



Westfield Comprehensive Plan 2045

Pastry with a Planner

November 18, 2025

Meeting Agenda

1. Process

2. Overview of Draft Plan

3. Next Steps



Process Chart

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Planning Process

WESTFIELD COMPREHENSIVE PLAN PROCESS



Overview of the Plan

Pastry with a Planner

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Table of Contents of the Plan

- Executive Summary
- Planning Foundation
- Vision & Values
- Themes & Goals
- Placetypes
- Thoroughfare Plan
- Connecting It Together
- Implementation
- Appendix

Chapter 1: Planning Foundation

- Introduction to the entire plan
 - What is Looking to the Horizon: Westfield's Comprehensive Plan
 - How the plan is implemented
 - What the plan is not
 - Legal basis
 - Relationship to zoning
 - Relationship to other plans
 - How to amend & monitor the plan
 - Process
 - Plan structure



Chapter 2: Vision & Values

- Summarizes the community engagement process
- Contains the vision and value statements
- Discusses the major themes of the plan

Visioning

What Is A Vision Statement?

A vision statement in a Comprehensive Plan serves as the community's aspirational goal, describing the ideal future that residents, stakeholders, and elected officials collectively hope to achieve. It is concise yet paints a picture of what the community wants to become over the next 10, 20, or 30 years. This provides a unified theme that aligns all other plan elements. By painting a clear picture of the desired future, the vision statement helps guide decision-making, investments, policies, and partnerships, ensuring they are all moving the community in a consistent direction.

Beyond inspiration, a vision statement also establishes a foundation for measurable goals and objectives. It bridges present-day conditions with future aspirations, allowing City Staff and City Council and Plan Commission to evaluate whether proposed strategies, land use policies, and development initiatives support the community's long-term ambitions. In this way, the vision statement is not just a ceremonial introduction — it is the anchor of the Comprehensive Plan, shaping how priorities are set, resources are allocated, and progress is monitored over time.

Westfield's Vision Statement

Westfield is a welcoming, connected, and resilient community that appreciates its past while purposefully directing its future. Innovative growth, defined neighborhoods, dynamic public spaces, flourishing businesses, and a strong economy support residents of all ages and backgrounds. Using strategic planning and investment, Westfield remains a leader in livability, with excellent schools, walkable districts, preserved green spaces, and a deep sense of civic pride.

What Is A Value Statement?

Value statements articulate the core principles and shared beliefs that guide Westfield's decision-making and long-term growth. These statements capture what matters most to residents and serve as the moral and cultural foundation for the plan's goals, policies, and actions. By clearly stating these values, the plan builds consensus among diverse stakeholders, ensuring that future choice aligns with Westfield's identity and priorities. Value statements are essential because they help maintain consistency and integrity throughout the planning process, providing a common touchstone that keeps policies grounded in the community's collective vision, even as conditions and leadership change over time.

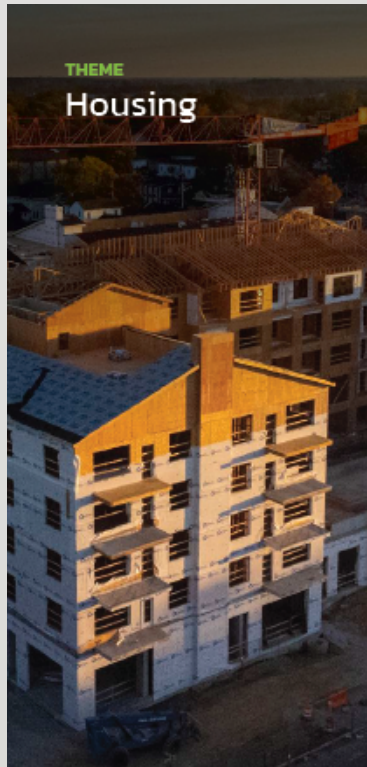
Westfield's Values

Westfield is a place where...

- Community thrives with strong social connections among residents, schools, businesses, local institutions, and government.
- Residents are at the heart of everything we do, ensuring safety, quality of education, access to health care, and support of every stage of life.
- Local, national, and global businesses, entrepreneurs, and other industries are growing, fueling a strong and diverse economy.
- Recreation and entertainment amenities and programming are integral to health, wellness, and social interaction of the community.
- Thoughtful planning guides intentional growth, preserves community identity, and enhances quality of life.
- Attainable housing and services are available at a variety of price points to support a high quality of life for residents of all ages, abilities, and interests.
- Trails, sidewalks, and transit connect people to daily necessities and activities.
- Everyone is welcome.

Chapter 3: Themes & Goals

- Identifies goals
- Why the theme is important
- Where the city is today
- What needs to be done
- How it will be done
- Who will do it
- Measuring success



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, ensuring 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? (EXISTING CONDITIONS)

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 19,070 housing units in 2022. Nearly 80% of housing units are single-unit detached and owner-occupied.

Over 65% 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% of households in Westfield are housing cost-burdened. US Census Bureau states the median home value in Westfield-Washington Township in 2020 is \$365,700. 90% of owner-occupied housing is valued over \$200,000.

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

WHAT NEEDS TO BE DONE? (OBJECTIVES)

- 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 (TOD) nodes along the Monon and Midland Trail Trails.
- E. Support 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? (ACTION ITEMS)

See Action Steps in Chapter 6

WHO WILL DO IT?

See Implementation Matrix in Chapter 7

MEASURING SUCCESS (KEY PERFORMANCE INDICATORS)

1. Ensure that residential land uses comprise between 40% to 60% 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% for homeownership units and 8 percent for rental units.
7. Annual average rent increases are limited to 5%.
8. Trail-oriented development, villages, and downtown have new construction that brings gentle density of 4-8 dwelling units per acre for single-family homes and 16-30 dwelling units per acre for multi-family development.
9. 90% of housing units are within 1-mile of an elementary school and have sidewalks/trails to walk/bike.
10. 25% of Westfield housing units are within a 10-min (0.5 mi) walk of a grocery store.
11. 75% of Westfield housing units are within a 10-min (0.5 mi) walk of a park.

Chapter 4: Placetypes

- Core of the plan
- What is a placetype
- How it differs in managing land use
- Placetype definitions
- Placetype map
- General placetype recommendations
- Descriptions of each placetype & guiding principles and standards for each placetype

Map Legend

Previously Planned Road Extension
Waterways

Proposed Place Types

Traditional Suburban Neighborhood

Suburban Village Neighborhood

Master Planned Suburban Residential

Multi-Unit Neighborhood

Suburban Mixed-Use

Urban Village Neighborhood

Village Center

Grand Park Sports Campus

Grand Park District

Destination Development

Suburban Commercial

Trail-Oriented Development

Downtown

Community Institutional

General Industrial

Flex Industrial

Innovation District

Parks, Conservation, and Open Space

Agrihood

Named Trails Legend

Solid line = constructed

Dotted line = proposed

Cool Creek

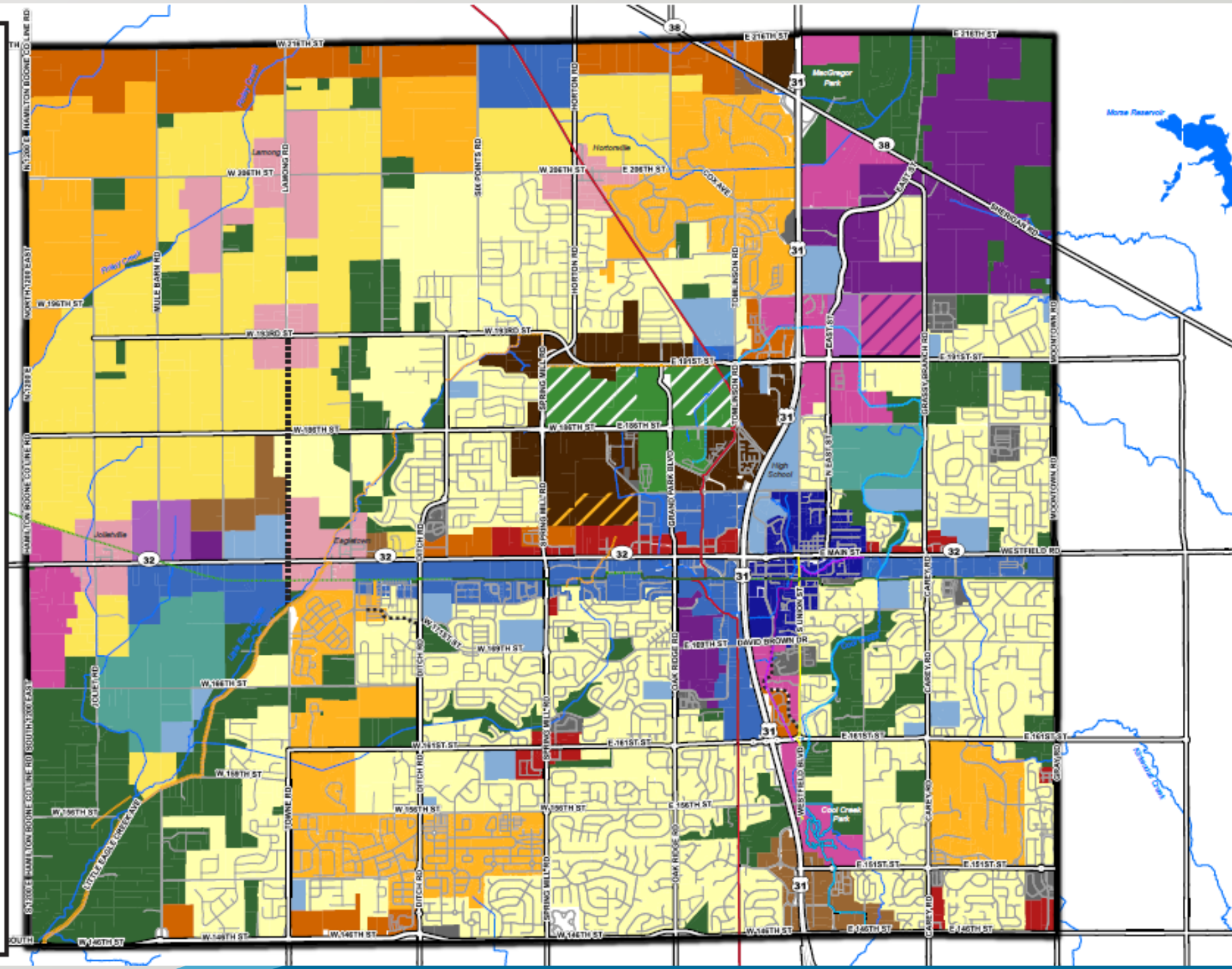
Grassy Branch

Little Eagle Creek

Midland Trace

Natalie Wheeler

Monon



Chapter 4: Placetypes

Example: Suburban Village Neighborhood



Caption.

Suburban Village Neighborhood

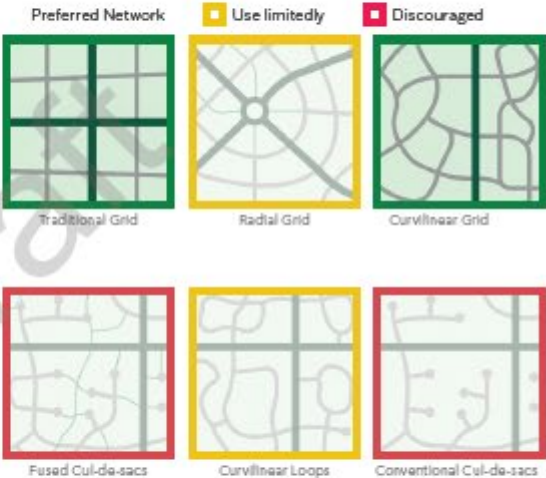
The Suburban Village Neighborhood placetype contains a variety of residential, commercial, and retail uses. This placetype is generally adjacent to the Village Center Placetype. This placetype includes a mix of residential uses at a higher density than the Traditional Suburban Neighborhood placetype. Non-residential uses are typically located at key intersections adjacent to neighborhoods, considered support to the neighborhood, and should be located no more than a 15-minute walking distance of all residential uses. Transportation infrastructure should support and encourage connectivity, safe walking, biking, and golf carts.

Key Characteristics:

1. Single-unit dwelling, attached or detached, are laid out in walkable and connected neighborhoods.
2. Low-rise apartment communities are well-designed and integrate natural areas and open space.
3. Infill development is scaled to match the character of established neighborhoods.
4. Civic and institutional uses are located within walking or biking distance of residential areas to provide convenient access to services and gathering places.
5. Neighborhoods may have small-scale businesses that cater to residents' daily needs in higher-traffic areas or intersections.

Natural Areas/Parks and Open Space	Recommended Land Uses	
Community Institutional	● Primary Use ● Secondary Use	
Agrifood / Agriculture / Agribusiness	Agriculture	○
Estate Rural Reserve	Public Open Space	●
Traditional Suburban Neighborhood	Private Open Space	●
Suburban Village Neighborhood	Single Unit Dwelling Detached	●
Urban Village Neighborhood	Single Unit Dwelling Attached	●
Master Planned Neighborhood	Multiplex	●
Suburban Mixed-Use Neighborhood	Apartments	●
Multi-Unit Neighborhood	Mixed-Use	●
Flex Industrial	Entertainment	●
General Industrial	Lodging	●
Innovation District	Commercial	●
Grand Park Sports Campus	Office	●
Destination Development	Civic/Public Institution	●
Suburban Commercial	Utility	●
Village Center	Light Industrial	○
Trail Oriented Development Overlay (TrOD)	Heavy Industrial	○

Street Pattern Recommendations:



Chapter 4: Placetypes

Example: Suburban Village Neighborhood

Design & Precedent Imagery:



Caption.



Caption.



Caption.



Caption.



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Chapter 4: Placetypes

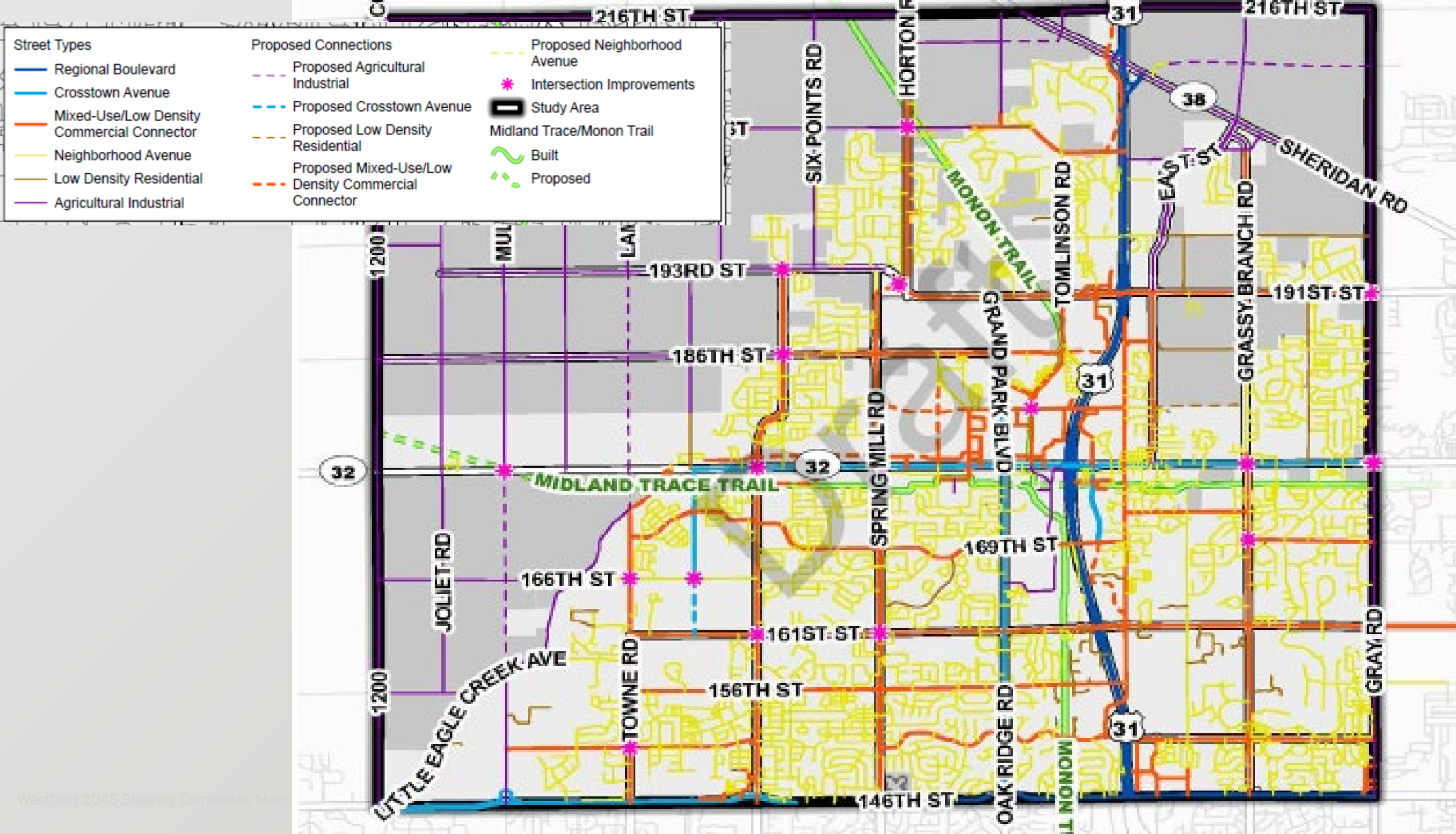
Example: Suburban Village Neighborhood

Mobility The appearance and design of streets within the placetype, especially elements that enhance the experience of the public atmosphere. The character of buildings and amenities that do not sit directly in the right-of-way are discussed in later sections.	
Street Network	- Establish a well-connected street network to improve traffic flow and access. - Curving streets are preferred to discourage speeding. - Two-way streets are preferred. On-street parking may be provided.
Commercial Vehicles	Commercial vehicles should not be routed through neighborhood streets.
Bicycle and Pedestrians	- Sidewalks should be 5 feet or wider and located along both sides of the street. - Trails are encouraged throughout developments and to connect neighborhoods.
Golf Carts	- Golf carts could serve as alternative form of transportation. - Golf carts may use the same space as passenger vehicles on local streets.
On-Street Parking	On-street parking is permitted only along local streets in residential developments.
Speed and Capacity	- As the area around it develops, coordinated improvements in infrastructure will be needed to support growth. - Turn lanes, deceleration lanes, or roundabouts should be considered at entrances to improve traffic flow.
Site Design Characteristics of the design and layout of a property, especially in relation to surrounding properties, which include both the land and any buildings on the property.	
Block & Lot Patterns	- Typical Block Size: between 500 and 900 feet - Typical Lot Size: 9,000 sq. ft. - Typical Building Coverage: 50% or less - Only one curb cut/driveway should be provided per dwelling. - Shared drives may be used for attached dwellings.
Access Points	- Supporting commercial areas should be designed to promote walkability including enhanced sidewalks, street trees and landscaping, minimal curb cuts, and pedestrian-scaled lighting. - Establish a comprehensive pedestrian network emphasizing multimodal connections to commercial areas, schools, and parks. - Entrances should be oriented to the street, except cottage court developments, which may face a courtyard. - Apartments may face courtyards or pedestrian pathways.
Building Placement	- Buildings may be up to 2 stories. - Commercial areas, including retail mixed-use development, should be located at key intersections and along major roadways. - Placetypes adjacent to this placetype should match the low-rise scale of this placetype at or along the adjacency before rising to mid or high rise.

Setbacks/Built to	- Infill developments should meet the established front setbacks. - Buildings should be set back from the street to preserve open spaces. - Non-residential uses may be built closer to the street to engage pedestrians. - Housing such as duplexes, townhomes, and multiplex should be designed to complement the scale and character of the surrounding neighborhood. - Increased side and rear yards can serve as transitions between different housing types and commercial developments.
Off-Street Parking Areas	- Single-unit dwellings should include garages capable of storing 2 vehicles. - Multi-unit apartments may have garages or surface parking. Parking areas should incorporate landscaping and screening elements to prevent light trespass.
Amenities & Open Spaces	- Maintain open space in the front of buildings to preserve a feeling of openness. - Playgrounds, greenspaces, and other outdoor recreational areas are encouraged for supporting civic and institutional uses. - Local streets have 6-foot sidewalks with planting strips in locations with less intense development and have 8-foot sidewalks with planting strips in locations with more intense development. - Arterials have 8-foot sidewalks with either planting strips or amenity zones. - Bike lanes or separated bike lanes are provided on arterial streets. Bike boulevards are included on local streets. The bike network is complete, well-marked, safe, and easy to use. - Have street connections to parks, schools, and other destinations, and include well-designed pedestrian connections to trails or greenways.
Landscaping	- Landscape strips with street trees are encouraged to separate pedestrian pathways from streets. - Preservation of existing natural features including floodplains, riparian buffers, tree rows, forested areas, wetlands, waterways, and other natural features are encouraged. - Plant parkways and private yards with shade trees to expand the urban forest and improve neighborhood character. - Front and rear yards serve as private open spaces. - City should coordinate between developers to encourage regional retention among developments instead of each development having their own retention facility onsite.
Stormwater Management	- Developments should include drainage elements that connect to municipal drainage or provide retention/detention facilities on site. - On-site drainage facilities should be in easements or common areas and reserved for that specific purpose.
Special Considerations Areas within each placetype that have unique conditions for which additional considerations are recommended.	
Office, commercial, or retail uses should be located at the perimeter of residential areas at intersections or along primary streets.	

Chapter 5: Transportation

- Transportation goes hand in hand with the placetypes map
- Transportation policy and recommendations
- Street types
- Street types vs. placetypes
- Relationship between street types and city identity
- Limitations of street types
- Street types & improvement map

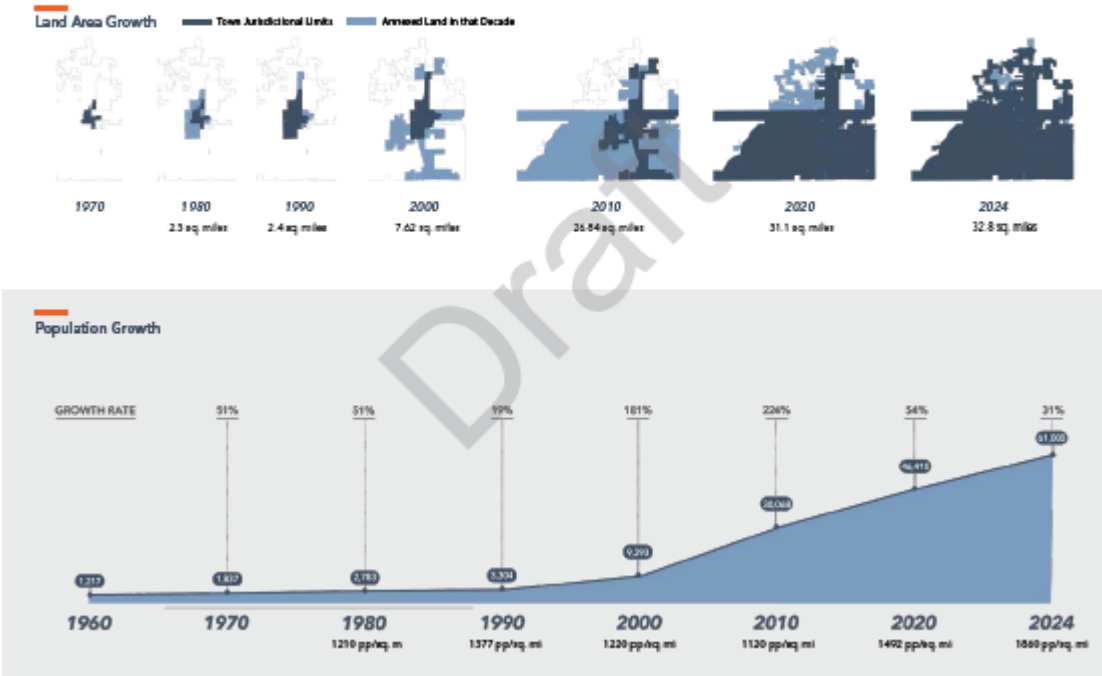


Chapter 6: Connecting It All Together

- Summarizes the policy actions of the plan
- Overview of past planning efforts
- Discussion of city form
- Overview of city's annexation history
- Deep dive into each theme highlighting existing conditions, planned and future development and policy recommendations that supplement placetypes
- Also contains policies from stormwater, innovative and emerging trends and technologies, and sustainability

Chapter 6: Connecting It All Together

Planning and Annexation Boundaries



Regional Growth And Development

Mentioned previously, Westfield has growth significantly in the past 50 years from a small town in 1960 to a much larger city in 2025. The growth is both in population and land area. From 1960 to 1990, there was slow and steady growth. By the 1990's, there was significant land area growth along the major transportation corridors like US 31, SR 32, SR 38, and along the southern border with Carmel at 146th Street. The community nearly tripled in population and land area by then. Significant annexation in the 2000s expanded the community to the southwest, along SR 32 to the county line with Boone County and added some area north of SR 32. The population approximately tripled again in that decade. Between 2010 and 2020 there was less growth in the physical size of the community, but the population grew by another 15,000 people to more than 46,000.

In 1977, the city took charge of planning and zoning activities in Washington Township through a joinder agreement. This was done to be proactive about managing growth. There are still parts of Washington Township that are surrounded by the City of Westfield but are not part of the city. This is because changes to Indiana's annexation statute over the past few decades have meant that the only annexation that may happen is one that is done on a voluntary basis, usually when development is proposed.

The City has long maintained a sense of cooperation and coordination as regional growth and development has evolved over the decades. Many of the adjacent communities have experienced similar growth and have undertaken different initiatives and approaches to manage that growth and their land area so that it is used wisely and efficiently.

While rapid population growth can impact local services, transportation and non-transportation infrastructure, and housing, it also presents opportunities for collaboration and choice regarding a diversity of jobs, neighborhoods, and shopping experiences for residents and visitors. Westfield's planning perspective has been one that examines the larger picture to determine what improvements are needed that would not only benefit Westfield but the region. Most of this strategic thinking has occurred with transportation and trail systems, utility systems, recreation systems, and economic initiatives. Through this plan, Westfield will continue to add to the region, achieving regional goals, and being rewarded with the benefits. Additionally, compared to its adjacent communities, Westfield's opportunities lie in the fact that it still has a lot of land area to be developed. Westfield has learned from its neighbors to build density at its core and create more urbanized, mixed-use village centers to meet the needs of its residents and future population growth, while adjacent communities focus on redevelopment of existing areas.

Westfield has committed to creating more compact development footprints to enhance walkability of areas within its community. This means more vertical mixed use development, ensuring that trails and sidewalks are connected to a larger system, and that there are other mobility opportunities than just the car. Westfield will need to rely on private development that creatively and appropriately increases density to support parking garage facilities within a development mix, while the City finds ways that residents and visitors can park once and navigate certain areas of the city like the Grand Park Sports Complex and Downtown among other areas within the city.

Chapter 6: Connecting It All Together



Strategic Development Areas

Grand Park Sports Campus & District

The Grand Park Sports Campus was the 2nd most visited youth sports destination in the United States as well as the 16th most visited stadium, arena, convention center, or sports complex nationally according to Placer.ai in 2023. The popularity of Grand Park has increased demand for a range of development opportunities, such as new residential, hospitality, retail, office, and recreation uses. The comprehensive plan identifies this area as a strategic development area that needs a more detailed subarea plan to guide growth and development. A detailed subarea plan was created in 2024 entitled Grand Park District Master Plan. Phase One of the master plan recommends office, mixed-use with retail and apartments, hotels, and entertainment development, including a three-sheet ice rink facility. Over a 30-year period, phase one is expected to generate \$4.7 billion in net new spending, \$2.9 billion in net new earnings, 1,600 or more net new jobs, and \$109.9 million in local taxes (food and beverage taxes and property taxes). While the placetypes maps identified the large areas for the Grand Park Sports Campus and Grand Park District, this detailed subarea master plan should be used to make future land use and development decisions.

Downtown Plan

The downtown area is the second strategic area for development and redevelopment. The Downtown Plan identifies three key elements for the future of Westfield's historic city center: transportation, open space and connectivity, and development. Several road extensions and improvements are recommended to reduce traffic congestion on Main Street and provide more north-south connectivity. Recommended upgrades to Main Street should include enhanced streetscapes, medians for fewer four-way intersections, and improved pedestrian safety. The open space and connectivity element recommends a trail and linear park following the Grassy Branch stream. This park and greenway would pass through Grand Junction Plaza and provide a connection from the Monon Trail to the Midland Trace Trail.

The development recommendations for the Downtown Plan suggest sub-districts within the downtown area that focus on different design and land use characteristics. The primary focus areas of this plan are the Junction Sub-district, which includes the Grand Junction Plaza, the Main Street

corridor, and other character areas, the Gateway Sub-district at the US 31 & Main Street intersection, and the Kendall Sub-district south of Park Street and Westfield Boulevard. This plan envisions increased residential density with new apartments, townhomes, and mixed-use buildings, and new office and retail developments. Revenue estimations based on the proposed development would result in an estimated \$418 million to \$477 million in assessed value and TIF increment revenue of \$9.9 million to \$11.6 million for reinvestment into the downtown.

Like the Grand Park Sports Campus & District, the City just finished a detailed Downtown subarea plan in late 2025. While the placetypes map identify the downtown area limits, the Downtown Plan should be used to guide decisions about land use, development form and character, and other transportation and non-transportation improvements.

Innovation District Placetype

The Innovation District is another strategic area of focus for the City. The areas identified are geographically concentrated areas where leading companies, research institutions, startups, and entrepreneurs cluster together in a compact, mixed-use environment. These districts are characterized by dense networks of collaboration, state-of-the-art infrastructure, and a vibrant live-work-learn-play culture. They serve as powerful engines of economic growth, job creation, and community vitality. Successful examples include Kendall Square in Cambridge, Massachusetts; the MaRS Discovery District in Toronto; and 39 North AgTech Innovation District in St. Louis.

Westfield possesses a rare combination of assets that position it to attract global industries to the city:

Grand Park Sports Campus attracts 5.5 million visitors annually, making it the most visited youth sports complex in the nation. This provides an unparalleled "living laboratory" for sports technology innovation and a built-in customer base that no other innovation district can match.

Hamilton County Executive Airport offers direct executive access for corporate leaders, investors, and partners—a critical advantage for attracting and retaining high-value companies operating on a national or global scale.

Chapter 6: Connecting It All Together

US 31 Corridor provides exceptional logistics and transportation connectivity, essential for advanced manufacturing and life sciences companies that rely on efficient supply chains.

Westfield Community School Corporation consistently ranks among the best in the state and nation, providing a pipeline of STEM-educated talent and making Westfield highly attractive to knowledge workers and their families.

Grand Park District Master Plan provides 152+ acres of developable land already designated for mixed-use development, offering the physical canvas upon which the innovation district can be built.

To be strategic in its approach, Westfield should focus on six interconnected industry clusters where it has demonstrable competitive advantages:

1. **Sports Technology** – Leveraging Grand Park as a testing ground and showcase venue
2. **Agri-Tech** – Building on Indiana's agricultural heritage and central U.S. location
3. **Bio-Tech & Life Sciences** – Capitalizing on recent wins (Portal Diabetes, Isotopia NA) and the region's insulin manufacturing legacy
4. **Healthcare** – Proximity to Indianapolis medical corridor, Community and IU Health systems
5. **Advanced Manufacturing** – US 31 corridor logistics and Industry 4.0 focus
6. **Technology & Information Services** – Horizontal enabler supporting all other sectors

The convergence of these industries—such as sports tech and healthcare creating “performance medicine,” or ag-tech and biotech enabling precision agriculture—will generate powerful synergies and sustainable competitive advantages.

There are two key areas within the placetypes map that Westfield should focus. One is in close proximity to Hamilton County Executive Airport, right off SR 32 and the Hamilton County / Boone County Line. With the creation of the LEAP District in Lebanon, opportunities exist for key businesses to be located closer to and airport and still within a few miles of a major logistics corridor (US31).

The second area is along US 31 North of E 191st Street. The area is adjacent to Northpoint's 1 & 2 as well as the new Community Hospital being constructed at 193rd Street. The synergy created by the clustering of these uses provides a prime location that can be developed as a mixed use campus.

The innovation district placetypes directly support key objectives of the plan and economic development strategy:

- **Economic Diversification:** Reduces reliance on residential property taxes by creating a robust commercial tax base
- **Job Creation:** Generates thousands of high-wage, high-skill employment opportunities
- **Quality of Life:** Creates vibrant mixed-use environment with amenities benefiting all residents
- **Regional Leadership:** Positions Westfield as an innovation leader in Central Indiana
- **Sustainable Growth:** Accommodates growth in compact, mixed use and walkable form

The innovation district concept is a natural evolution from the Grand Park District Master Plan, providing the economic development strategy to guide tenant selection, design standards, and programming.

Flex Industrial Placetype

Flex industrial space is a dynamic and adaptable that integrates various business functions within a single facility. Typically housed in single-story buildings, these spaces offer a combination of office or showroom areas with attached warehouse, distribution, or light manufacturing components. Key characteristics include high ceilings (14-24 feet), grade-level or dock-high loading doors, and customizable floor plans that can be configured to meet the specific needs of diverse tenants. This inherent versatility makes flex industrial a highly attractive option for a wide range of businesses, from e-commerce startups and logistics companies to advanced manufacturing and biotechnology firms.

As the modern economy evolves, the demand for adaptable, multi-functional commercial space is rapidly increasing. The rise of e-commerce, the decentralization of work, and the growth of small and medium-sized enterprises have created a perfect storm of demand for flex industrial properties. For Westfield, which is strategically located and experiencing rapid growth, embracing the flex industrial placetype is not just an opportunity but a necessity for sustainable economic prosperity.

Westfield has identified five strategic target sectors for economic development. Flex industrial development provides the ideal physical environment for several of these key industries:

- **Medical Device Manufacturing:** Flex spaces provide the clean, controlled environments necessary for medical device assembly, with integrated office space for administrative and R&D functions.
- **Biotechnology:** The combination of lab, office, and light manufacturing space in a single facility is ideal for biotechnology research, development, and small-scale production.
- **Information Technology:** Flex buildings can accommodate a range of IT uses, from hardware development and assembly to data centers and hybrid office/technical support centers.
- **Agribusiness:** Modern agribusinesses require space for processing, packaging, and distribution, often with attached administrative offices, making flex space a perfect fit.

Westfield's significant commitment to infrastructure, including an \$186 million 8-year investment program, creates a highly attractive environment for industrial development. These investments in road reconstruction (such as the \$21.7 million State Road 32 project), trail expansions, and utility upgrades provide the necessary foundation for successful industrial parks and business campuses. Flex industrial development allows the city to capitalize on these investments by attracting businesses that rely on efficient transportation and robust utility services.

A strategic focus on the flex industrial placetype offers a multitude of benefits for the City of Westfield, ranging from significant fiscal advantages to the creation of a robust and diverse employment base.

Fiscal Benefits

One of the most compelling arguments for prioritizing flex industrial development is its overwhelmingly positive fiscal impact. Unlike residential development, which often consumes more in public services than it generates in tax revenue, industrial and commercial properties are net fiscal positives for a community.

Enhanced Property Tax Revenue

Flex industrial properties generate significantly more property tax revenue per acre than single-family residential or large-format retail developments. The dense and productive use of land, combined with the high value of commercial buildings and equipment, results in a more efficient and sustainable tax base. Studies have shown that mixed-use and smart growth developments, which share characteristics with well-planned flex industrial parks, can generate 5 to 10 times more tax revenue per acre than conventional suburban development.

Chapter 6: Connecting It All Together

ECONOMIC DEVELOPMENT ACTION STEPS

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
 - Healthcare and life sciences
 - Technology and Information services
 - Professional and financial services
 - Sports Technology
 - Agri-tech and biotech
- 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 Hamilton County 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 startups from business concept through opening.
 - Work with Chamber to promote E-commerce development assistance.
 - Promote pilot program opportunities with the City of Westfield
- Connect entrepreneurs with angel and mezzanine financing.

Chapter 6: Connecting It All Together

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 Welcome Westfield as the community engagement platform in Westfield
- 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
 - Work with Chamber to identify entrepreneurial skills for gig economy participation

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 Welcome Westfield to focus on event programming
 - Incorporate Westfield's history in placemaking and programming
- Incorporate streetscape enhancements and amenities throughout Grand Park.

Chapter 6: Connecting It All Together

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 the Chamber 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.

Chapter 7: Implementation

- One of the most important chapters of the plan
- Principles of Implementation
 - Flexible approach
 - Fiscal responsibility
 - Collaboration & partnerships
 - Open & nimble to opportunities
 - Accountability
- Plan Review & Update
 - Interpretation
- Implementation
- Primary initiatives
- Implementation matrix – details each goal, objective, action steps, key partners, priority, level of difficulty, and timing.

Chapter 7: Implementation

ACTION STEP	PRIORITY	DIFFICULTY	LEAD AGENCY	KEY PARTNERS	RELATED THEMES	
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.						
Objective ED1: Create a robust, diversified economic base that can withstand market fluctuations and provide sustainable growth opportunities.						
ED1.1	Target specific sectors for economic diversification ensuring that not one single industry is more than 25% of the employment.	H	3	Economic Development department	IEDC, Hamilton County	Economic Development
ED1.2	Foster a culture where Westfield has a comprehensive business ecosystem	M	3	Economic Development department	Mayor, Invest Hamilton County, Westfield Washington Township Schools, Chamber of Commerce	Economic Development
ED1.3	Focus on economic resilience building to withstand market fluctuations.	H	3	Economic Development department	IEDC, Invest Hamilton County	Economic Development
ED1.4	Ensure the city provides opportunities for Class A office space.	H	1	Economic Development department	Community Development, Private Investors/Developers	Economic Development
ED1.5	Ensure existing businesses have the support they need to expand.	M	1	Economic Development	Mayor, Community Development, Chamber of Commerce, Westfield Washington Township Schools	Economic Development
Objective ED2: Cultivate a thriving innovation ecosystem that supports startup creation, business scaling, and technology adoption across all sectors.						
ED2.1	Increase power and fiber infrastructure to strategically drive economic development in key areas of the city.	H	3	Economic Development	Utilities Private Utilities	Economic Development, Utilities
ED2.2	Support private and nonprofit organizations in the creation of maker spaces and fabrication labs.	L	2	Chamber of Commerce	Chamber of Commerce	Economic Development, Quality of Place
ED2.3	Collaborate with partners to support entrepreneurship programs and business technology advancements.	M	2	Chamber of Commerce	Westfield Washington Township Schools, Business Community	Economic Development, Quality of Place
ED2.4	Support startups from business concept through opening.	H	3	Chamber of Commerce	Economic Development	Economic Development
ED2.5	Connect entrepreneurs with angel and mezzanine financing.	M	3	Chamber of Commerce	IEDC, Invest Hamilton County	Economic Development

ACTION STEP		PRIORITY	DIFFICULTY	LEAD AGENCY	KEY PARTNERS	RELATED THEMES
Objective ED3: Build a skilled, adaptable workforce that meets current and future business needs while attracting and retaining top talent.						
ED3.1	Continue to develop a comprehensive workforce development system in partnership with regional and local organizations	H	3	Economic Development	Invest Hamilton County, Chamber of Commerce	Economic Development, Quality of Place
ED3.2	Ensure talent attraction and retention strategies align with targeted industries but also have a greater focus on attracting young professionals.	H	3	Economic Development	Businesses, Chamber of Commerce	Housing, Quality of Place
ED3.3	Increase workforce resilience and adaptability as new technology emerges and changes	M	3	Economic Development	IT Department, Ivy Tech, Library, Westfield Washington Township Schools	Economic Development, Quality of Place
Objective ED4: Create world-class infrastructure and quality of place amenities that support business operations and attract residents and visitors.						
ED4.1	Identify strategic infrastructure investments that support economic development projects through the Capital Improvement Plan	H	2	Economic Development, Engineering	MPO, Hamilton County, INDOT	Transportation, Quality of Place
ED4.2	Implement a quality of place strategy that enhances traditional economic development initiatives.	H	2	Economic Development	PPP	Quality of Place
ED4.3	Focus on development and redevelopment in strategic areas of the city to create robust community centers.	H	2	Economic Development	PPP	Transportation, Quality of Place
ED4.4	Incorporate streetscape enhancements and amenities throughout Grand Park.	H	1	Engineering	PPP	Transportation, Quality of Place
Objective ED5: Maximize economic development impact through strategic partnerships, regional collaboration, and multi-sector engagement.						
ED5.1	Focus on public-private partnership relationships with existing and future investors	H	2	Economic Development	Public-Private Partnerships	Quality of Place
ED5.2	Foster regional collaborations on key economic development initiatives that help Westfield reach its economic objectives.	H	3	Economic Development	CIRDA, MPO	Quality of Place
ED5.3	Create a multi-sector partnership engagement strategy nationally and globally around key business sectors.	H	2	Economic Development	IEDC, Purdue/IU	Quality of Place

Next Steps

Pastry with a Planner

November 18, 2025

Next Steps



1. Public Open House: 11/20/2025
6pm to 8pm at Westfield-Washington Public Library
2. Adoption Process Starts 12/8/2025 with first reading at the City Council
3. Plan Commission Hearing TBD – watch City’s website & social meeting and check project website