

03

Themes & Goals

This chapter provides an overview of the planning themes developed from the community's visions and value statements. Each theme is made up of a primary goal that provides direction on what the plan will achieve when implemented. Additionally, each theme's goal has a series of objectives that provide strategic recommendations on how to achieve that goal.

THEME

Economic Development



GOAL

Position Westfield as a dynamic and resilient economic hub by fostering a diversified business base, cultivating innovation and entrepreneurship, strengthening workforce talent, and leveraging strategic investments in infrastructure, quality of place, and partnerships — ensuring the city's sustained competitiveness, prosperity, and leadership within the regional economy.

WHY IS THIS IMPORTANT?

1. There are opportunities for mixed-use developments and increased density for existing single-use commercial sites and shopping centers.
2. Strategic land use necessitates that economic-oriented place types are medium-to-high density, well-designed, and integrated developments.
3. The city is economically resilient when the tax base is balanced between residential and employment uses.
4. Partnerships with employers and housing organizations can bring workforce housing to market quicker.
5. A skilled workforce supports strong biotech, aerospace, medical device, battery production, high tech manufacturing, healthcare, technology, and service sectors.
6. Class A and premium office spaces with proximity to quality spaces ensure the attraction and retention of businesses.
7. Infrastructure capacity planning anticipates rapid growth to minimize potential service delivery issues.

WHERE ARE WE IN 2025?

Westfield's employment opportunities and its resident workforce are unaligned. Residents tend to have higher-paying jobs, but they are commuting outside of Westfield for work. Of Westfield's working resident population of 23,487 people, only 2,005 of those people work in Westfield. There is opportunity for the City of Westfield to attract high-earning industries to be supported by its resident workforce.

The number of people who live and work in Westfield-Washington Township has grown from 1,160 people in 2002 to 2,005 people in 2021 (a 72.8 percent increase); however, most residents commute outside the city/township for work.

The median household income in Westfield-Washington Township continues to increase. It increased from \$86,360 in 2010 to \$99,855 in 2020 and again to \$123,456 in 2024. Westfield-Washington Township income is high in comparison to Indiana. Indiana's median household income in 2023 was \$69,477.

The fastest growing industries from 2002 to 2021 were construction, arts, entertainment, and recreation.

More than 8,000 Westfield-Washington Township workers work for small businesses with fewer than 500 employees. These are often local businesses that contribute to market diversity.

WHAT NEEDS TO BE DONE?

A

Create world-class infrastructure and quality of place amenities that support business operations and attract residents and visitors.

B

Maximize economic development impact through strategic partnerships, regional collaboration, and multi-sector engagement.

C

Cultivate an innovative ecosystem that supports startup creation, business scaling, and technology adoption across all sectors.

D

Build a skilled, adaptable workforce that meets current and future business needs while attracting and retaining top talent.

E

Create a robust, diversified economic base that can withstand market fluctuations and provide sustainable growth opportunities.

HOW WILL IT BE DONE?

See [Action Steps in Chapter 6](#)

WHO WILL DO IT?

See [Implementation Matrix in Chapter 7](#)

MEASURING SUCCESS

1. Increase the total amount of developed acres of economic development uses into commercial/office from 3.5 percent to 10 percent, and industrial from 1.4 percent to 5 percent by 2036.
2. No single industry should be greater than 25 percent of total employment.
3. Increase the number of residents who work in Westfield by 5 percent per year.
4. Average wages increase at least 3 percent per year.
5. Unemployment rate at 3 percent or less in 5 years.
6. Increase number of jobs/employment in targeted industries (medical devices, biotechnology, information technology, agribusiness, and sports technology) by an average of 5 percent per year.

THEME

Housing



GOAL

Westfield will be a model community that provides diverse and accessible housing opportunities for residents across all income levels, life stages, and household compositions. As Westfield's housing opportunities change, the city will maintain its distinctive character and quality of life through innovative planning, strategic partnerships, and equitable development practices that support long-term economic vitality and environmental stewardship.

WHY IS THIS IMPORTANT?

1. Westfield's housing opportunities allow individuals to move into the community as young professionals and as their life-stages change, ensures there will be housing opportunities available for them to stay in Westfield as they cycle through the rest of their life. This keeps population stable and growing.
2. Housing variety helps to support a diverse community and population growth, which increases the city's tax base and economic opportunities.
3. Well-maintained and abundant, diverse choices for housing and neighborhoods help to retain existing residents and attract new residents.
4. Trail-oriented housing developments promote public health and quality of life while also reducing auto dependency.

WHERE ARE WE IN 2025?

Low housing vacancy and a lack of housing diversity persist in the community, even with significant housing development over the past decade.

Westfield-Washington Township had an estimated 19,970 housing units in 2022. Nearly 80 percent of housing units are single-unit detached and owner-occupied.

Over 65 percent of Westfield's housing was built after 2000, which means there is less upkeep and maintenance and a greater likelihood of meeting housing needs as compared to the region.

The desirability of the community and limited housing vacancy can drive housing costs up and reduce the affordability of housing.

More than 60 percent of households in Westfield are housing cost-burdened.

US Census Bureau states the median home value in Westfield-Washington Township in 2024 is \$450,000, with 86 percent of owner-occupied housing is valued over \$300,000.

Nearly 79 percent of housing units have 3 or more bedrooms, but only 43.8 percent of households have 3 or more people, suggesting a lack of "right-sized" housing.

WHAT NEEDS TO BE DONE?

A

Focus on regulatory and zoning modernization to provide housing opportunities in Westfield.

B

Develop village master plans for Lamong, Eagletown, Jolietville, Hortonville, and other applicable areas.

C

Align the placetypes map with regulatory standards to reflect the development patterns in the residential placetypes.

D

Plan for mixed-use trail-oriented development (TrOD) nodes along the Monon and Midland Trace Trails.

E

Support efforts such as a community land trust and related tools to increase the supply of attainable housing.

F

Support diversification of the housing types and integration of neighborhood supporting uses into neighborhoods.

HOW WILL IT BE DONE?

See [Action Steps in Chapter 6](#)

WHO WILL DO IT?

See [Implementation Matrix in Chapter 7](#)

MEASURING SUCCESS

1. Ensure that residential land uses comprise between 40 percent to 60 percent of total land area.
2. Increase the tax base by increasing the number of residents who live and work in Westfield and attract new businesses to Westfield.
3. Update the UDO to support diversifying the housing stock, either through new developments or infill housing.
4. Increase housing density and encourage mixed-use development along trails, downtown, and in villages.
5. Westfield households spend no more than 30 percent of household income on housing and no more than 45 percent on housing and transportation.
6. Westfield maintains a vacancy rate of 6 percent for homeownership units and 8 percent for rental units.
7. New construction in existing and new villages should focus on gentle density increases of 4 - 8 units per acre for single-unit homes and 12 to 18 dwelling units per acres for multi-unit/mixed use development.
8. New construction in the trail-oriented development placetype should be at a density of approximately 8 to 16 dwelling units for neighborhood scale dwellings, and 15 to 30 dwelling units per acre for a core node with mixed-use adjacency to trail access.
9. New construction in the Downtown should increase density to 15 to 30 dwelling units per acre for multi-unit/mixed use development.
10. 90 percent of housing units are within 1-mile of an elementary school and have sidewalks/trails to walk/bike.
11. 25 percent of Westfield housing units are within a 10-min (0.5 mi) walk of a grocery store.
12. 75 percent of Westfield housing units are within a 10-min (0.5 mi) walk of a park.

THEME

Quality of Place



GOAL

People recognize the quality of place in Westfield that make it a choice community. It is a place where the local history and natural features are ingrained through public art and initiatives. Events, programming, and recreation for people of all ages is a focus of the Westfield community.

WHY IS THIS IMPORTANT?

1. Within a metropolitan region, people choose where to live based on several factors, many of which relate to the quality of the place – its art, cultural opportunities, parks and recreational programming, natural environment, and schools.
local community, including people of all ages and demographics, will help the community grow a reputation for being an active community.
2. Westfield has made a significant investment in youth sports, particularly for people from out of town. The community has a rich high school sports history and culture as well. Expanding those investments to meet the needs of the
3. Mature trees and natural areas are limited and take time to establish or re-establish; preserving them as best as possible and thinking to the future will help Westfield residents enjoy natural beauty and the benefits of natural spaces.

WHERE ARE WE IN 2025?

The area now known as Westfield-Washington Township was first inhabited by the Delaware and Miami Native American tribes. A group of Quakers from North Carolina arrived and settled in the area in 1832. Carolinian Quakers came to Westfield, in large part to escape the slave economy of the South. When the Civil War began, some men from Westfield-Washington Township fought for the Union. There were a significant number of community members in Westfield who contributed to the Underground Railroad, hiding runaway slaves as they came from Madison, IN up towards South Bend.

Unincorporated areas west of Little Eagle Creek are mostly agricultural.

Recreational uses comprise 1,640 acres or 5.1 percent of total acres. Most recreational uses are either public parks owned by either the City, township, or county government, or privately-owned golf courses and

other recreational facilities, such as Grand Park. There are three golf courses in the city, which are wrapped by residential subdivisions: Chatham Hills, Wood Wind, and Bridgewater.

Most places in Westfield are within a half mile of a trail or multiuse pathway. Westfield has 85.63 miles of trails within corporate limits. There are two regional trails in Westfield (i.e. they connect to distant communities in the same region): the Monon Trail and Midland Trace Trail. The Monon Trail provides a north-south connection to Carmel and Indianapolis, while the Midland Trace Trail provides an east-west connection to Noblesville.

Newer subdivisions often include an internal trail system, recreational amenities, and pathways to nearby businesses.

The City of Westfield Parks Department manages 14 parks and properties.

WHAT NEEDS TO BE DONE?

A

Communicate and celebrate local history by continually developing public art and placemaking initiatives.

B

Invest in local recreation facilities and programming for residents of all ages, abilities, and interests.

C

Encourage developments and industries that integrate agriculture, including agri-tourism, agri-neighborhoods, and parks.

D

Establish quality tree standards and natural riparian corridors to preserve, maintain, and enhance the natural environment, where appropriate.

E

Maintain and improve passive green spaces that provide valuable connections to nature.

HOW WILL IT BE DONE?

See [Action Steps in Chapter 6](#)

WHO WILL DO IT?

See [Implementation Matrix in Chapter 7](#)

MEASURING SUCCESS

1. Increase park and conservation areas from 7.2 acres per person to 10.5 acres per person based on National Parks and Recreation Association (NPRA) within 20 years.
2. Increase indoor and outdoor recreation facilities and programming for residents by the continued development of in and around Grand Park and other key areas.
3. Increase number of attendees to community events and programs by 5 percent per year. Currently, 45,000 people attend events in 2024.
4. Increase the number of volunteer hours for community events and programs by 5 percent from 3,550 in 2024.
5. Support agri-tourism and rural character as Economic Development Assets. By 2035, increase the number of agri-tourism destinations by 25 percent and annual visitation by 20 percent, while preserving agricultural land use in unincorporated areas for economic diversity.
6. Based on the placetypes map, ensure that at least 70 percent of the wooded/conservation areas are protected and new developments add and help connect to the green network.
7. Increase park space by 50 percent or as recommended by the 5-year Parks Master Plan.

THEME

Transportation

GOAL

Westfield's transportation strategy focuses on the modernization of the street network, ensuring the safe and efficient flow of traffic for all modes, reducing car dependency and supporting higher density housing types through improved pedestrian and bicycle infrastructure, enhanced bus/trolley service, and mixed-use development patterns that integrate with housing, employment, retail, and service opportunities.

WHY IS THIS IMPORTANT?

1. Roadway function and design should match density and intensity of land use.
2. Roadways lack comfortable infrastructure for pedestrians and cyclists.
3. Improving traffic safety through design will become increasingly important as the city grows.

WHERE ARE WE IN 2025?

Westfield's major and minor arterial and collector roads follow a macro grid pattern, providing an easy-to-navigate system. US 31 roughly bisects the city and carries the most significant traffic volumes followed by State Road 32/Main Street and 146th Street.

The 2024 baseline year Level of Service shows that all the roads meet or exceed acceptable levels of service except for intersections at State Road 32 & Gray Road, 146th Street & Gray Road, and 161st Street & US 31.

A 5-year crash analysis found a total of 204 killed or serious injury (KSI) crashes from 2019 to 2023. Bicycle and pedestrian crashes were 9.8 percent of all KSI crashes but constitute 28.6 percent of fatal crashes.

Like many Hamilton County communities, Westfield has constructed several single and multi-lane roundabouts at intersections to improve both safety and traffic operations.

Westfield has an increasingly comprehensive multi-modal transportation system. The shared use path and trail system currently has approximately 278 miles of public and private sidewalk, and over 80 miles of trails owned by the City of Westfield.

WHAT NEEDS TO BE DONE?

A

Maintain and modernize the street network to provide for current and future transportation needs that ensure safety for all modes of transportation.

B

Establish street design standards including traffic calming tools, landscaping, and lighting standards to enhance safety and the user experience.

C

Create a comprehensive trails plan for trail development and design.

D

Provide public transportation between important entertainment and commercial destinations.

HOW WILL IT BE DONE?

See Action Steps in Chapter 5

WHO WILL DO IT?

See Implementation Matrix in Chapter 7

MEASURING SUCCESS

1. Increase connectivity throughout the city to reduce vehicle miles traveled by implementing the projects identified on the thoroughfare plan map.
2. Reduce the number of crashes throughout the city to below 30 by 2030.
3. Increase the number of miles of developed trails by 10 percent per year. Currently the city has 80 miles of trails.
4. All new development should increase bike and pedestrian connectivity by addressing gaps in the bike and pedestrian system. Completed improvements shown on [Bicycle and Pedestrian Gaps map](#) by 2045.
5. Study the feasibility to implement a circulator pilot program to move people from one area of the city to another. (e.g. downtown to Grand Park) within the next 5 to 8 years.
6. To reduce crashes, increase safety, and improve traffic flow, make intersection improvements as shown on the [Intersection Improvement Map](#) by 2035.

THEME

Utilities



GOAL

Ensure utility infrastructure accommodates growth through proactive coordination with utility owners and developers, protection and maintenance of existing assets, and prioritization of green infrastructure.

WHY IS THIS IMPORTANT?

1. Proactive expansion of utility infrastructure is essential to support community activities and future growth.
2. Close coordination with utility owners ensures existing infrastructure can accommodate planned development.
3. Maintenance of existing infrastructure decreases the likelihood of failure and associated annual costs of rehabilitation and replacement.
4. Low impact development (LID) and green infrastructure provide stormwater management while minimizing impervious surface, preserving natural features, and improving flood resilience.

WHERE ARE WE IN 2025?

The drinking water and wastewater systems were acquired by Citizens Energy Group (Citizens) in 2014. Any expansions, modifications, or improvements to these systems require coordination with and approval from Citizens.

Drinking water is supplied by 15 wells. Treatment capacity is 11.8 million gallons per day (MGD) of finished water. There is a total storage capacity of 3.58 million gallons within the distribution system, likely less than the average daily consumption.

The wastewater collection system is 100 percent separated sanitary sewer. There does not appear to be any significant infiltration and inflow (I/I) issues.

The Wastewater Treatment Plant (WWTP) was expanded in 2023 to treat a design average daily flow (ADF) of 5.0 MGD, peak hourly flow of 12.0 MGD, and maximum daily flow (MDF) of 10 MGD.

- The ADF from 2022-2024 was 3.43 MGD, 68.6 percent of the design ADF.
- The MDF from 2022-2024 was 7.26 MGD, 72.6 percent of the design MDF.

The City of Westfield owns and operates a Municipal Separated Storm Sewer System (MS4) which is permitted by the Indiana Department of Environmental Management. To fulfill the requirements of the MS4 General Permit, an update to the Stormwater Master Plan (SWMP) was completed in 2022, and a Stormwater Quality Management Plan (SWQMP) was completed in 2023.

- The SWMP identifies known drainage, flooding, and water quality problem areas and evaluates potential solutions.
- The SWQMP identifies several waterways within the City of Westfield as 303(d) Impaired Waters including Cool Creek, Grassy Branch, Jones Ditch, Lindley Ditch, Little Eagle Creek, Sly Run, and Woodruff Branch. All are impaired for recreational use.

There is limited right-of-way to perform maintenance on older infrastructure.

WHAT NEEDS TO BE DONE?

A

Work closely with Citizens on expansions, modifications, and improvements to the water and wastewater systems necessary to support development.

B

Maximize the useful life of existing infrastructure through regular inspection and maintenance.

C

Eliminate illicit discharges and address problem areas identified in the SWMP and SWQMP to reduce flooding and improve water quality.

D

Prioritize sustainable stormwater management in future development.

HOW WILL IT BE DONE?

See Action Steps in Chapter 6

WHO WILL DO IT?

See Implementation Matrix in Chapter 7

MEASURING SUCCESS

1. Schedule annual conferences with Citizens to discuss drinking water and wastewater infrastructure conditions and capacities, demand projections, and potential improvement projects.
2. Set a period of time in which drainage and flooding complaints submitted by customers will be addressed. Provide timely updates to customers on the progress of the complaint response.
3. Reduce contamination levels in impaired waterways where it is possible for the City of Westfield alone to do so.
4. Maintenance strategy for MS4.

