Appendices



Population Size & Growth (2010-2015)

Estimates of the Danville Zip Code Tabulation Area (46122),
Hendricks County, and the State of Indiana.

Region	Population		Growth
	2010	2015	2010-2015
Danville Area	14,671	15,257	4.0%
Hendricks County	145,448	153,435	5.5%
Indiana	6,483,802	6,568,645	1.3%
United States	303,965,272	316,515,021	4.1%

Source: U.S. Census Bureau, 2010 Census and American Community Survey

Population by Age Group (2016)

Population estimates of the Danville Zip Code Tabulation Area (46122), Hendricks County, and the State of Indiana.

Age Group	2016 Population			% of Population		
	Danville	Hendricks	Indiana	Danville	Hendricks	Indiana
Under 5 years	794	9,741	421,987	4.4%	6.1%	6.4%
5 to 9 years	1,559	11,484	434,422	8.7%	7.1%	6.5%
10 to 14 years	1,517	12,379	443,902	8.5%	7.7%	6.7%
15 to 19 years	1,351	11,182	457,102	7.6%	7.0%	6.9%
20 to 24 years	838	8,840	479,289	4.7%	5.5%	7.2%
25 to 29 years	691	9,225	440,417	3.9%	5.7%	6.6%
30 to 34 years	1,251	10,945	419,256	7.0%	6.8%	6.3%
35 to 39 years	1,225	11,736	416,283	6.9%	7.3%	6.3%
40 to 44 years	1,279	11,402	398,616	7.2%	7.1%	6.0%
45 to 49 years	1,260	11,604	420,760	7.1%	7.2%	6.3%
50 to 54 years	1,318	11,312	444,986	7.4%	7.0%	6.7%
55 to 59 years	1,066	10,645	457,974	6.0%	6.6%	6.9%
60 to 64 years	906	9,078	406,493	5.1%	5.7%	6.1%
65 to 69 years	944	7,512	341,581	5.3%	4.7%	5.1%
70 to 74 years	672	5,188	234,797	3.8%	3.2%	3.5%
75 to 79 years	541	3,535	168,783	3.0%	2.2%	2.5%
80 to 84 years	361	2,433	117,933	2.0%	1.5%	1.8%
85 years and over	260	2,377	128,469	1.5%	1.5%	1.9%

Source: EMSI 2017.3

Employment Status by Age & Education (2015)

Labor force participation rate for the Danville Zip Code Tabulation Area (46122), Hendricks County, and the State of Indiana.

Age Group	Labor Force Participation Rate		
	Danville	Hendricks	Indiana
Population 16 years and Over	67.7%	68.8%	64.0%
16 to 19 years	34.4%	40.3%	40.9%
20 to 24 years	94.7%	74.2%	74.0%
25 to 29 years	91.3%	82.0%	82.6%
30 to 34 years	86.7%	87.4%	82.2%
35 to 44 years	93.0%	87.4%	83.1%
45 to 54 years	84.3%	85.8%	80.7%
55 to 59 years	73.2%	76.4%	72.8%
60 to 64 years	62.6%	64.6%	55.4%
65 to 74 years	23.8%	25.0%	24.4%
75 years and over	6.2%	5.4%	6.2%
Educational Attainment			
Population 25 to 64 years	84.5%	82.9%	77.8%
Less than high school graduate	41.2%	48.3%	57.0%
High school graduate (includes equivalency)	83.4%	78.5%	74.2%
Some college or associate's degree	87.9%	83.2%	80.8%
Bachelor's degree or higher	88.5%	90.4%	87.3%

Note: The labor force participation rate shows the number of people employed or actively looking for work as a percent of the eligible workforce.

Source: U.S. Census Bureau, American Community Survey

Race & Ethnicity (2015)

Estimates of the Danville Zip Code Tabulation Area (46122),
Hendricks County, and the State of Indiana.

Race/Ethnicity	Population			Percent of Population		
	Danville	Hendricks	Indiana	Danville	Hendricks	Indiana
Hispanic or Latino (of any race)						
Cuban	-	119	5,228	0.0%	0.1%	0.1%
Mexican	31	2,951	317,115	0.2%	1.9%	4.8%
Other Hispanic or Latino	181	1,970	63,335	1.2%	1.3%	1.0%
Puerto Rican	53	231	35,528	0.3%	0.2%	0.5%
Total Hispanic or Latino	265	5,271	421,206	1.7%	3.4%	6.4%
Not Hispanic or Latino						
American Indian and Alaska Native alone	-	188	11,827	0.0%	0.1%	0.2%
Asian alone	83	3,608	120,961	0.5%	2.4%	1.8%
Black or African American alone	140	8,702	594,251	0.9%	5.7%	9.0%
Native Hawaiian and Other Pacific Islander alone	-	13	1,774	0.0%	0.0%	0.0%
Some other race alone	-	619	8,829	0.0%	0.4%	0.1%
Two or more races	79	2,012	121,676	0.5%	1.3%	1.9%
White alone	14,690	133,022	5,288,121	96.3%	86.7%	80.5%
Total Not Hispanic or Latino	14,992	148,164	6,147,439	98.3%	96.6%	93.6%

Source: U.S. Census Bureau, American Community Survey

Educational Attainment (2015)

Estimates for the population 25 years and older in the Danville Zip Code Tabulation Area (46122), Hendricks County, and the State of Indiana.

Education Level	Population			Percent of Population		
	Danville	Hendricks	Indiana	Danville	Hendricks	Indiana
Less than 9th grade	276	1,832	172,868	2.7%	1.8%	4.0%
9th to 12th grade, no diploma	348	4,452	351,986	3.4%	4.4%	8.2%
High school graduate (includes equivalency)	3,315	29,191	1,494,302	32.8%	28.9%	34.6%
Some college, no degree	2,496	22,756	901,226	24.7%	22.6%	20.9%
Associate's degree	815	8,943	355,635	8.1%	8.9%	8.2%
Bachelor's degree	2,002	23,731	664,747	19.8%	23.5%	15.4%
Graduate or professional degree	852	9,948	375,509	8.4%	9.9%	8.7%
Total Population 25 years and over	10,104	100,853	4,316,273			

Source: U.S. Census Bureau, American Community Survey

Education Level by Age Group (2015)

Estimates for the population 25 years and older in the Danville Zip Code Tabulation Area (46122), Hendricks County, and the State of Indiana.

Age Group	Education Level	Percent of Population Within Age Group		
		Danville	Hendricks	Indiana
25 to 34 years	High school graduate or higher	91.3%	94.5%	88.4%
	Bachelor's degree or higher	23.8%	39.2%	28.6%
35 to 44 years	High school graduate or higher	99.7%	95.7%	89.6%
	Bachelor's degree or higher	49.2%	44.0%	27.9%
45 to 64 years	High school graduate or higher	94.2%	94.8%	89.8%
	Bachelor's degree or higher	27.4%	31.3%	23.5%
65 years and over	High school graduate or higher	89.8%	88.3%	82.1%
	Bachelor's degree or higher	14.3%	18.9%	17.7%

Source: U.S. Census Bureau, American Community Survey

Median Earnings by Educational Attainment (2014)

Estimates for the population 25 years and older in the Danville Zip Code Tabulation Area (46122), Hendricks County, and the State of Indiana.

Educational Attainment	Median Earnings		
	Danville	Hendricks	Indiana
Less than high school graduate	\$19,957.00	\$20,921.00	\$20,255.00
High school graduate (includes equivalency)	\$32,267.00	\$33,096.00	\$28,534.00
Some college or associate's degree	\$34,401.00	\$40,313.00	\$32,681.00
Bachelor's degree	\$53,750.00	\$55,211.00	\$45,363.00
Graduate or professional degree	\$53,050.00	\$69,345.00	\$60,342.00
Population 25 years and over with earnings	\$40,192.00	\$43,578.00	\$33,749.00

Source: U.S. Census Bureau, American Community Survey

Percent Increase in Median Earnings by Educational Attainment (2014)

Estimates for the population 25 years and older in the
Danville Zip Code Tabulation Area (46122).

Increase in Educational Attainment		Percent Earnings Increase		
From	To	Danville	Hendricks	Indiana
Less than high school graduate	High school graduate (includes equivalency)	61.7%	58.2%	40.9%
High school graduate (includes equivalency)	Some college or associate's degree	6.6%	21.8%	14.5%
Some college or associate's degree	Bachelor's degree	56.2%	37.0%	38.8%
Bachelor's degree	Graduate or professional degree	-1.3%	25.6%	33.0%

Source: U.S. Census Bureau, American Community Survey

Occupied Housing Demographics (2015)

Family and non-family household estimates for the Danville Zip Code Tabulation Area (46122).

	% of all Occupied Units	% of Owner-occupied unit	% of Renter-occupied units
Family households	75.4%	80.0%	61.6%
Married-couple family	60.0%	70.3%	28.7%
Other family	15.5%	9.7%	32.9%
Male householder, no wife present	6.0%	4.2%	11.4%
Female householder, no husband present	9.5%	5.5%	21.5%
Nonfamily households	24.6%	20.0%	38.4%
Householder living alone	23.4%	19.3%	35.9%
Householder not living alone	1.2%	0.8%	2.5%
Occupied Housing Units (estimate)	5,629	4,232	1,397
Occupied Housing Units (percent)	100.0%	75.2%	24.8%

Source: U.S. Census Bureau, American Community Survey

Age of Householder & Presence of Children (2015)

Married-couple family and all family household estimates
for the Danville Zip Code Tabulation Area (46122).

Age of Householder	% of all Occupied Units	% of Owner- occupied unit	% of Renter- occupied units
Married-couple family (all)	60.0%	70.3%	28.7%
Householder 15 to 34 years	9.9%	8.5%	14.2%
Householder 35 to 64 years	39.3%	49.2%	9.2%
Householder 65 years and over	10.7%	12.5%	5.2%

Family Type and Presence of Own Children	% of all Occupied Units	% of Owner- occupied unit	% of Renter- occupied units
With related children of householder under 18 years	39.0%	36.8%	45.6%
With own children of householder under 18 years	35.5%	32.9%	43.5%
Under 6 years only	4.5%	3.9%	6.1%
Under 6 years and 6 to 17 years	7.0%	7.4%	5.7%
6 to 17 years only	24.1%	21.5%	31.8%
No own children of householder under 18 years	3.4%	3.9%	2.1%
No related children of householder under 18 years	61.0%	63.2%	54.4%

Source: U.S. Census Bureau, American Community Survey

Household Income (2015)

Household income over a 12 month period in 2015 inflation adjusted dollars for the Danville Zip Code Tabulation Area (46122).

Household Income	Occupied Housing (all)	Owner-occupied	Renter-occupied
Less than \$5,000	2.3%	1.9%	3.4%
\$5,000 to \$9,999	1.8%	0.3%	6.6%
\$10,000 to \$14,999	4.2%	1.6%	12.2%
\$15,000 to \$19,999	3.8%	1.9%	9.6%
\$20,000 to \$24,999	1.6%	1.6%	1.6%
\$25,000 to \$34,999	10.7%	8.2%	18.0%
\$35,000 to \$49,999	15.0%	11.9%	24.3%
\$50,000 to \$74,999	18.6%	19.7%	15.5%
\$75,000 to \$99,999	18.0%	22.2%	5.4%
\$100,000 to \$149,999	15.9%	20.1%	3.3%
\$150,000 or more	7.9%	10.6%	0.0%
Median household income (dollars)	\$62,377.00	\$80,396.00	\$34,590.00

Source: U.S. Census Bureau, American Community Survey

Monthly Housing Costs (2015)

Housing costs in 2015 inflation adjusted dollars
for the Danville Zip Code Tabulation Area (46122).

Monthly Housing Costs	Occupied Housing (all)	Owner- occupied	Renter- occupied
Less than \$300	2.8%	3.2%	1.7%
\$300 to \$499	10.4%	11.2%	7.7%
\$500 to \$799	20.2%	14.5%	37.6%
\$800 to \$999	15.7%	16.1%	14.6%
\$1,000 to \$1,499	28.9%	29.4%	27.4%
\$1,500 to \$1,999	10.7%	13.9%	1.1%
\$2,000 to \$2,499	5.3%	7.1%	0.0%
\$2,500 to \$2,999	2.1%	2.8%	0.0%
\$3,000 or more	1.3%	1.8%	0.0%
No cash rent	2.5%	(X)	9.9%
Median Monthly Housing Costs	\$996	\$1,097	\$786

Source: U.S. Census Bureau, American Community Survey

Industry Sectors by Employment (2016)

Using 2-digit North American Industry Classification System (NAICS) codes for the Danville Zip Code Tabulation Area (46122).

NAICS Industry Sector	Jobs	% of Jobs
62 Health Care and Social Assistance	2,298	34.4%
90 Government	886	13.3%
44 Retail Trade	797	11.9%
23 Construction	550	8.2%
72 Accommodation and Food Services	500	7.5%
56 Administrative and Support and Waste Management and Remediation Services	294	4.4%
54 Professional, Scientific, and Technical Services	283	4.2%
81 Other Services (except Public Administration)	256	3.8%
31 Manufacturing	195	2.9%
11 Crop and Animal Production	184	2.8%
48 Transportation and Warehousing	166	2.5%
42 Wholesale Trade	86	1.3%
52 Finance and Insurance	80	1.2%
22 Utilities	31	0.5%
51 Information	27	0.4%
71 Arts, Entertainment, and Recreation	22	0.3%
53 Real Estate and Rental and Leasing	18	0.3%
Total	6,682	

Note: The industry "903622 Hospitals (Local Government)" is recategorized under the sector "62 Health Care and Social Assistance" instead of under "90 Government."

Source: EMSI 2017.3

Top 15 Industry Groups by Employment (2016)

Using 4-digit North American Industry Classification System (NAICS) codes for the Danville Zip Code Tabulation Area (46122).

NAICS Industry Group	Jobs	% of Jobs
6221 General Medical and Surgical Hospitals	1,758	26.3%
7225 Restaurants and Other Eating Places	488	7.3%
2382 Building Equipment Contractors	361	5.4%
9039 Local Government, Excluding Education and Hospitals	327	4.9%
9029 State Government, Excluding Education and Hospitals	182	2.7%
1110 Crop Production	160	2.4%
5611 Office Administrative Services	140	2.1%
4451 Grocery Stores	135	2.0%
5411 Legal Services	120	1.8%
6241 Individual and Family Services	119	1.8%
6231 Nursing Care Facilities (Skilled Nursing Facilities)	93	1.4%
6211 Offices of Physicians	91	1.4%
5413 Architectural, Engineering, and Related Services	80	1.2%
9012 Federal Government, Military	75	1.1%
8131 Religious Organizations	74	1.1%

Note: The industry "903622 Hospitals (Local Government)" is recategorized under the industry group "6221 General Medical and Surgical Hospitals" instead of under "9036 Education and Hospitals (Local Government)."

Note: The industry group "4541 Electronic Shopping and Mail-Order Houses" is suppressed in this report.

Top 15 Industry Groups by Job Growth (2012 - 2016)

Using 4-digit North American Industry Classification System (NAICS) codes for the Danville Zip Code Tabulation Area (46122).

NAICS Industry Group	2012 Jobs	2016 Jobs	Job Growth 2012-16	% Growth 2012-16
2382 Building Equipment Contractors	260	361	100	27.8%
5611 Office Administrative Services	43	140	96	69.0%
7225 Restaurants and Other Eating Places	432	488	56	11.4%
6241 Individual and Family Services	65	119	53	44.9%
5413 Architectural, Engineering, and Related Services	55	80	25	31.3%
1110 Crop Production	136	160	25	15.3%
4451 Grocery Stores	112	135	23	17.0%
6219 Other Ambulatory Health Care Services	18	38	20	52.0%
4543 Direct Selling Establishments	36	50	14	28.1%
2381 Foundation, Structure, and Building Exterior Contractors	44	57	13	23.2%
8121 Personal Care Services	33	46	13	27.9%
3273 Cement and Concrete Product Manufacturing	45	57	12	21.1%
5617 Services to Buildings and Dwellings	34	45	10	23.2%
9039 Local Government, Excluding Education and Hospitals	318	327	9	2.7%
6216 Home Health Care Services	48	55	7	13.0%

Note: The industry "903622 Hospitals (Local Government)" is recategorized under the industry group "6221 General Medical and Surgical Hospitals" instead of under "9036 Education and Hospitals (Local Government)."

Note: The industry group "4541 Electronic Shopping and Mail-Order Houses" is suppressed in this report.

Source: EMSI 2017.3

Top 15 Industry Groups by Projected Job Growth (2017 - 2021)

Using 4-digit North American Industry Classification System (NAICS) codes for the Danville Zip Code Tabulation Area (46122).

NAICS	Description	2017 Jobs	2021 Jobs	Job Growth 2017 -21	% Growth 2017 - 21
2382	Building Equipment Contractors	381	439	58	15.2%
6221	General Medical and Surgical Hospitals	1,779	1,822	43	2.4%
7225	Restaurants and Other Eating Places	504	540	36	7.1%
5611	Office Administrative Services	148	169	21	14.2%
9039	Local Government, Excluding Education and Hospitals	334	355	21	6.3%
6241	Individual and Family Services	128	146	18	14.1%
6216	Home Health Care Services	60	77	17	28.3%
6219	Other Ambulatory Health Care Services	43	56	13	30.2%
5413	Architectural, Engineering, and Related Services	84	95	11	13.1%
4451	Grocery Stores	140	151	11	7.9%
9036	Education (Local Government)	279	289	11	3.8%
1110	Crop Production	165	174	9	5.5%
6232	Residential Intellectual and Developmental Disability, Mental Health, and Substance Abuse Facilities	32	40	8	25.0%
8131	Religious Organizations	76	84	8	10.5%
8121	Personal Care Services	49	56	7	14.3%

Note: The industry "903622 Hospitals (Local Government)" is recategorized under the industry group "6221 General Medical and Surgical Hospitals" instead of under "9036 Education and Hospitals (Local Government)." For clarification, the industry group is renamed as "9036 Education (Local Government)."

Note: The industry group "4541 Electronic Shopping and Mail-Order Houses" is suppressed in this report.

Source: EMSI 2017.3

Competitive Effect among Industry Groups (2012 - 2016)

Top 10 industry groups by highest competitive effect, using 4-digit North American Industry Classification System (NAICS) codes for the Danville Zip Code Tabulation Area (46122).

NAICS	Industry Group	Industry Mix Effect	Nat'l Growth Effect	Expected Change	Actual Growth	Competitive Effect
5611	Office Administrative Services	4	3	7	96	90
2382	Building Equipment Contractors	27	18	45	100	56
6241	Individual and Family Services	25	4	29	53	23
5413	Architectural, Engineering, and Related Services	(0)	4	4	25	22
1110	Crop Production	(6)	9	3	25	21
6219	Other Ambulatory Health Care Services	0	1	1	20	19
4543	Direct Selling Establishments	(3)	2	(1)	14	15
4451	Grocery Stores	1	8	9	23	15
8121	Personal Care Services	0	2	2	13	11
8141	Private Households	(5)	1	(4)	5	9

Note: The industry group "4541 Electronic Shopping and Mail-Order Houses" is suppressed in this report.

Source: EMSI 2017.3

Relative Industry Concentration among Industry Groups (2012 - 2016)

Top 15 industry groups by location quotient, using 4-digit North American Industry Classification System (NAICS) codes for the Danville Zip Code Tabulation Area (46122).

NAICS Industry Group	Jobs (2016)	% of Jobs (2016)	Job Growth (2012-16)	Location Quotient (2012)	Location Quotient (2016)
4922 Local Messengers and Local Delivery	42	0.6%	6	13.64	13.55
5622 Waste Treatment and Disposal	47	0.7%	6	9.86	11.48
6221 General Medical and Surgical Hospitals	1,758	26.3%	(190)	9.25	7.93
3273 Cement and Concrete Product Manufacturing	57	0.8%	12	6.43	7.02
5611 Office Administrative Services	140	2.1%	96	2.34	6.48
4543 Direct Selling Establishments	50	0.7%	14	4.14	5.85
3324 Boiler, Tank, and Shipping Container Manufacturing	21	0.3%	3	4.44	5.40
2212 Natural Gas Distribution	24	0.4%	(5)	6.39	5.00
4442 Lawn and Garden Equipment and Supplies Stores	32	0.5%	4	4.38	4.60
1110 Crop Production	160	2.4%	25	3.96	4.51
2382 Building Equipment Contractors	361	5.4%	100	3.23	3.77
4821 Rail Transportation	39	0.6%	5	3.47	3.72
5621 Waste Collection	28	0.4%	1	4.00	3.71
6219 Other Ambulatory Health Care Services	38	0.6%	20	1.47	2.82
4231 Motor Vehicle and Motor Vehicle Parts and Supplies Me	33	0.5%	(5)	2.76	2.26

Note: The industry "903622 Hospitals (Local Government)" is recategorized under the industry group "6221 General Medical and Surgical Hospitals" instead of under "9036 Education and Hospitals (Local Government)."

Note: The industry group "4541 Electronic Shopping and Mail-Order Houses" is suppressed in this report.

Source: EMSI 2017.3

Demand Met by Imports (2016)

Top 20 industry groups in terms of demand from local residents, industries and government met by imports, using 4-digit North American Industry Classification System (NAICS) codes for the Danville Zip Code Tabulation Area (46122).

NAICS	Industry Group	Demand met by Imports	% Demand met by Imports	Total Demand
7225	Restaurants and Other Eating Places	\$34,991,151	98.8%	\$35,418,586
6211	Offices of Physicians	\$26,665,942	96.3%	\$27,679,899
5311	Lessors of Real Estate	\$22,564,584	99.8%	\$22,607,330
5221	Depository Credit Intermediation	\$20,746,450	99.8%	\$20,785,960
6221	General Medical and Surgical Hospitals	\$20,389,152	40.8%	\$49,989,645
3241	Petroleum and Coal Products Manufacturing	\$17,650,151	100.0%	\$17,650,151
9036	Education (Local Government)	\$17,545,796	76.4%	\$22,960,194
5239	Other Financial Investment Activities	\$14,802,812	99.4%	\$14,888,089
5511	Management of Companies and Enterprises	\$14,603,934	100.0%	\$14,603,934
3361	Motor Vehicle Manufacturing	\$14,152,203	100.0%	\$14,152,203
5313	Activities Related to Real Estate	\$13,981,518	94.4%	\$14,811,677
9026	Education (State Government)	\$12,174,916	100.0%	\$12,174,916
2211	Electric Power Generation, Transmission and Distribution	\$12,043,839	99.2%	\$12,146,503
3254	Pharmaceutical and Medicine Manufacturing	\$11,752,585	99.9%	\$11,758,929
4251	Wholesale Electronic Markets and Agents and Brokers	\$11,543,213	96.6%	\$11,944,625
7211	Traveler Accommodation	\$11,323,457	99.9%	\$11,329,336
5415	Computer Systems Design and Related Services	\$11,116,453	98.6%	\$11,272,975
5411	Legal Services	\$10,880,424	95.9%	\$11,342,315
4411	Automobile Dealers	\$10,848,727	99.9%	\$10,860,207
4451	Grocery Stores	\$10,627,532	99.4%	\$10,692,932

Note: The industries "903622 Hospitals (Local Government)" and "902622 Hospitals (State Government)" are recategorized under the industry group "6221 General Medical and Surgical Hospitals" instead of under "9036 Education and Hospitals (Local Government)" and "9026 Education and Hospitals (State Government)". For clarification, the industry groups are renamed as "9036 Education (Local Government)" and "9026 Education (State Government)".

Note: This table excludes a few select industries that, by nature, are located outside of the Danville area, such as Federal and State Government (except Education), Insurance Carriers, and Wired Telecommunications Carriers.

Source: EMSI 2017.3

Demand Met In-Region (2016)

Top 20 industry groups in terms of demand from local residents, industries and government met by local industries, using 4-digit North American Industry Classification System (NAICS) codes for the Danville Zip Code Tabulation Area (46122).

NAICS	Industry Group	Demand met In-Region	% Demand met In-Region	Total Demand
6221	General Medical and Surgical Hospitals	\$29,600,493	59.2%	\$49,989,645
2382	Building Equipment Contractors	\$6,447,253	44.3%	\$14,560,713
5413	Architectural, Engineering, and Related Services	\$5,517,075	70.1%	\$7,874,098
9036	Education (Local Government)	\$5,414,398	23.6%	\$22,960,194
2212	Natural Gas Distribution	\$4,438,759	98.8%	\$4,490,791
1110	Crop Production	\$3,340,751	41.0%	\$8,156,818
6241	Individual and Family Services	\$2,883,887	42.8%	\$6,739,243
6219	Other Ambulatory Health Care Services	\$2,820,738	47.8%	\$5,898,572
5611	Office Administrative Services	\$2,756,799	97.9%	\$2,814,915
2389	Other Specialty Trade Contractors	\$2,718,388	50.8%	\$5,350,244
6216	Home Health Care Services	\$2,529,743	49.8%	\$5,076,382
5419	Other Professional, Scientific, and Technical Services	\$1,942,694	36.7%	\$5,291,758
3273	Cement and Concrete Product Manufacturing	\$1,801,498	23.7%	\$7,599,042
4543	Direct Selling Establishments	\$1,706,873	66.6%	\$2,564,365
2381	Foundation, Structure, and Building Exterior Contractors	\$1,614,626	29.4%	\$5,498,921
8131	Religious Organizations	\$1,402,629	21.8%	\$6,446,905
6232	Residential Intellectual and Developmental Disability, Mental Health, and Substance Abuse Facilities	\$1,315,169	59.2%	\$2,222,900
4821	Rail Transportation	\$1,129,591	28.5%	\$3,957,543
8121	Personal Care Services	\$1,034,512	22.4%	\$4,609,215
6214	Outpatient Care Centers	\$1,034,329	12.7%	\$8,159,353

Note: The industries "903622 Hospitals (Local Government)" and "902622 Hospitals (State Government)" are recategorized under the industry group "6221 General Medical and Surgical Hospitals" instead of under "9036 Education and Hospitals (Local Government)" and "9026 Education and Hospitals (State Government)." For clarification, the industry groups are renamed as "9036 Education (Local Government)" and "9026 Education (State Government)."

Note: This table excludes a few select industries that, by nature, are located outside of the Danville area, such as Federal and State Government (except Education), Insurance Carriers, and Wired Telecommunications Carriers.

Source: EMSI 2017.3

Exported Sales (2016)

Top 20 industry groups in terms of goods and services sold by local industries to residents, business and government outside the Danville Zip Code Tabulation Area (46122). Using 4-digit North American Industry Classification System (NAICS) for industry groups.

NAICS	Industry Group	Exported Sales	% Exported Sales	Total Sales
6221	General Medical and Surgical Hospitals	\$181,651,634	87%	\$209,901,497
2382	Building Equipment Contractors	\$54,368,597	89%	\$60,815,850
3273	Cement and Concrete Product Manufacturing	\$28,452,246	94%	\$30,253,744
7225	Restaurants and Other Eating Places	\$26,243,043	98%	\$26,670,478
1110	Crop Production	\$25,404,103	88%	\$28,744,854
2212	Natural Gas Distribution	\$22,263,435	83%	\$26,702,194
6211	Offices of Physicians	\$15,279,793	94%	\$16,293,750
5411	Legal Services	\$14,369,862	97%	\$14,831,753
9036	Education (Local Government)	\$13,776,240	72%	\$19,190,638
5622	Waste Treatment and Disposal	\$12,352,158	96%	\$12,828,990
5311	Lessors of Real Estate	\$12,241,125	100%	\$12,283,871
1120	Animal Production and Aquaculture	\$11,277,818	98%	\$11,452,377
5221	Depository Credit Intermediation	\$10,978,853	100%	\$11,018,363
4821	Rail Transportation	\$10,260,341	90%	\$11,389,932
3363	Motor Vehicle Parts Manufacturing	\$9,701,857	99%	\$9,828,774
2381	Foundation, Structure, and Building Exterior Contractors	\$8,892,187	85%	\$10,506,813
4451	Grocery Stores	\$8,852,219	99%	\$8,917,619
4543	Direct Selling Establishments	\$8,668,658	84%	\$10,375,532
5413	Architectural, Engineering, and Related Services	\$8,200,613	60%	\$13,717,688
4441	Building Material and Supplies Dealers	\$7,881,535	99%	\$7,973,756

Note: The industry "903622 Hospitals (Local Government)" is recategorized under the industry group "6221 General Medical and Surgical Hospitals" instead of under "9036 Education and Hospitals (Local Government)." For clarification, the industry group is renamed as "9036 Education (Local Government)."

Note: The industry group "4541 Electronic Shopping and Mail-Order Houses" is suppressed in this report.

Source: EMSI 2017.3

Industry Sectors by Share of Gross Regional Product (2016)

Using 2-digit North American Industry Classification System (NAICS) codes for the Danville Zip Code Tabulation Area (46122).

NAICS	Industry Sector	GRP	% of Total GRP
62	Health Care and Social Assistance	\$139,248,993	31.5%
90	Government	\$51,396,532	11.6%
23	Construction	\$45,723,042	10.4%
44	Retail Trade	\$41,905,159	9.5%
31	Manufacturing	\$23,995,471	5.4%
54	Professional, Scientific, and Technical Services	\$22,423,028	5.1%
22	Utilities	\$18,512,680	4.2%
56	Administrative and Support and Waste Mgmt. and Remediation Svcs.	\$18,463,331	4.2%
48	Transportation and Warehousing	\$13,923,561	3.2%
42	Wholesale Trade	\$12,576,214	2.8%
72	Accommodation and Food Services	\$12,015,151	2.7%
11	Crop and Animal Production	\$11,882,429	2.7%
52	Finance and Insurance	\$11,621,188	2.6%
81	Other Services (except Public Administration)	\$7,405,737	1.7%
53	Real Estate and Rental and Leasing	\$7,264,575	1.6%
51	Information	\$1,647,891	0.4%
71	Arts, Entertainment, and Recreation	\$757,128	0.2%
61	Educational Services	\$661,806	0.1%
21	Mining, Quarrying, and Oil and Gas Extraction	\$266,362	0.1%
55	Management of Companies and Enterprises	\$0	0.0%
Total		\$441,690,279	

Note: The industry "903622 Hospitals (Local Government)" is recategorized under the sector "62 Health Care and Social Assistance" instead of under "90 Government."

Source: EMSI 2017.3

Top 15 Industry Groups by Share of Gross Regional Product (2016)

Using 4-digit North American Industry Classification System (NAICS) codes for the Danville Zip Code Tabulation Area (46122).

NAICS Industry Group	GRP	% of Total GRP
6221 General Medical and Surgical Hospitals	\$109,556,573	24.8%
2382 Building Equipment Contractors	\$30,725,274	7.0%
2212 Natural Gas Distribution	\$15,853,457	3.6%
9039 Local Government, Excluding Education and Hospitals	\$15,803,255	3.6%
9036 Education (Local Government)	\$15,726,515	3.6%
9029 State Government, Excluding Education and Hospitals	\$13,174,765	3.0%
7225 Restaurants and Other Eating Places	\$11,674,953	2.6%
5411 Legal Services	\$9,897,061	2.2%
6211 Offices of Physicians	\$8,972,322	2.0%
3273 Cement and Concrete Product Manufacturing	\$8,141,613	1.8%
5221 Depository Credit Intermediation	\$7,750,329	1.8%
1110 Crop Production	\$6,836,736	1.5%
5413 Architectural, Engineering, and Related Services	\$6,551,636	1.5%
4821 Rail Transportation	\$6,067,239	1.4%
5622 Waste Treatment and Disposal	\$6,036,271	1.4%
5611 Office Administrative Services	\$5,740,852	1.3%

Note: The industry "903622 Hospitals (Local Government)" is recategorized under the industry group "6221 General Medical and Surgical Hospitals" instead of under "9036 Education and Hospitals (Local Government)." For clarification, the industry group is renamed as "9036 Education (Local Government)."

Note: The industry group "4541 Electronic Shopping and Mail-Order Houses" is suppressed in this report.

Source: EMSI 2017.3

Major Occupation Groups by Employment & Earnings (2016)

Using 2-digit Standard Occupation Classification (SOC) codes for the Danville Zip Code Tabulation Area (46122).

SOC	Major Occupation Group	Jobs	% of Jobs	Avg. Hourly Earnings
29-0000	Healthcare Practitioners and Technical Occupations	1,227	18.4%	\$33.40
43-0000	Office and Administrative Support Occupations	938	14.0%	\$15.88
35-0000	Food Preparation and Serving Related Occupations	569	8.5%	\$9.87
53-0000	Transportation and Material Moving Occupations	431	6.5%	\$15.58
47-0000	Construction and Extraction Occupations	423	6.3%	\$21.85
11-0000	Management Occupations	416	6.2%	\$34.85
41-0000	Sales and Related Occupations	391	5.9%	\$15.84
31-0000	Healthcare Support Occupations	305	4.6%	\$13.49
13-0000	Business and Financial Operations Occupations	245	3.7%	\$28.30
39-0000	Personal Care and Service Occupations	225	3.4%	\$10.65
49-0000	Installation, Maintenance, and Repair Occupations	204	3.1%	\$19.79
25-0000	Education, Training, and Library Occupations	198	3.0%	\$21.22
51-0000	Production Occupations	165	2.5%	\$16.53
37-0000	Building and Grounds Cleaning and Maintenance Occupations	158	2.4%	\$10.70
33-0000	Protective Service Occupations	156	2.3%	\$19.44
21-0000	Community and Social Service Occupations	125	1.9%	\$21.55
15-0000	Computer and Mathematical Occupations	106	1.6%	\$31.63
23-0000	Legal Occupations	100	1.5%	\$40.01
55-0000	Military occupations	75	1.1%	\$13.30
17-0000	Architecture and Engineering Occupations	69	1.0%	\$31.18
45-0000	Farming, Fishing, and Forestry Occupations	60	0.9%	\$12.50
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	58	0.9%	\$20.24
19-0000	Life, Physical, and Social Science Occupations	37	0.5%	\$31.17
TOTAL		6,682		

Source: EMSI 2017.3

Top 15 Detailed Occupations by Employment with Earnings (2016)

Using 6-digit Standard Occupation Classification (SOC) codes for the Danville Zip Code Tabulation Area (46122).

SOC	Detailed Occupation	Jobs	% of Jobs	Avg. Hourly Earnings
29-1141	Registered Nurses	555	8.3%	\$28.29
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	182	2.7%	\$8.60
47-2111	Electricians	147	2.2%	\$24.30
31-1014	Nursing Assistants	134	2.0%	\$12.02
41-2011	Cashiers	127	1.9%	\$8.99
43-4051	Customer Service Representatives	121	1.8%	\$16.20
43-9061	Office Clerks, General	111	1.7%	\$14.28
39-9021	Personal Care Aides	109	1.6%	\$10.41
11-9013	Farmers, Ranchers, and Other Agricultural Managers	98	1.5%	\$13.51
53-3032	Heavy and Tractor-Trailer Truck Drivers	89	1.3%	\$21.79
41-2031	Retail Salespersons	87	1.3%	\$11.01
29-1069	Physicians and Surgeons, All Other	85	1.3%	\$93.33
11-1021	General and Operations Managers	83	1.2%	\$46.63
35-3031	Waiters and Waitresses	80	1.2%	\$9.88
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	76	1.1%	\$15.30

Source: EMSI 2017.3

Major Occupation Groups by Job Growth (2012-2016)

Using 2-digit Standard Occupation Classification (SOC) codes for the Danville Zip Code Tabulation Area (46122).

SOC	Major Occupation Group	2012 Jobs	2016 Jobs	Job Growth 2012-16	% Growth 2012-16
43-0000	Office and Administrative Support Occupations	809	938	129	15.9%
39-0000	Personal Care and Service Occupations	147	225	78	53.1%
47-0000	Construction and Extraction Occupations	350	423	73	20.9%
41-0000	Sales and Related Occupations	340	391	51	15.0%
11-0000	Management Occupations	368	416	48	13.0%
53-0000	Transportation and Material Moving Occupations	383	431	48	12.5%
35-0000	Food Preparation and Serving Related Occupations	523	569	46	8.8%
13-0000	Business and Financial Operations Occupations	216	245	29	13.4%
15-0000	Computer and Mathematical Occupations	84	106	22	26.2%
51-0000	Production Occupations	147	165	18	12.2%
49-0000	Installation, Maintenance, and Repair Occupations	187	204	17	9.1%
45-0000	Farming, Fishing, and Forestry Occupations	47	60	13	27.7%
17-0000	Architecture and Engineering Occupations	56	69	13	23.2%
37-0000	Building and Grounds Cleaning and Maintenance Occupations	150	158	8	5.3%
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	51	58	7	13.7%
55-0000	Military occupations	72	75	3	4.2%
25-0000	Education, Training, and Library Occupations	196	198	2	1.0%
31-0000	Healthcare Support Occupations	303	305	2	0.7%
19-0000	Life, Physical, and Social Science Occupations	37	37	0	0.0%
99-0000	Unclassified Occupation	0	0	0	0.0%
33-0000	Protective Service Occupations	159	156	(3)	(1.9%)
21-0000	Community and Social Service Occupations	134	125	(9)	(6.7%)
23-0000	Legal Occupations	114	100	(14)	(12.3%)
29-0000	Healthcare Practitioners and Technical Occupations	1,310	1,227	(83)	(6.3%)
TOTAL		6,183	6,682		

Source: EMSI 2017.3

Top 15 Detailed Occupations by Job Growth (2012-2016)

Using 6-digit Standard Occupation Classification (SOC) codes
for the Danville Zip Code Tabulation Area (46122).

SOC	Description	2012 Jobs	2016 Jobs	Job Growth 2012-16	% Growth 2012-16
39-9021	Personal Care Aides	44	109	65	147.7%
43-4051	Customer Service Representatives	78	121	43	55.1%
47-2111	Electricians	107	147	40	37.4%
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	159	182	23	14.5%
43-5071	Shipping, Receiving, and Traffic Clerks	22	44	22	100.0%
31-1011	Home Health Aides	31	51	20	64.5%
11-1021	General and Operations Managers	65	83	18	27.7%
53-7064	Packers and Packagers, Hand	25	43	18	72.0%
41-2011	Cashiers	112	127	15	13.4%
43-5081	Stock Clerks and Order Fillers	50	63	13	26.0%
11-9013	Farmers, Ranchers, and Other Agricultural Managers	86	98	12	14.0%
29-2041	Emergency Medical Technicians and Paramedics	39	50	11	28.2%
43-9061	Office Clerks, General	100	111	11	11.0%
47-2152	Plumbers, Pipefitters, and Steamfitters	24	35	11	45.8%
41-2031	Retail Salespersons	77	87	10	13.0%

Source: EMSI 2017.3

Top 10 Major Occupation Groups by Projected Job Growth (2017-2021)

Using 2-digit Standard Occupation Classification (SOC) codes
for the Danville Zip Code Tabulation Area (46122).

SOC	Major Occupation Group	2017 Jobs	2021 Jobs	Job Growth 2017 -21	% Growth 2017 - 21
43-0000	Office and Administrative Support Occupations	972	1,056	84	8.6%
29-0000	Healthcare Practitioners and Technical Occupations	1,249	1,306	57	4.6%
47-0000	Construction and Extraction Occupations	438	480	42	9.6%
35-0000	Food Preparation and Serving Related Occupations	586	626	40	6.8%
53-0000	Transportation and Material Moving Occupations	446	483	37	8.3%
39-0000	Personal Care and Service Occupations	239	270	31	13.0%
11-0000	Management Occupations	428	457	29	6.8%
41-0000	Sales and Related Occupations	401	425	24	6.0%
31-0000	Healthcare Support Occupations	314	336	22	7.0%
13-0000	Business and Financial Operations Occupations	253	274	21	8.3%

Source: EMSI 2017.3

Top 15 Detailed Occupations by Projected Job Growth (2017-2021)

Using 6-digit Standard Occupation Classification (SOC) codes
for the Danville Zip Code Tabulation Area (46122).

SOC	Detailed Occupation	2017 Jobs	2021 Jobs	Job Growth 2017 -21	% Growth 2017 - 21
47-2111	Electricians	156	183	27	17.3%
29-1141	Registered Nurses	564	588	24	4.3%
43-4051	Customer Service Representatives	130	153	23	17.7%
39-9021	Personal Care Aides	118	138	20	16.9%
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	188	203	15	8.0%
29-2041	Emergency Medical Technicians and Paramedics	53	63	10	18.9%
11-1021	General and Operations Managers	86	95	9	10.5%
31-1011	Home Health Aides	55	64	9	16.4%
43-5071	Shipping, Receiving, and Traffic Clerks	48	57	9	18.8%
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	77	85	8	10.4%
53-7064	Packers and Packagers, Hand	46	54	8	17.4%
43-5081	Stock Clerks and Order Fillers	66	73	7	10.6%
43-9061	Office Clerks, General	114	121	7	6.1%
31-1014	Nursing Assistants	136	142	6	4.4%
43-1011	First-Line Supervisors of Office and Administrative Support Workers	65	71	6	9.2%

Source: EMSI 2017.3

Education & Work Requirements (2016)

Top 15 detailed occupations by employment estimates using 6-digit Standard Occupation Classification (SOC) codes for the Danville Zip Code Tabulation Area (46122).

SOC	Detailed Occupation	Jobs	% of Jobs	Avg. Hourly Earnings	Typical Entry Level Education	Work Experience Required
29-1141	Registered Nurses	555	8.3%	\$28.29	Bachelor's degree	None
35-3021	Combined Food Preparation & Serving Workers, Incl. Fast Food	182	2.7%	\$8.60	No formal educational credential	None
47-2111	Electricians	147	2.2%	\$24.30	High school diploma or equivalent	None
31-1014	Nursing Assistants	134	2.0%	\$12.02	Postsecondary nondegree award	None
41-2011	Cashiers	127	1.9%	\$8.99	No formal educational credential	None
43-4051	Customer Service Representatives	121	1.8%	\$16.20	High school diploma or equivalent	None
43-9061	Office Clerks, General	111	1.7%	\$14.28	High school diploma or equivalent	None
39-9021	Personal Care Aides	109	1.6%	\$10.41	No formal educational credential	None
11-9013	Farmers, Ranchers, and Other Agricultural Managers	98	1.5%	\$13.51	High school diploma or equivalent	5 years or more
53-3032	Heavy and Tractor-Trailer Truck Drivers	89	1.3%	\$21.79	Postsecondary nondegree award	None
41-2031	Retail Salespersons	87	1.3%	\$11.01	No formal educational credential	None
29-1069	Physicians and Surgeons, All Other	85	1.3%	\$93.33	Doctoral or professional degree	None
11-1021	General and Operations Managers	83	1.2%	\$46.63	Bachelor's degree	5 years or more
35-3031	Waiters and Waitresses	80	1.2%	\$9.88	No formal educational credential	None
43-6014	Secretaries & Administrative Assistants, Except Legal/Medical/Exec.	76	1.1%	\$15.30	High school diploma or equivalent	None

Source: EMSI 2017.3

Major Occupation Groups by Resident Employment (2016)

Using 2-digit Standard Occupation Classification (SOC) codes for the Danville Zip Code Tabulation Area (46122).

SOC	Major Occupation Group	Resident Workers	% of Resident Workers
43-0000	Office and Administrative Support Occupations	1,209	14.0%
53-0000	Transportation and Material Moving Occupations	985	11.4%
41-0000	Sales and Related Occupations	775	9.0%
35-0000	Food Preparation and Serving Related Occupations	703	8.1%
29-0000	Healthcare Practitioners and Technical Occupations	605	7.0%
51-0000	Production Occupations	587	6.8%
11-0000	Management Occupations	539	6.2%
47-0000	Construction and Extraction Occupations	472	5.5%
13-0000	Business and Financial Operations Occupations	373	4.3%
49-0000	Installation, Maintenance, and Repair Occupations	367	4.2%
25-0000	Education, Training, and Library Occupations	349	4.0%
39-0000	Personal Care and Service Occupations	241	2.8%
37-0000	Building and Grounds Cleaning and Maintenance Occupations	235	2.7%
31-0000	Healthcare Support Occupations	205	2.4%
33-0000	Protective Service Occupations	184	2.1%
15-0000	Computer and Mathematical Occupations	181	2.1%
17-0000	Architecture and Engineering Occupations	127	1.5%
21-0000	Community and Social Service Occupations	123	1.4%
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	102	1.2%
23-0000	Legal Occupations	90	1.0%
19-0000	Life, Physical, and Social Science Occupations	84	1.0%
55-0000	Military occupations	79	0.9%
45-0000	Farming, Fishing, and Forestry Occupations	39	0.4%
99-0000	Unclassified Occupation	0	0.0%
TOTAL		8,655	

Source: EMSI 2017.3

Major Occupation Groups by Resident Employment, Compared to County & State (2016)

Using 2-digit Standard Occupation Classification (SOC) codes for the Danville Zip Code Tabulation Area (46122), Hendricks County and the State of Indiana.

Top five occupations by employment are highlighted for each region.

SOC	Major Occupation Group	Danville Area		Hendricks County		Indiana	
		Resident Workers	% of Resident Workers	Resident Workers	% of Resident Workers	Resident Workers	% of Resident Workers
43-0000	Office and Administrative Support Occupations	1,209	14.0%	10,783	14.3%	464,564	13.9%
53-0000	Transportation and Material Moving Occupations	985	11.4%	8,996	11.9%	272,564	8.2%
41-0000	Sales and Related Occupations	775	9.0%	6,884	9.1%	307,157	9.2%
35-0000	Food Preparation and Serving Related Occupations	703	8.1%	6,230	8.3%	290,103	8.7%
29-0000	Healthcare Practitioners and Technical Occupations	605	7.0%	4,617	6.1%	193,482	5.8%
51-0000	Production Occupations	587	6.8%	5,168	6.9%	384,360	11.5%
11-0000	Management Occupations	539	6.2%	4,213	5.6%	175,335	5.3%
47-0000	Construction and Extraction Occupations	472	5.5%	3,502	4.6%	138,575	4.2%
13-0000	Business and Financial Operations Occupations	373	4.3%	3,615	4.8%	130,406	3.9%
49-0000	Installation, Maintenance, and Repair Occupations	367	4.2%	3,173	4.2%	144,806	4.3%
25-0000	Education, Training, and Library Occupations	349	4.0%	3,067	4.1%	168,985	5.1%
39-0000	Personal Care and Service Occupations	241	2.8%	2,368	3.1%	114,405	3.4%
37-0000	Building and Grounds Cleaning and Maintenance Occupations	235	2.7%	2,331	3.1%	117,215	3.5%
31-0000	Healthcare Support Occupations	205	2.4%	1,691	2.2%	84,221	2.5%
33-0000	Protective Service Occupations	184	2.1%	1,535	2.0%	64,200	1.9%
15-0000	Computer and Mathematical Occupations	181	2.1%	1,900	2.5%	62,432	1.9%
17-0000	Architecture and Engineering Occupations	127	1.5%	1,101	1.5%	49,101	1.5%
21-0000	Community and Social Service Occupations	123	1.4%	1,016	1.3%	49,547	1.5%
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	102	1.2%	1,216	1.6%	44,735	1.3%
23-0000	Legal Occupations	90	1.0%	530	0.7%	18,290	0.5%
19-0000	Life, Physical, and Social Science Occupations	84	1.0%	767	1.0%	20,177	0.6%
55-0000	Military occupations	79	0.9%	495	0.7%	22,020	0.7%
45-0000	Farming, Fishing, and Forestry Occupations	39	0.4%	167	0.2%	14,753	0.4%
99-0000	Unclassified Occupation	0	0.0%	0	0.0%	0	0.0%
TOTAL		8,655		75,366		3,331,432	

Source: EMSI 2017.3

Top 15 Detailed Occupations by Resident Employment (2016)

Using 6-digit Standard Occupation Classification (SOC)
codes for the Danville Zip Code Tabulation Area (46122).

SOC	Detailed Occupation	Resident Workers	% of Resident Workers
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	300	3.5%
41-2031	Retail Salespersons	231	2.7%
29-1141	Registered Nurses	218	2.5%
53-3032	Heavy and Tractor-Trailer Truck Drivers	197	2.3%
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	196	2.3%
41-2011	Cashiers	182	2.1%
43-9061	Office Clerks, General	159	1.8%
43-4051	Customer Service Representatives	147	1.7%
35-3031	Waiters and Waitresses	131	1.5%
11-1021	General and Operations Managers	129	1.5%
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	114	1.3%
43-5081	Stock Clerks and Order Fillers	107	1.2%
51-2092	Team Assemblers	107	1.2%
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	106	1.2%
11-9013	Farmers, Ranchers, and Other Agricultural Managers	95	1.1%

Source: EMSI 2017.3

Top 15 Detailed Occupations by Resident Employment, Compared to County & State (2016)

Using 6-digit Standard Occupation Classification (SOC) codes for the Danville Zip Code Tabulation Area (46122), Hendricks County and the State of Indiana.

Top five occupations by employment are highlighted for each region.

SOC	Detailed Occupation	Danville Area		Hendricks County		Indiana	
		Resident Workers	% of Resident Workers	Resident Workers	% of Resident Workers	Resident Workers	% of Resident Workers
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	300	3.5%	2,873	3.8%	75,683	2.3%
41-2031	Retail Salespersons	231	2.7%	1,946	2.6%	93,207	2.8%
29-1141	Registered Nurses	218	2.5%	1,563	2.1%	66,007	2.0%
53-3032	Heavy and Tractor-Trailer Truck Drivers	197	2.3%	1,838	2.4%	56,478	1.7%
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	196	2.3%	1,670	2.2%	87,080	2.6%
41-2011	Cashiers	182	2.1%	1,489	2.0%	70,736	2.1%
43-9061	Office Clerks, General	159	1.8%	1,404	1.9%	68,613	2.1%
43-4051	Customer Service Representatives	147	1.7%	1,390	1.8%	51,054	1.5%
35-3031	Waiters and Waitresses	131	1.5%	1,215	1.6%	53,859	1.6%
11-1021	General and Operations Managers	129	1.5%	1,150	1.5%	50,553	1.5%
43-6014	Secretaries and Administrative Assistants, Except Legal, Med., & Exec.	114	1.3%	1,013	1.3%	52,164	1.6%
43-5081	Stock Clerks and Order Fillers	107	1.2%	920	1.2%	39,942	1.2%
51-2092	Team Assemblers	107	1.2%	948	1.3%	80,073	2.4%
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	106	1.2%	1,020	1.4%	54,607	1.6%
11-9013	Farmers, Ranchers, and Other Agricultural Managers	95	1.1%	197	0.3%	13,129	0.4%

Source: EMSI 2017.3

Net Commuter Imports by Major Occupation Group (2016)

Using 2-digit Standard Occupation Classification (SOC)
codes for the Danville Zip Code Tabulation Area (46122).

SOC	Major Occupation	Jobs	Resident Workers	Net Commuter Imports	Net Commuters / Jobs
29-0000	Healthcare Practitioners and Technical Occupations	1,227	605	622	50.7%
31-0000	Healthcare Support Occupations	305	205	100	32.8%
45-0000	Farming, Fishing, and Forestry Occupations	60	39	21	34.7%
23-0000	Legal Occupations	100	90	10	10.0%
21-0000	Community and Social Service Occupations	125	123	2	1.6%

Source: EMSI 2017.3

Top 15 Net Commuter Imports by Detailed Occupation (2016)

Using 6-digit Standard Occupation Classification (SOC) codes for the Danville Zip Code Tabulation Area (46122).

SOC	Description	Jobs	Resident Workers	Net Commuter Imports	Net Commuters / Jobs
29-1141	Registered Nurses	555	218	337	60.7%
47-2111	Electricians	147	73	74	50.3%
31-1014	Nursing Assistants	134	76	58	43.3%
29-1069	Physicians and Surgeons, All Other	85	41	44	51.9%
39-9021	Personal Care Aides	109	78	31	28.4%
29-2041	Emergency Medical Technicians and Paramedics	50	19	31	62.1%
29-1126	Respiratory Therapists	43	16	27	62.8%
11-9111	Medical and Health Services Managers	48	24	24	50.2%
43-6013	Medical Secretaries	52	30	22	42.2%
29-2034	Radiologic Technologists	32	13	19	59.4%
29-2061	Licensed Practical and Licensed Vocational Nurses	59	40	19	32.4%
21-1022	Healthcare Social Workers	34	16	18	52.6%
29-2011	Medical and Clinical Laboratory Technologists	31	13	18	57.2%
45-2092	Farmworkers and Laborers, Crop, Nursery, and Greenhouse	43	26	17	39.6%
43-4111	Interviewers, Except Eligibility and Loan	27	13	14	51.3%

Source: EMSI 2017.3

Net Commuter Exports by Major Occupation Group (2016)

Using 2-digit Standard Occupation Classification (SOC) codes for the Danville Zip Code Tabulation Area (46122).

SOC	Major Occupation Group	Jobs	Resident Workers	Net Commuter Exports	Net Commuters / Resident Workers
53-0000	Transportation and Material Moving Occupations	431	985	(554)	56.2%
51-0000	Production Occupations	165	587	(422)	71.8%
41-0000	Sales and Related Occupations	391	775	(384)	49.5%
43-0000	Office and Administrative Support Occupations	938	1,209	(271)	22.4%
49-0000	Installation, Maintenance, and Repair Occupations	204	367	(163)	44.4%
25-0000	Education, Training, and Library Occupations	198	349	(151)	43.3%
35-0000	Food Preparation and Serving Related Occupations	569	703	(134)	19.1%
13-0000	Business and Financial Operations Occupations	245	373	(128)	34.4%
11-0000	Management Occupations	416	539	(123)	22.8%
37-0000	Building and Grounds Cleaning and Maintenance Occupations	158	235	(77)	32.7%
15-0000	Computer and Mathematical Occupations	106	181	(75)	41.3%
17-0000	Architecture and Engineering Occupations	69	127	(58)	45.5%
47-0000	Construction and Extraction Occupations	423	472	(49)	10.4%
19-0000	Life, Physical, and Social Science Occupations	37	84	(47)	56.0%
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	58	102	(44)	43.2%
33-0000	Protective Service Occupations	156	184	(28)	15.2%
39-0000	Personal Care and Service Occupations	225	241	(16)	6.6%
55-0000	Military occupations	75	79	(4)	5.1%

Source: EMSI 2017.3

Top 15 Net Commuter Exports by Detailed Occupation (2016)

Using 6-digit Standard Occupation Classification (SOC)
codes for the Danville Zip Code Tabulation Area (46122).

SOC	Description	Jobs	Resident Workers	Net Commuter Exports	Net Commuters / Resident Workers
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	74	300	(226)	75.3%
41-2031	Retail Salespersons	87	231	(144)	62.4%
53-3032	Heavy and Tractor-Trailer Truck Drivers	89	197	(108)	54.9%
51-2092	Team Assemblers	24	107	(83)	77.4%
41-2011	Cashiers	127	182	(55)	30.3%
35-3031	Waiters and Waitresses	80	131	(51)	38.9%
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	57	106	(49)	46.0%
43-9061	Office Clerks, General	111	159	(48)	30.2%
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and	32	79	(47)	59.1%
53-7051	Industrial Truck and Tractor Operators	15	62	(47)	75.8%
11-1021	General and Operations Managers	83	129	(46)	35.6%
43-5081	Stock Clerks and Order Fillers	63	107	(44)	41.0%
53-7064	Packers and Packagers, Hand	43	84	(41)	49.0%
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Execu	76	114	(38)	33.3%
53-3033	Light Truck or Delivery Services Drivers	32	67	(35)	51.9%

Source: EMSI 2017.3

Places Where Residents Work (2015)

Estimated worker counts by place (cities, towns, census-defined places, etc.) for residents of the Danville Zip Code Tabulation Area (46122).

Place of Work	Workers	% of Workers
Indianapolis, IN	2,888	39.3%
Danville, IN	1,175	16.0%
Plainfield, IN	383	5.2%
Avon, IN	356	4.8%
Carmel, IN	205	2.8%
Brownsburg, IN	194	2.6%
Speedway, IN	100	1.4%
Greencastle, IN	88	1.2%
Bloomington, IN	80	1.1%
Fishers, IN	76	1.0%
Lebanon, IN	73	1.0%
Greenwood, IN	59	0.8%
Pittsboro, IN	56	0.8%
Lawrence, IN	51	0.7%
Mooreville, IN	51	0.7%
Whitestown, IN	46	0.6%
Fort Wayne, IN	44	0.6%
Columbus, IN	39	0.5%
Lafayette, IN	36	0.5%
Zionsville, IN	35	0.5%
All Other Locations	1,318	17.9%

Source: U.S. Census Bureau. Longitudinal-Employer Household Dynamics Program, Origin-Destination Employment Statistics (2002-2015). <https://onthemap.ces.census.gov>. LODS 7.3

Counties Where Residents Work (2015)

Estimated worker counts for residents of the
Danville Zip Code Tabulation Area (46122)

Place of Work	Workers	% of Workers
Marion County, IN	3,084	41.9%
Hendricks County, IN	2,555	34.7%
Hamilton County, IN	357	4.9%
Boone County, IN	171	2.3%
Putnam County, IN	137	1.9%
Monroe County, IN	101	1.4%
Johnson County, IN	85	1.2%
Morgan County, IN	85	1.2%
Bartholomew County, IN	51	0.7%
Allen County, IN	50	0.7%
All Other Locations	677	9.2%

Source: U.S. Census Bureau. Longitudinal-Employer Household Dynamics Program, Origin-Destination Employment Statistics (2002-2015). <https://onthemap.ces.census.gov>. LODES 7.3

Places Where Workers Reside (2015)

Estimated worker counts by place (cities, towns, census-defined places, etc.) for individuals working in the Danville Zip Code Tabulation Area (46122).

Place of Residence	Workers	% of Workers
Danville, IN	858	16.1%
Indianapolis, IN	571	10.7%
Plainfield, IN	302	5.7%
Avon, IN	242	4.6%
Brownsburg, IN	209	3.9%
Heritage Lake, IN	70	1.3%
Pittsboro, IN	50	0.9%
Greencastle, IN	43	0.8%
Zionsville, IN	36	0.7%
Speedway, IN	33	0.6%
Lebanon, IN	26	0.5%
Terre Haute, IN	25	0.5%
Bainbridge, IN	24	0.5%
Lafayette, IN	24	0.5%
Lizton, IN	23	0.4%
Mooresville, IN	23	0.4%
Carmel, IN	22	0.4%
Martinsville, IN	22	0.4%
Bloomington, IN	21	0.4%
Fishers, IN	21	0.4%
All Other Locations	2,672	50.3%

Source: U.S. Census Bureau. Longitudinal-Employer Household Dynamics Program, Origin-Destination Employment Statistics (2002-2015). <https://onthemap.ces.census.gov>. LODS 7.3

Counties Where Workers Reside (2015)

Estimated worker counts by county for individuals working in the Danville Zip Code Tabulation Area (46122).

Place of Residence	Workers	% of Workers
Hendricks County, IN	3,060	57.6%
Marion County, IN	627	11.8%
Putnam County, IN	359	6.8%
Morgan County, IN	170	3.2%
Boone County, IN	126	2.4%
Hamilton County, IN	87	1.6%
Johnson County, IN	69	1.3%
Vigo County, IN	57	1.1%
Montgomery County, IN	54	1.0%
Tippecanoe County, IN	53	1.0%
All Other Locations	655	12.3%

Source: U.S. Census Bureau. Longitudinal-Employer Household Dynamics Program, Origin-Destination Employment Statistics (2002-2015). <https://onthemap.ces.census.gov>. LODS 7.3

Direction & Distance Workers Travel to Reach Home (2015)

Estimated worker counts by place of residence for individuals working in the Danville Zip Code Tabulation Area (46122).

Direction	Workers	% Workers	Distance Travelled (miles)			
			0 to 10	10 to 24	25 to 50	more than 50
N	488	9.2%	245	87	34	122
NE	928	17.5%	511	228	85	104
E	1,411	26.5%	839	455	79	38
SE	691	13.0%	417	170	63	41
S	307	5.8%	106	97	46	58
SW	499	9.4%	188	183	53	75
W	676	12.7%	404	171	82	19
NW	317	6.0%	145	65	59	48
Total	5,317	100%	2,855	1,456	501	505

Source: U.S. Census Bureau. Longitudinal-Employer Household Dynamics Program, Origin-Destination Employment Statistics (2002-2015). <https://onthemap.ces.census.gov>. LODES 7.3

Direction & Distance Residents Travel to Work (2015)

Estimated worker counts by place of work individuals residing in the Danville Zip Code Tabulation Area (46122).

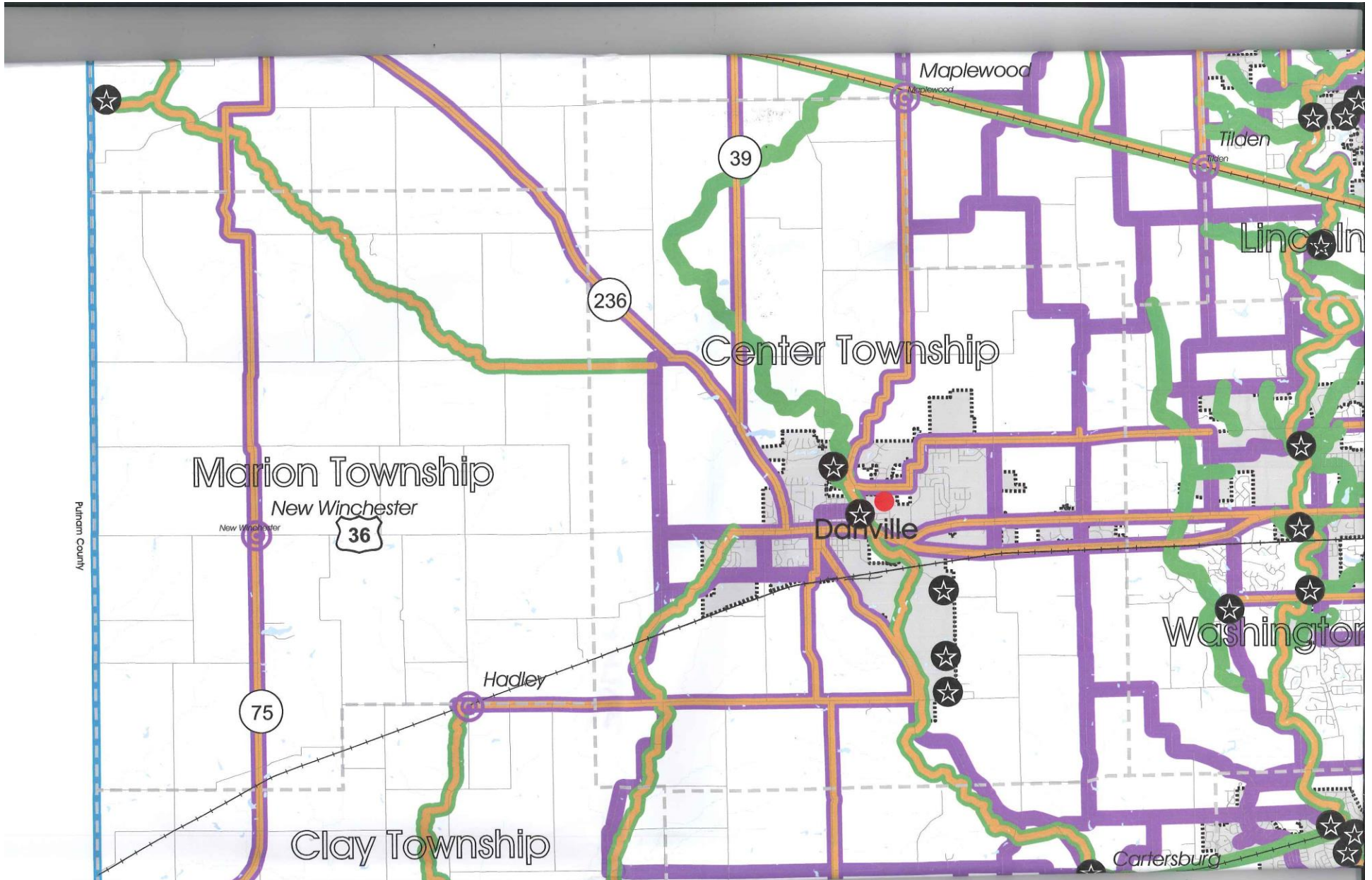
Direction	Workers	% Workers	Distance Travelled (miles)			
			0 to 10	10 to 24	25 to 50	50 +
N	374	5.1%	118	100	32	124
NE	1,542	21.0%	299	880	225	138
E	3,468	47.2%	913	2,163	352	40
SE	744	10.1%	349	247	73	75
S	355	4.8%	156	28	103	68
SW	428	5.8%	228	94	12	94
W	271	3.7%	201	43	10	17
NW	171	2.3%	74	23	42	32
Total	7,353	100%	2,338	3,578	849	588

Source: U.S. Census Bureau. Longitudinal-Employer Household Dynamics Program, Origin-Destination Employment Statistics (2002-2015). <https://onthemap.ces.census.gov>. LODES 7.3

Appendix D: Hendricks County Trail Map - 2006



2006 Hendricks County Trail Map – Proposed Danville Connections



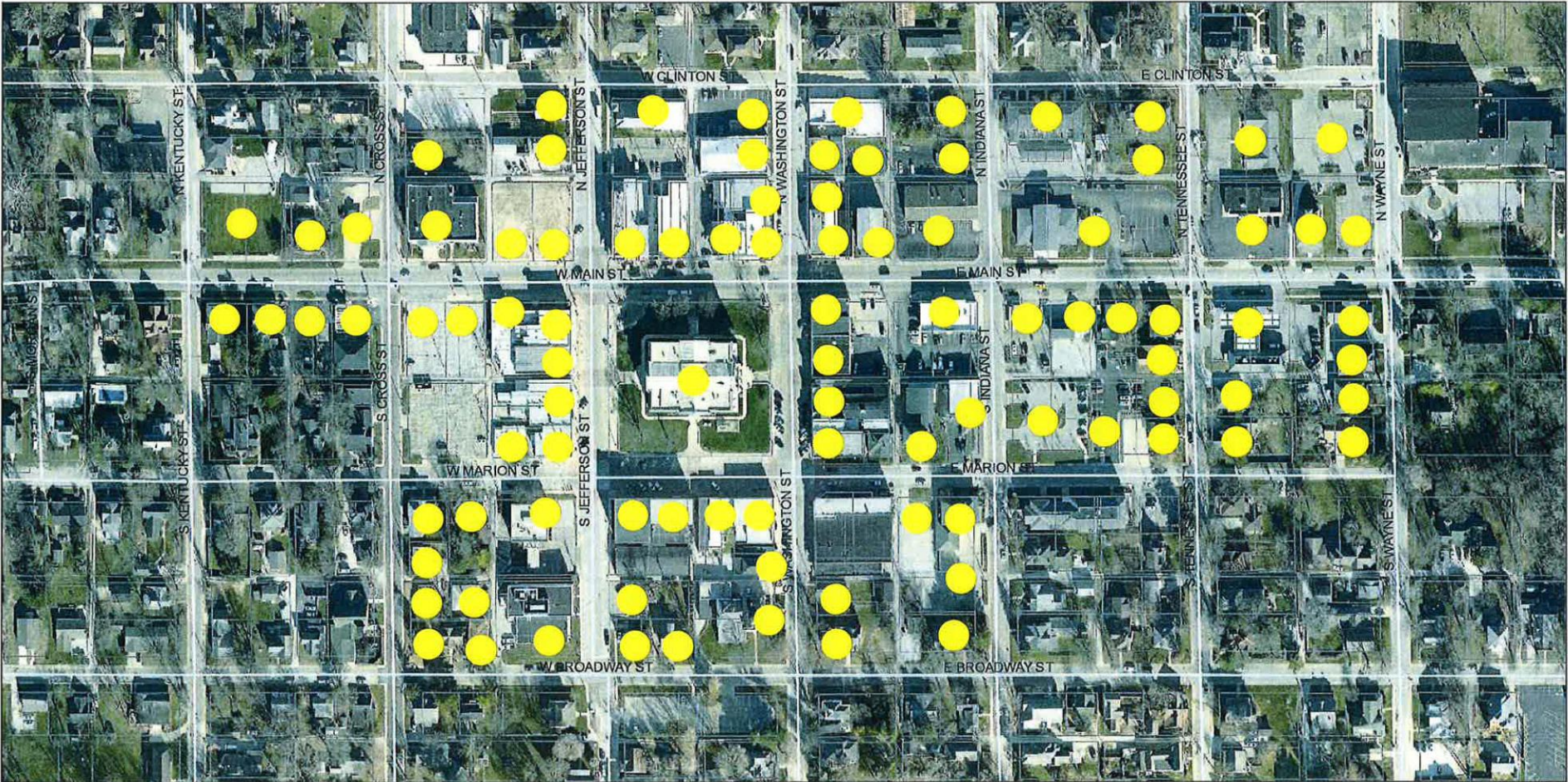
Appendix E: Economic Development Target Areas



Economic Development Target Area A

A

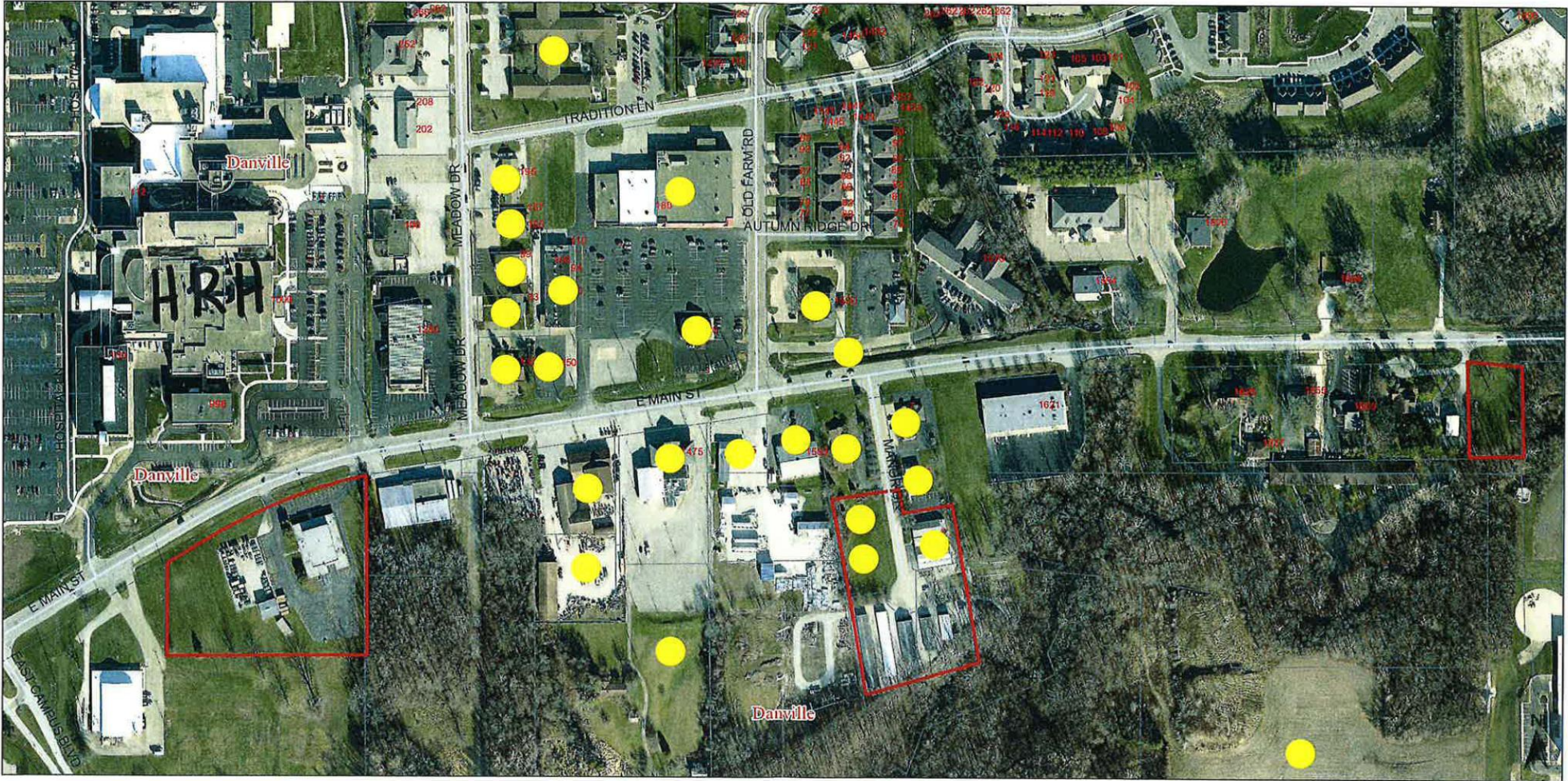
Beacon™ Town of Danville, IN



Economic Development Target Area B

B

Beacon™ Town of Danville, IN





Questions?

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