

1

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

- **Target specific sectors for economic diversification ensuring that not one single industry is more than 25% of the employment.**
 - Targeted Industries:
 - Advanced manufacturing (aerospace, machinery, and food and beverage manufacturing)
 - Healthcare and biotechnology
 - Technology and information services
 - Professional and financial services
 - Sports technology
 - Agri-tech and biopharmaceutical manufacturing
 - Align economic placetypes map with related zoning districts throughout the city to implement the plan.
 - Identify and reserve ideal locations for significant and strategic commercial and employment uses.
 - Capitalize on Westfield's strategic location adjacent to Indianapolis Executive Airport for new economic opportunities. Focus on job creation and clean manufacturing and research and development
- **Foster a culture where Westfield has a comprehensive business ecosystem.**
 - Focus on the development of business incubation and acceleration
 - Assist small businesses with regulatory and administrative support
 - Assist with developing market access and networking
- **Focus on economic resilience building to withstand market fluctuations.**
 - Complete an industry concentration analysis
 - Maintain a healthy mix of large anchors and small businesses
 - Develop supply chain resilience
 - Focus on economic shock preparedness
- **Ensure the city provides opportunities for Class A office space.**
- **Ensure existing businesses have the support they need to expand.**

2

Cultivate a thriving innovation ecosystem that supports startup creation, business scaling, and technology adoption across all sectors.

- **Increase power and fiber infrastructure to strategically drive economic development in key areas of the city.**
 - Designate specific geographic areas for innovation activities
 - Develop mixed-use spaces combining office, retail, and residential
 - Ensure high-speed broadband and advance telecommunications
 - Create flexible spaces that can adapt to changing business needs
 - Remove land use and zoning barriers that hinder small business development.
- **Support private and nonprofit organizations in the creation of maker spaces and fabrication labs.**
 - Support the development of community maker spaces with 3D printing and prototyping equipment
 - Provide access to advanced manufacturing tools for entrepreneurs
 - Connect talent and businesses to training programs on new technologies and fabrication methods
 - Support product development and rapid prototyping capabilities
- **Collaborate with partners to support entrepreneurship programs and business technology advancements.**
 - Collaborate with educational institutions to develop entrepreneurship education and training.
 - Connect existing businesses with digital transformation consulting
 - Identify technology adoption incentives for major anchors
 - Support cybersecurity training and support
 - Support the creative economy
- **Connect entrepreneurs with angel and mezzanine financing.**

3

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

- **Continue to develop a comprehensive workforce development system in partnership with regional and local organizations**
 - Identify industry aligned training programs
 - Promote continuous learning infrastructure
 - Foster education-industry partnerships
- **Ensure talent attraction and retention strategies align with targeted industries but also have a greater focus on attracting young professionals.**
 - Continue to build quality of life enhancements in Westfield
 - Identify professional development and networking opportunities to connect young professionals
 - Continue to expand Westfield Welcome as the community engagement platform in Westfield
 - Support, expand, and align efforts with Westfield-Washington School's Life Ready pathways.
- **Increase workforce resilience and adaptability as new technology emerges and changes**
 - Identify resources to set businesses up for AI adaptation
 - Connect businesses to training programs focusing on soft skills development

4

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

- **Identify strategic infrastructure investments that support economic development projects through the Capital Improvement Plan**
 - Identify the key productivity-enhancing infrastructure that will drive business growth.
 - Develop financing strategy for infrastructure projects.
 - Focus on infrastructure investment priorities such as shovel-ready project development, network effect maximization, long-term maintenance planning, and regional coordination.
 - Create TrOD (Trail Oriented Development) area to provide greater access to neighborhoods, commercial areas, and destinations.
 - Support quality urban design through capital improvement projects and special districts to create stronger and more attractive business environments.
- **Implement a quality of place strategy that enhances traditional economic development initiatives.**
 - Ensure the basic needs for health and safety are more than adequately provided.
 - Ensure the city has jobs that will foster wealth creation
 - Bring housing to market faster to support all levels of the workforce.
 - Create a multi-modal and safe transportation system
 - Using natural terrain and buffering to minimize impacts of business and industrial uses located directly adjacent to residential.
 - Ensure a healthy environment with public space and green space
 - Ensure Westfield offers life-long opportunities
 - Promote civic engagement
- **Focus on development and redevelopment in strategic areas of the city to create robust community centers.**
 - Encourage construction of high-quality office space in innovation district, flex industrial, and Grand Park District.
 - Initiate detailed subarea planning/master planning of commercial corridors and centers identified through Looking to the Horizon
 - Develop and redevelop village nodes, neighborhood nodes, and commercial corridors as mixed use places that offer retail, services, offices, and entertainment.
 - Continue to focus on downtown revitalization
 - Implement the Grand Park Development District
 - Continue to support Westfield Welcome to focus on event programming
 - Incorporate Westfield's history in placemaking and programming
- **Incorporate streetscape enhancements and amenities throughout Grand Park.**

5

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

- Focus on public-private partnership relationships with existing and future investors
- Foster regional collaborations on key economic development initiatives that help Westfield reach its economic objectives.
 - Identify what economic development initiatives should be coordinated
 - Support resource sharing and efficiency
 - Document competitive advantages
- Create a multi-sector partnership engagement strategy nationally and globally around key business sectors.
 - Continue to work with local businesses and the state to foster national and international relationships that lead to the location of new businesses in Westfield.
 - Work with strategic partners to continue to engage with the private sector to support supply chain business development.
 - Continue to develop relationships with multiple educational institutions to foster local partnerships with businesses and schools to support the development of talent and targeted industries.
 - Ensure there is nonprofit and community organization integration to help implement the plan.

Housing

Relationship to Placetypes

Housing is the primary use for the residential-oriented placetypes and a secondary use for several of the economic-oriented placetypes, especially where mixed uses are recommended, such as downtown and village center placetypes. The placetypes descriptions and map recommend locations for differing housing densities and their built forms. Housing policies and placetypes should balance preserving established character areas and promoting new and infill developments that support positive change. Approaches like form-based elements in zoning can support missing middle and infill housing in a manner that is compatible with existing neighborhoods.



Typical Single-Family Detached Dwelling.

INTRODUCTION

Housing variety is important for attracting and retaining a diverse, resilient workforce. The availability of housing for a wide range of incomes helps to attract and retain workers for the city's businesses. The ability to live and work in Westfield helps to increase the tax base through income and property taxes. Residents also patronize local businesses and services. Housing development in downtown and the villages with newer housing types can create opportunity for young workers to afford to choose Westfield.

Housing policies and developments shape a city's environment. Housing locations and density determine infrastructure needs; compact developments help to reduce urban sprawl, making utilities more efficient and preserving natural habitats. Compact developments also reduce car dependency, thereby reducing traffic congestion and improving air quality. Compact housing and transportation options will influence Westfield's sustainability.

Existing Housing Stock

Housing Types and Occupancy

Westfield-Washington Township's housing stock is largely made up of detached single-family homes - nearly 80 percent of housing, per the 2022 American Community Survey 5-Year Estimates. However, newer developments have increased the number of single-family attached houses, duplexes, and multi-family housing. Around 80 percent of housing is owner-occupied, meaning there are limited rental units available for residents who prefer or need rental housing, such as young professionals, temporary residents, or those unable to afford homeownership in the current market. Higher interest rates and housing costs have also constrained mobility in the housing market with few homeowners moving along the housing ladder.

Westfield's overall (owner and renter) vacancy rate in 2022 was only 4.6 percent. A vacancy rate of 8-10 percent is generally considered healthy for market flexibility. This means that Westfield has a smaller supply of available housing for new residents or for existing residents to move within the community, which also contributes to a highly competitive housing market.

Housing Age and Costs

Around 65 percent of housing in Westfield-Washington Township was built after 2000, which coincides with a large increase in the number of residents and annexation of nearly 20 square miles between 2000 and 2010. This also means that home values tend to be higher. The Westfield median home value in 2022 was \$365,700 compared to the median home value of \$223,300 for the Indianapolis Metropolitan Area where only 25.5 percent of housing was built after 2000.

Housing affordability relative to income in Westfield has the following distribution:

INCOME DISTRIBUTION	HOUSING TYPE	AREA MEDIAN INCOME	WESTFIELD AREA MEDIAN INCOME
Extremely Low Income	Supportive Services	<30%	<\$34,960
Very Low Income	Affordable Housing	30%-50%	\$34,961-\$58,268
Low Income	Affordable Housing (Target for Tax Credit Units)	50%-80%	\$58,269-\$93,229
Middle-Income	Workforce Housing	80%-120%	\$93,230-\$139,843
Upper Income	Market-Rate Housing	>120%	>\$139,844

Since Westfield generally has higher home prices, this limits the number of essential workers and young professionals who can afford to purchase or rent in Westfield, who are important contributors to the local economy. This also means that what is considered "affordable housing" has a much higher income threshold than may be expected in less affluent communities.

Housing Characteristics

Around 79 percent of housing units have four or more bedrooms despite only 26 percent of households having four or more people. Around 58 percent of households are one or two people, meaning many dwellings are larger than needed. According to TalkToTucker.com, the average home for sale in Westfield in 2025 was around 3,000 square feet, the largest being around 12,000 square feet and the smallest being around 1,100 square feet. Around 15 percent of housing units are multi-unit dwellings or apartments. According to RentCafe.com, the average apartment is around 960 square feet.

Planned Housing

The City of Westfield prepared a housing stock analysis in July of 2024, including all existing, under construction, and approved to be built housing.

- 4,262 single-unit dwellings were under construction and another 1,204 had received approvals but had not yet started construction.
- This brings the anticipated total of single-unit dwellings in the City of Westfield to 24,171 units.
- 1,040 apartment/multi-unit developments were under construction, and another 2,681 apartment units were approved but had not yet started construction.
- This brings the anticipated total apartments/multi-unit developments for the City of Westfield to 9,138 units.
- With a total of 33,309 dwelling units, the city could support around 83,272 people based on an occupancy of 2.5 people per unit.

Future Housing Development

Housing Tenure Best Practices

Owner-occupied housing accounts for 80 percent of housing units in Westfield. Research by the American Planning Association suggest housing tenure ratios around 65 to 70 percent owner-occupied and 30 to 35 percent rentals for established suburban communities. The rental housing stock should be even larger for communities with urban, mixed-use development—around 50 to 60 percent owner-occupied and 40 to 50 percent rental housing units. These ratios provide more housing flexibility and opportunities to attract young professionals and essential workers, who are less likely to be able to afford homeownership in the current market. Permitting and incentivizing housing types that are intended for rental and increasing development of rental housing shifts the balance and reduces pressure on rents because of adequate supply.

Housing Attainability

Young adults and essential workers, such as teachers, construction workers, food service workers, and healthcare workers, are less likely to have the income needed to afford home ownership. In 2022, the median home value in Westfield-Washington Township was \$365,700. Assuming a five percent down payment and a 30-year mortgage at 7.5 percent interest, not including taxes and other expenses, one would need an income of at least \$110,000 to afford to buy a home at that price. Around 61 percent of households under 25 years of age had incomes less than \$75,000. Many essential workers had median individual income of less than \$80,000 (the median individual income for all industries in Westfield). This data shows that Westfield should support policies that allow for less expensive types of housing, which may include expanding rental options and supporting more affordable construction methods.

Housing Variety

The zoning ordinance should be updated to allow for greater housing variety by allowing greater density in certain zoning districts. Missing middle housing options, such as duplexes, triplexes, quadplexes, and small apartment buildings should be allowed in certain zoning districts to reflect the placetype recommendations. This could be achieved by reducing the minimum floor area or lot size requirements or adopting form-based standards (e.g. setbacks or build to lines, lot coverage, building height, and parking maximums) based on the type of housing. Westfield should also consider expanding their options for affordable housing by partnering with community organizations and developers for innovative solutions.

HOUSING ACTION STEPS

1

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

- Allow accessory dwelling units (ADUs) as special exceptions in appropriate residential zones in the Unified Development Ordinance (UDO).
- Review and redefine the planned unit development (PUD) process.
- Collect and analyze local housing data on an annual basis, including building forms, lot sizes, and architectural styles.
- Develop a comprehensive system of development incentives that align private sector activity with community housing goals while maintaining fiscal responsibility and development quality.

2

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

- Identify villages and other neighborhoods that require master plans and develop a process for creation of those master plans.
- Conduct baseline studies for each village, including land use, infrastructure, transportation, and community amenities.
- Incentivize the preservation of existing historic or community identifying structures, where possible.
- Emphasize the unique character or theme of focus of each place while also keeping the scale of development consistent with the village node.

3

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

- Revise residential zoning districts to align with the placetypes map to allow the targeted densities, lot sizes, and building forms.
- Eliminate zoning barriers that prevent missing middle housing types and mixed-use development formats.
- Incorporate form-based elements into regulatory standards to ensure compatibility in scale, setbacks, and streetscape design.
- Promote compact, multi-modal oriented, connected, and walkable neighborhoods that maximize infrastructure, preserves open space, and reduces per-capita municipal service costs.
- Embrace innovative housing types, construction methods, and financing mechanisms that respond to changing demographics, climate considerations, and technological advances while maintaining community character and supporting aging in place.

4

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

- Integrate missing middle housing types into the TrOD nodes around named trails.
- Prioritize development projects that include more traditional urban form features into development such as front-facing pedestrian entrances, short setbacks, rear or side loaded garages, access to bike amenities, etc..
- Require new developments within a certain distance of a trail to have bike and pedestrian infrastructure to support trail access and use.
- TrOD Nodes should be spaced to encourage walkable connectivity between them and to preserve natural areas.
- Ensure housing development is closely coordinated with infrastructure planning to ensure the growth is supported by adequate public facilities while maximizing efficiency and minimizing per-capita costs.

5

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

- Partner with and support Hamilton County as they develop the land trust to advance housing supply.
- Coordinate housing strategies with regional partners, employers, and neighboring communities to address housing needs on a metropolitan scale while supporting local economic development, workforce retention, and fiscal sustainability.

6

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

- Allow daily living uses in residential areas, particularly at key intersections. Daily living uses include grocery, gas, institutional uses, coffee shops, services, etc.
- Encourage integration and ensure the UDO supports multiple housing types, densities, and price points in a single development.
- Encourage smaller scale, creative and innovative developments, not just large scale traditional subdivisions.

Quality of Place

Quality of place answers the questions “Why Westfield?” and “What is there to do in Westfield?”

Trails, Parks, and Recreation

According to AARP, “people need public places to gather — indoors and out. Green spaces, seating and accessible buildings (elevators, zero-step entrances, staircases with railings) can be used and enjoyed by people of all ages. Nearly three-quarters of adults (73%) [in their 2021 survey] say it is important to have safe, well-lit parks that give residents places to gather and interact with friends.”

The named trails in Westfield are the Monon, Midland Trace, Cool Creek, and Natalie Wheeler. Monon and Midland Trace are part of the regional trail system as they connect to other communities in Central Indiana. The Cool Creek Trail connects Cool Creek Park south to the city limits at 146th Street and can be easily navigated to the Hagan Burke Trail in Carmel. The Natalie Wheeler Trail runs north from Cool Creek Park parallel to Westfield Boulevard and connects to downtown at Grand Junction Plaza.

Generally, “well-marked, extensive bike lanes help create an environment in which people find it safe and easy to bicycle to work or school” and “there is some understanding that policies aimed at reducing environmental barriers may have the potential to increase physical activity more than policies aimed at influencing individual behavior.” The benefits of both recreational and utilitarian physical activity benefit particularly the young and older adults in building and maintaining muscle strength, bone mass, and joint function in addition to supporting mental health. (Health and Community Design)

The City of Westfield has 13 parks and acquired land for a 14th park in 2025. Some of the parks have internal trail networks that extend the city’s total distance of trails, along with the perimeter paths in and adjacent to development areas. The parks also have amenities like shelters (available for rent), picnic tables, benches, playground equipment, disc golf, sports fields, skate parks, basketball courts, and similar features.

INTRODUCTION

Quality of Place is a broad term to describe the amenities, destinations, and experiences that make people enjoy being in the community and feel positive about it, sharing their experiences with their family, friends, and networks. Common elements of quality of place are parks, trails, and recreation; schools, childcare, and youth activities; shopping, dining, arts, cultural resources, and tourism; and social support. Other elements are related to how well the community serves people of all ages and abilities. The American Association of Retired Persons (AARP) has resources on age-friendly communities and describes eight domains:

Outdoor Spaces and Buildings

Transportation

Civic Participation and Employment

Communication and Information

Respect and Social Inclusion

Social Participation

Health Services and Community Supports

Housing

Outdoor spaces and buildings, transportation, civic participation, social inclusion, social participation, and health services and community supports are directly related to quality of place.

Schools, Child Care, and Youth Activities

Westfield is served by Westfield Washington Township Schools and has an early learning center, six elementary schools, an intermediate school, a middle school, and a high school. Fifth and sixth grade students attend the intermediate school, while seventh and eighth grade students attend the middle school. There are more than 10,000 students in the district. In the 2026–2027 school year, the district will open two new elementary schools and a new middle school. These new facilities will help serve students and families as the district grows in population.

The high school Career Pathways program connects what students learn in class to real-world jobs, with options in fields like manufacturing, engineering, finance, and health sciences. In the intermediate and middle school there are clubs and programs for almost every interest—choir, band, theater, STEM, robotics, student council, and more—so students can explore and discover new passions alongside strong academics. These clubs and programs, and more, are available at the high school level to allow students to continue to grow and learn.

School-age children are one of the primary beneficiary groups of investments in parks and recreation. According to Heath and Community Design, “because recreational exercise occurs in or on parks, playgrounds, baseball diamonds, basketball courts, and biking trails...the spatial allocation of these facilities is important.” Further, “there appear to be two primary barriers facing children in the contemporary environment: distance between destinations and traffic safety.” Compact neighborhood development, connected neighborhoods, and schools connected to neighborhoods provide opportunities for recreation and utilitarian movement that can improve physical and mental health outcomes for children.

The Virginia F. Wood Early Learning Center offers a place for families with little ones for childcare, developmental preschool, and speech services. The district is growing here too, with more classrooms opening to support over 570 children with a team ready to help children grow and learn.

There are 11 licensed childcare centers in Westfield, more are adjacent to the community in Carmel and Noblesville. These centers provide care to infants through a maximum age of 12. The centers have a capacity between 130 and 300 children at different ages like toddlers, and age two and above. There is a total of 1,879 child care spaces available in Westfield that are in licensed childcare centers. Some are open 6:00 AM to 6:00 PM Monday through Friday. Others open at 6:30 or 7:00 AM and close at 6:00 or 6:30 PM. Only three of the centers are qualified for On My Way Pre-K. In the State of Indiana Paths to Quality program there are four levels: Level 1 meets health and safety standards, Level 2 also includes learning environments, Level 3 adds a planned curriculum, and Level 4 has national accreditation. Of the licensed childcare centers in Westfield the Paths to Quality levels are:

Level 1: 3

Level 2: 1

Level 3: 2

Level 4: 3

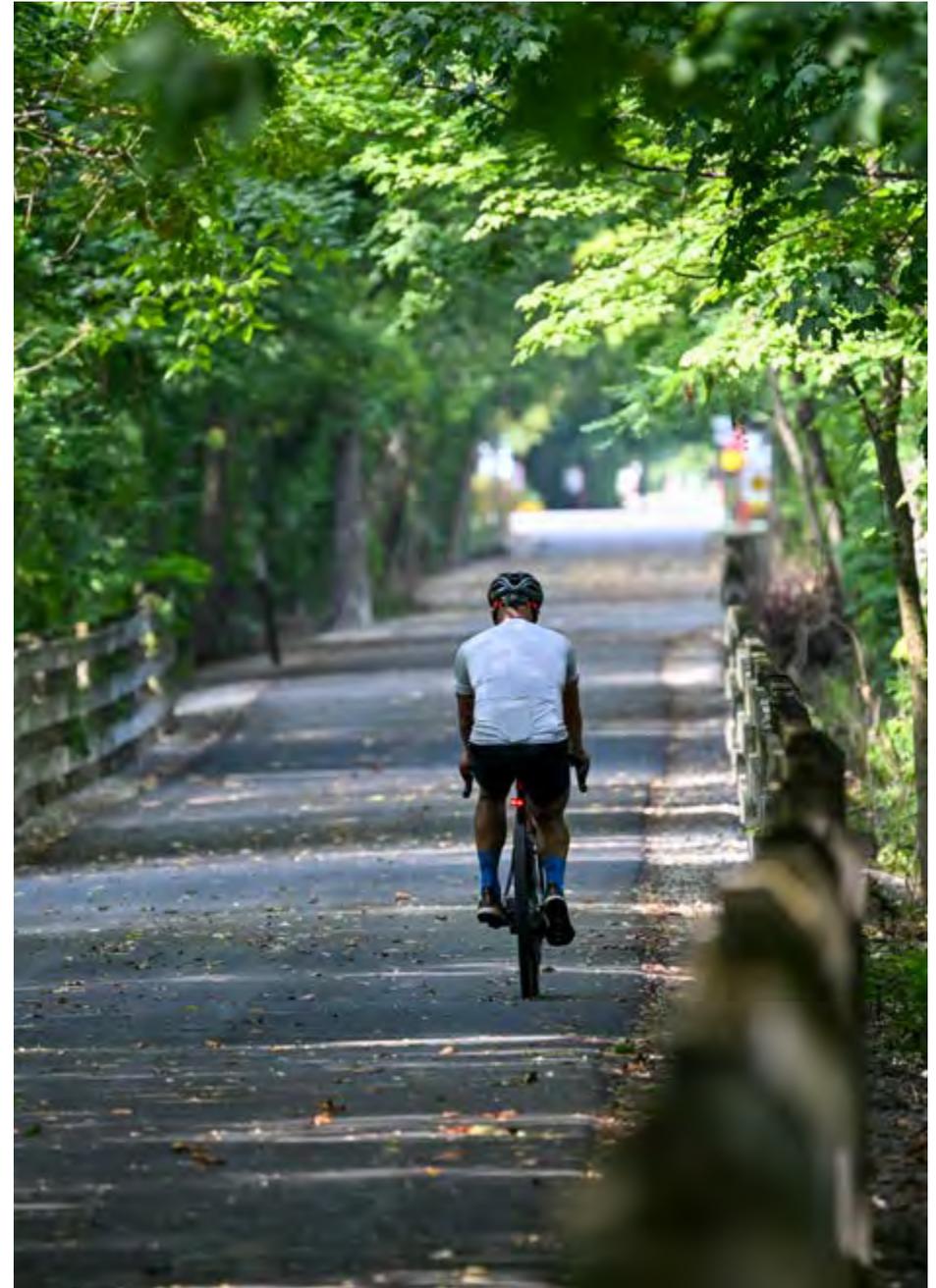
There is other child care options available including licensed childcare homes, unlicensed centers, schools, and homes, and unlicensed childcare ministries. The state has a childcare finder tool available to assist in choosing an appropriate type of care and location.

Westfield Youth Sports offers basketball, field hockey, tennis, baseball, football, volleyball, cheer, lacrosse, track and field, cross country, and softball to youth. Baseball, football, cheer, and softball have both in-house and travel programs. The programs are based at Grand Park and supported by a board of directors, sponsors, and volunteers.

Twelve local sports organizations have a presence in Westfield in addition to Westfield Youth Sports:

- Pacers Athletic Center
- Bullpen Tournaments is the contact for the ball diamonds at Grand Park
- Indiana Mustangs is a baseball and softball league
- Indiana Prospects helps create exposure for high school and college baseball
- Indiana Soccer Academy is for youth soccer
- Indy Eleven Academy is a soccer club for all ages
- Pro X Athletic Development is a multi-sport training and rehabilitation center
- Roundtripper Baseball Academy is a baseball training facility that covers all year play
- The Academy Monon Select is volleyball for all ages
- The Jungle Fitness has a collegiate size basketball court and practice turf
- Westfield Aquatics is the USA Swimming competitive swim team based at the YMCA of Westfield
- Wrights 360* Movement Academy is a gymnastics and ninja training academy for ages 1-12
- White River Rugby Club has a rugby partnership at Freedom Trail

The Westfield Washington Schools and the YMCA of Central Indiana partnered to build an aquatic center as a shared facility and has recently completed the build out of the YMCA. The Ascension St. Vincent YMCA at Westfield is a member of the YMCA of Central Indiana with memberships available in addition to the pool for the high school and Westfield Aquatics.



Shared-Use Trail.

Shopping, Dining, Arts, Cultural Resources, and Tourism

Suburbs have been “a continuous experiment, evolving in response to the interplay of fundamental demographic, economic, and technological changes” and Westfield is at the cusp of their next evolution as a suburban community (Suburban Remix). The next evolution of suburbs will be more urban, but less “gritty” than traditional urban cities. They will have downtowns and expand their demographic as the “traditional suburban demographic base – households with children – continues to represent a declining share of suburban housing markets” nationally. The process of creating these downtowns requires civic leadership, planning, and in-depth community-wide engagement.” The core principles for this type of development are: walkability, connected communities, a multi-layered public realm, diverse housing choices, and being authentic. These principles are embedded in the comprehensive plan.

Evolving in this way is important because while drivable suburbanism in high income areas will do fine, it will foster weaker economic growth than urbanizing suburbs (Suburban Remix).

Shopping and dining options are increasing in Westfield, both downtown and in the State Road 32 corridor near Grand Park. The suburban shopping center located on the northwest quadrant of 146th Street and adjacent to US 31 has a mix of uses including a theater, restaurants, big box retailers, and smaller outlot and strip center mostly national brand restaurants and shops. The visibility of this area from US 31 changed with the reconstruction of US 31, but it continues to have high occupancy. The changed shopping patterns with online shopping, food delivery for both fast food and fast casual dining, and grocery delivery service as well as a host of mobile services emerging will change the viability of this drivable suburban development. Assets like the Cool Creek Trail and Hamilton County Parks Cool Creek Park are adjacent to the development and there are apartments and other more intense housing choices adjacent to the commercial development. This area could be well-suited for mixed-used redevelopment over time as the market viability of the existing development decreases.



Restaurant With Outdoor Seating.

Art is a component of a viable community – visual and performing arts contribute to social connections, engagement in the lives of the community, and a sense of place that is unique to the area. Visual arts can be incorporated in the community through building murals, sculpture in public places, trail murals and shelters, and playgrounds. Performing arts can be integrated into events like the farmers’ market, community events, downtown life, and as part of events at Grand Park, city parks, or along the named trails. Music, dance, spoken word performance, and similar forms of performing art bring a richness to places that encourage people to gather and socialize.

As Westfield continues to grow, maintaining and celebrating the history and culture of the original town has become an important community conversation. This has been done in other communities by “drawing freely on local history, geography, ecology, culture, and values through placemaking seeks to reinforce a sense of character and to give a building or the public spaces of new development.” Westfield will continue to incorporate local history in Grand Park, in the community gateway on US 31, along the Midland Trace at the Union Street trail head. The Quaker cemeteries, agricultural landmarks, and storytelling of the Underground Railroad are important elements of local history and culture to incorporate as the community grows and evolves.

Most of Westfield’s tourism is firmly grounded in youth sports. Grand Park was a vision to make Westfield a national destination for youth sports, and that vision has generated success for the community. Building out the housing, hotels, restaurants, shopping, family entertainment, and related commercial development is underway to increase the ongoing tourism draw of Grand Park and the city’s investments.

Social Support

Social support is something that becomes more of a community’s life as the community grows. It pertains to people of all ages, from young children to older adults, and across demographic groups. Children and adults may require support for a range of mental health issues, which may be school counseling or private counseling. With changes in the economy during recessions, people may find themselves in need of temporary support for food, medical needs, or housing. Non-profits organizations, places of worship, community members, and at times government programs help fill their needs. People may struggle with substance abuse disorder and need treatment for themselves and support for their family members. While they are in crisis they may require intervention of services like EMS, police, and hospitals. People experiencing domestic violence may require police intervention and emergency shelter as well as longer term social supports to rebuild their lives. People who have lost their housing, or for whom housing has become unattainable, may be staying with friends or looking for very short-term low-cost housing to stay off the streets. Older adults may need in-house hospice care, care workers, or social workers to assist with daily lives and end of life.

Social services affect budgets on the personnel side and the capital side as different training and resources are needed or simply more qualified staff are needed to serve the area appropriately. Many of the “last resort” options for people in crisis fall to government and public funding.

Public safety and firefighting/emergency services are priorities for the City of Westfield. Two fire stations are being added to the community presently, with an understood need for at least three more. The city and the Westfield-Washington Township Schools are co-investing in school resource officers for each school.

Several non-profits serve Westfield and Hamilton County in a variety of social services capacities.

QUALITY OF PLACE ACTION STEPS

1

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

- Develop a public art program aligned with the arts master plan
- Continue to support public art at Grand Park that communicates local sports history in outdoor installations.
- Coordinate the work of local organizations and the schools for youth engagement in agriculture and underground railroad history.
- Feature the local history in interactive public art along a named trail.
- Integrate the celebration of Westfield history and assets (food, art, sports) into city celebrations (e.g. Founding Day, Culture Fest, Rock the 4th).
- Develop music and performing arts programming aligned with the arts master plan.

2

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

- Plan, fund, and open a community recreation center.
- Build out programming for each of the local parks.
- Add additional park land in developing areas.
- Include accessible play structures in park development.
- Develop programming related to natural resources.
- Connect existing perimeter trails and parks into a bicycle and pedestrian network.

3

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

- Establish development standards for agri-neighborhoods.
- Work with large landowners west of Little Eagle Creek to plan development that includes agricultural elements.
- Support continued operation and expansion of agri-businesses (e.g. Urban Apples, Urban Vines, Stuckey's) in the community.
- Develop and support farm-inspired activities for all seasons.

4

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

- Require riparian corridor preservation in development standards.
- Encourage preservation and maintain high-quality tree stands in development standards.
- Create a position of urban forester within the city administration.
- Encourage planting new tree stands for future generations of Westfield residents.

5

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

- Include passive spaces in park design.
- Support development of a rural historic district where there are Indiana State Department of Agriculture Hoosier Homesteads.
- Adopt a local right-to-farm ordinance to protect existing farmers (crop and livestock) from complaints related to urbanization.
- Develop a natural trail or equestrian trail network in the rural southwestern and western portions of Washington Township.

Utilities

INTRODUCTION

Drinking Water and Wastewater systems are essential for preserving public health in a community. Customers rely on the delivery of safe and reliable drinking water. Collection and treatment of wastewater protects the environment and prevents the release of contaminants into local waterways. It is vital that these systems expand with the community to ensure growth is supported.

Action Steps

The drinking water and wastewater systems in Westfield are owned by Citizens Energy Group (Citizens). Developers may apply to Citizens to expand the systems through water main extension, service line construction, sanitary main extension, or sewer lateral construction. Citizens may also spearhead their own projects to expand, modify, or improve the systems. In any case, it is crucial for the City of Westfield to keep Citizens apprised of all growth plans and projections during the planning process.

Objective 1: Work closely with Citizens on expansions, modifications, and improvements to the water and wastewater systems necessary to support development.

As Westfield grows, the drinking water distribution system and wastewater collection system must expand to reach new customers. Water demand will increase as the number of customers increases, and additional flows will be sent to the wastewater treatment plant (WWTP). The existing infrastructure may need to be upsized to handle higher flow rates. Regular communication between the City of Westfield and Citizens to discuss drinking water and wastewater infrastructure conditions and capacities, demand projections, and potential improvement projects is critical.

Citizens should be consulted when any industrial or potential high consumption users express interest in moving to Westfield. Industrial customers must comply with pretreatment standards. Even if supply is available, existing watermains are limited in the demands they can meet. Accommodation of a high consumption user may require substantial system modifications.

For developers, Citizens has fact sheets available regarding the process for plan review and permitting for water main extensions, water service lines, sanitary main extensions, and sanitary sewer laterals. Developers should follow the procedures and requirements outlined in the most recent version of the Citizens Energy Group Water Standards Manual for water main and service line design and construction, as well as the most recent version of the Citizens Energy Group Sanitary Standards Manual for sanitary main and sewer lateral design and construction.

Key Action Steps:

- Coordinate with Citizens on the following items:
 - Ensure there is sufficient drinking water storage within the distribution system, typically equal to the average daily consumption.
 - Ensure existing force mains have capacity to supply areas of new development.
 - Verify new development complies with Citizens' Wellhead Protection Plan.
 - Discuss proactive expansion of the WWTP to accommodate increased flows from future development prior to reaching 90% capacity (4.5 MGD).
 - Ensure existing trunklines have capacity to accept flows from areas of new development.
 - Verify drinking water needs of potential high consumption users can be met while maintaining sufficient pressure and quality throughout the rest of the system.
 - Establish whether potential industrial users will be subject to pretreatment requirements.
- Highlight and amplify water conservation tips and practices published by Citizens to preserve capacity within the treatment and distribution systems.
- Direct developers to Citizens' fact sheets:
<https://info.citizensenergygroup.com/permits-and-forms>

Objective 2: Maximize the useful life of existing infrastructure through regular inspection and maintenance.

A close partnership between the City of Westfield and Citizens is important to ensure customers' needs are met. Citizens is responsible for the maintenance of the drinking water and wastewater systems in Westfield. Maintenance of older infrastructure where right-of-way or easements are not established can be difficult and, potentially, neglected. Citizens' Real Estate office should be made aware of any such cases where a maintenance easement may be required.

Key Action Steps:

- Notify Citizens of water and wastewater infrastructure maintenance needs. Contact the Real Estate office if a maintenance easement is required.

Water Conservation.

A culture of water conservation promotes sustainability while saving both the customers and utility money. Conserving water helps customers reduce their water and electricity bills. Water conservation also preserves capacity in the drinking water and wastewater systems by reducing per capita water demand and wastewater contributions. This allows for the delay of some capital projects such as treatment plant expansion or upsizing mains or sewers due to a slower increase in demand, even as a community continues to grow. Citizens has conservation tips available at <https://info.citizensenergygroup.com/conservation>.

Stormwater

INTRODUCTION

Effective stormwater management protects infrastructure, improves water quality, and recharges groundwater supply. Stormwater management is crucial to protect city infrastructure such as Grand Junction Plaza, a favorite place of the community, as well as roadways and building foundations which can be damaged by flooding. Innovative stormwater management systems promote infiltration of stormwater to recharge groundwater supply, Westfield's source of drinking water. Treatment of runoff protects waterways from pollutants which can have detrimental effects on aquatic life.

The City of Westfield updated their Stormwater Ordinance and Technical Standards Manual in 2019 establishing policies relating to stormwater management, stormwater quality practices, flood control, submittal requirements and procedures for issuance of a stormwater permit, and procedures for inspection, testing and final acceptance of stormwater facilities. Updates to the Stormwater Master Plan (SWMP) and Stormwater Quality Management Plan (SWQMP) were completed in 2022 and 2023, respectively. The SWMP and SWQMP identify problem areas and evaluate potential solutions including both capital project and policy-based solutions.

Action Steps

Westfield's stormwater management strategy emphasizes the need for maintenance of existing infrastructure to ensure continued, successful operation and implementation of innovative and sustainable solutions for new development and areas of need.

Objective 1: Maximize the useful life of existing infrastructure through regular inspection and maintenance.

The City of Westfield is responsible for maintenance of its stormwater infrastructure. SWMP section 5.1 describes the need for improved long-term maintenance procedures for stormwater BMPs, especially when privately-owned. BMP inspection and maintenance costs are incorporated in the City of Westfield Stormwater program costs through 2027. Based on inspection results and maintenance needs, the program may need to be adapted to include more frequent checks. It is important that privately-owned BMPs are also inspected to ensure private owners comply with their maintenance agreements.

In areas where maintenance of older infrastructure is difficult or impossible due to a lack of right-of-way or easements, coordination with the city attorney may be needed to establish maintenance easements.

Key Action Steps:

- Continue development and implementation of a long-term maintenance plan for stormwater infrastructure including regular inspections to confirm condition and performance are adequate.
- Coordinate with the city attorney to establish any necessary maintenance easements for existing stormwater infrastructure.

Stormwater BMPs.

Stormwater best management practices (BMPs) refer to the devices, practices, or methods that are used to manage stormwater runoff by controlling peak runoff rate, improving water quality, and managing runoff volume. BMPs can be structural or non-structural.

Structural BMPs are physical structures that control and treat stormwater. Examples of structural BMPs include:

- Constructed wetland
- Planter boxes (pictured)
- Water quality device

Nonstructural BMPs are policies and strategies that aim to preserve natural features and reduce runoff. Examples of non-structural BMPs include:

- Riparian/vegetative buffer (pictured)
- Minimization of total disturbed area
- Protection of natural flow paths



Source: <https://www.epa.gov/green-infrastructure/types-green-infrastructure#tns1-item0>



Source: <https://www.epa.gov/system/files/documents/2021-11/bmp-riparian-forested-buffer.pdf>

Objective 2: Eliminate illicit discharges and address problem areas identified in the SWMP and SWQMP to reduce flooding and improve water quality.

The City of Westfield is implementing an Illicit Discharge Detection and Elimination (IDDE) program as is required for MS4s. Signs are posted along the road near major waterways, informing the public of what number to call to Report-A-Polluter. Stream sampling can further help to identify pollutant sources. A potential pollutant source is failing septic systems. While there are few septic systems in Westfield, it is important that customers on septic are aware of the maintenance requirements and potential signs of malfunction.

The SWMP identifies specific areas of known drainage, flooding, and water quality issues. As Westfield grows, it is vital for the community that attention is paid to longer-established neighborhoods as well as new developments. Drainage and flooding complaints should be addressed in a timely manner. Repeat complaints should trigger a discussion of potential infrastructure improvements or modifications to prevent future issues. The SWMP also identifies strategies for addressing these issues including swales and culverts, additional storm inlets, and rain gardens.

Key Action Steps:

- Continue implementation of IDDE program, utilizing Westfield City Code 54.13 to access facilities and verify compliance.
- Where sewer is not available for new or existing development, ensure customers are informed of septic system maintenance requirements and potential signs of malfunction.
- Address flooding and drainage problems in older neighborhoods utilizing strategies identified in the SWMP.

Objective 3: Prioritize sustainable stormwater management in future development.

The popularity of Westfield's trails and parks indicate that residents appreciate the natural features of the area. Preservation of these features during development also reduces stormwater runoff and improves stormwater quality. This is a design approach known as low impact development (LID). The LID approach to stormwater management is described in the city's Utility and Infrastructure Construction Standards and Specifications Manual. Currently, stormwater fees are based on impervious area which incentivizes development that minimizes conversion of pervious surfaces, such as grass and soil, to impervious surfaces, such as concrete or asphalt. Additional incentives could be provided to encourage developers to utilize the LID approach such as:

- Additional stormwater fee discounts or credits,
- Expedited permit processing,
- Waiving or reducing permitting fees,
- Awards or recognition programs.

Where construction of impervious surfaces is unavoidable, such as roadway projects, green infrastructure may be incorporated to capture and treat runoff at the source. When stormwater runoff flows over streets or parking lots, it picks up pollutants that have been deposited on these surfaces. Green infrastructure is a subset of stormwater BMPs that uses plants, soils, and other media to capture and treat stormwater and promote infiltration and evapotranspiration. This results in a smaller volume of stormwater that is sent to storm sewers and surrounding waterways during and after rain events, reducing the risk of surcharging or flooding the system. The use of native plants and trees for green infrastructure systems benefits environmental sustainability and local wildlife.



Source: <https://www.epa.gov/green-infrastructure/about-green-infrastructure#:~:text=As%20defined%20by%20the%20Clean,is%20overlap%20between%20these%20concepts.>

Note that an INDOT permit must be obtained for any work within INDOT right-of-way, such as US 31 and State Road 32, including work outside of the roadway. Right-of-way limits vary by location. Generally, within city limits INDOT right-of-way is full width of sidewalk to full width of sidewalk. INDOT is also an MS4, and they are required to manage stormwater within their right-of-way accordingly. Close coordination with INDOT will be required for any projects that convey stormwater into or out of INDOT right-of-way.

Key Action Steps:

- Incentivize LID stormwater management design approaches and incorporation of green infrastructure in new development.
- Incorporate green infrastructure into roadway and other public works projects to capture and treat runoff at the source.
- Utilize stormwater BMPs to preserve a natural aesthetic in new development and increase flood resilience.
- Prioritize native plants and trees.
- Coordinate with INDOT during the planning, design, and construction of any project that conveys stormwater into or out of INDOT right-of-way.

UTILITIES AND STORMWATER ACTION STEPS

1

Promote safe and reliable water service by fostering strong partnerships with Citizens Energy Group, ensuring that infrastructure investments, service delivery, and long-term planning align with the city's growth.

- Maintain and modernize the street network to provide for current and future transportation needs that ensure safety for all modes of transportation.
- Follow the application procedures outlined in the most recent version of the Citizens Energy Group Water Standards Manual for water main and service line construction.
- Coordinate with Citizens Westfield to ensure there is sufficient drinking water storage within the distribution system, typically equal to the average daily consumption.
- Verify new development complies with Citizens Westfield's Wellhead Protection Plan.
- Highlight and amplify water conservation tips and practices published by Citizens.
- Work with Citizens to establish maintenance easements for existing infrastructure with clear stipulations on allowable development to allow access for repairs and rehabilitation.

2

Ensure reliable, affordable, and environmentally responsible wastewater treatment services through proactive coordination with Citizens Energy Group, safeguarding public health and water quality while aligning infrastructure investments with the city's long-term growth.

- Follow the requirements and procedures outlined in the most recent version of the Citizens Energy Group Sanitary Standards Manual for issuance of approvals and permits and acceptance of sanitary sewer facilities.
- Where sewer is not available for new or existing development, ensure customers are informed of septic system maintenance requirements and potential signs of malfunction.
- Coordinate with Citizens Westfield to proactively upgrade the wastewater treatment plant to accommodate increased flows from future development prior to reaching 90% capacity.
- Coordinate with Citizens Westfield to ensure existing trunklines have capacity to accept flows from areas of new development.
- Work with Citizens to establish maintenance easements for existing infrastructure with clear stipulations on allowable development to allow access for repairs and rehabilitation.

3

Develop and maintain a resilient, efficient, and sustainable stormwater infrastructure system that protects public safety, improves water quality, reduces flooding risks, and supports community growth while enhancing natural ecosystems.

- Utilize stormwater BMPs as landscaping, prioritizing native plants and trees, to provide a natural aesthetic in new development and increase flood resilience.
- Establish a long-term maintenance plan for stormwater infrastructure.
- Incentivize incorporation of green infrastructure in new development.
- Address flooding and drainage problems in older neighborhoods utilizing strategies identified in the Stormwater Master Plan.
- Establish maintenance easements for existing infrastructure with clear stipulations on allowable development to allow access for repairs and rehabilitation.

INTRODUCTION

Certain changes in the economy and the built environment are driven by technological change. In many ways the global pandemic of 2020 accelerated these trends and, or of necessity at the time, made them common practice. How we shop, eat, move, and work were all transformed by technology during the pandemic and many of these changes are here to stay. Other changes may be needed in the next twenty years to be resilient as we experience further changes in the global economy, climate and weather, and political environment.

Innovative & Emerging Trends and Technologies

Shared Systems

Shared mobility started tentatively and primarily in large cities, but uptake was slow in places like Central Indiana. Car share programs didn't last more than a few years here, while thriving in places where people only use a car to escape the city for vacation. Bike and scooter share programs had varying levels of success in the region, with relatively high demand and growth in the Indianapolis Pacers Bikeshare system, while other communities had limited success early on including Westfield and Carmel. Carmel has re-launched their bike share program and other suburban communities are launching programs as their trail network becomes more connected. Most of the bike share programs are docked bikeshares, where the bikes need to be returned to a specific location with a hard dock. The private scooter shares in Indianapolis are not docked systems. The companies pay independent contractors to charge and distribute the scooters. Other cities have used geofencing to manage where bikes and scooters are returned. These programs create transportation opportunities for people who are unable to drive (especially younger people) and who can't afford a car.

Another type of shared system is co-working locations. These may be operated by public, private, or non-profit entities and offer shared office essentials and equipment as well as conference rooms and workspaces for a membership fee or day use fee. These locations offer collaboration efforts for small business owners and the opportunity for remote workers to have an "office" space that is in a professional setting and can be quiet for focused work. Makerspaces are a type of co-working location where there is equipment like laser engraving, 3-D printing, sewing machines available for start-up businesses to make their products without investing in the means of production. Some have member fees. They may be public or non-profit spaces like in libraries. Westfield has a small makerspace in the Westfield Washington Township Public Library. Carmel Clay Township built a sound studio into their library, and it is available to residents for recording high-quality podcasts and other audio products.