



2012 ZIONSVILLE 2012

ECONOMIC DEVELOPMENT STRATEGIC PLAN

Adopted September 4, 2012
by the Zionsville Town Council



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INC.

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Acknowledgements

Town of Zionsville

**1100 West Oak Street
Zionsville, Indiana 46077**

Wayne DeLong, AICP, Director of Planning and Economic Development
Sue Jones, Assistant to Town Manager/HR
Terry Jones, AICP, Director of Planning (2011)
Ed Mitro, Town Manager
Janice Stevanovic, Assistant Planner
John T. Yeo, Clerk/Treasurer

Zionsville Town Council

Tim Haak
Art Harris (2011)
Elizabeth Hopper
Steve Mundy
Jeff Papa
Matt Price (2011)
Tom Schuler
Susana Suarez
Valerie Swack (2011)
Candace Ulmer

Zionsville Economic Redevelopment Commission

Craig Anderson
Jeff Basch (2011)
Mike Latz
James Longest
Carol Marquiss
Mark Plassman
Shari Alexander Richey (2011)
John Tousley

Zionsville Economic Development Commission

Charles Edwards (Working Group Chair)
Renee Gallagher
Robert Goodman
Mike Karnuta (2011)
Andi Montgomery
Dax Norton
Bret Swanson
Chad Sweeney

Boone County Redevelopment Commission

Bob Clutter (2011)
Noel Kendall
Karen Lasley (2011)
Tom Lingafelter
Mark Ransom
Greg Slipher
Michele Thomas
Marcia Wilhoite
Terry Young (2011)

Greater Zionsville Progress Committee (2011)

Libby Clements (2011)
Tammy Kelly (2011)
Cindy Meskauskas (2011)
Ryan Metzging (2011)
Karlee Moore (2011)
Jerry Munson (2011)
Steve Russo (2011)
Martin Thompson (2011)
John Ulmer (2011)

Plan Commission

David Franz
Wayne Hayes
Larry Jones
Larry Mitchell
Jay Parks
Alan Rachles
Kevin Schiferl

Consultant

**American Structurepoint, Inc.
7260 Shadeland Station
Indianapolis, IN 46256**

Chris Hamm, AICP
Rachel Uthe
Brett Schlachter

Citizen Member

Natalie Kruger

(2011) denotes participation during 2011 only

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Executive Summary



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Background

The Zionsville Economic Development Strategic Plan is a long-term strategic guide to help the Town of Zionsville manage and facilitate stable and desired economic growth within the defined study area over the next 10 to 15 years. The study area focuses on approximately 1,000 acres and is located on the southeast side of Zionsville. Generally speaking, the north boundary of the project area is Sycamore Street and the commercial core of Downtown Zionsville, including Main Street and First Street north to Poplar Street. The west boundary is Eagle Creek, the south boundary is 96th Street (Boone/Marion county line), and the east boundary is the Boone/Hamilton county line.

The Zionsville Economic Development Strategic Plan is designed to provide the necessary guidance to assist in policy, land use, and infrastructure decisions by the Town and its affiliates in the reasonable future. The strategies outlined in this plan are a result of ideas and discussions between town officials, committee representatives, and community members (residential and commercial) over the course of a number of months, meetings, and input engagement venues. The plan is intended to be a living document and should be reevaluated, updated, and adjusted annually as things change (land use, property owners, funding resources, priorities) in the study area. The recommendations of this plan are anticipated to be implemented over the long term and as the market demands warrant action in certain areas and support existing businesses and attract new businesses, consistent with Town's desires. The Zionsville Economic Development Strategic Plan is not a rezoning document, and the zoning classifications within the study area are not changed because of the recommendations of this plan.

Process

The Zionsville Economic Development Strategic Plan followed a process that involved analysis of existing conditions, policies, and programs and the definition of a vision, goals, and principles. From the analysis and the definition of the foundation pieces, preliminary recommendations were developed. Recommendations include long-term future land-use districts; preliminary site and design standards; and strategies that respond to the analysis and the vision, goals, and principles to provide the roadmap to achieve the economic development vision for this area and for Zionsville.

Vision & Goals

This vision is an overarching summary of what the community is striving to be in the future and is based on the solid foundation and identity of what Zionsville currently is today. It serves as a guide for community action and decisions and is the foundation for all recommendations of this plan.

Zionsville's strength comes from its passionate residents and small-town heritage. To continue to be a prosperous and stable community, and to achieve the goal of being a dynamic community in the future, the Town realizes it must be open to innovation; provide the highest quality communication and public outreach; and cultivate accountable, coordinated, community leadership at all levels. It must also continue to support existing businesses while working to build and expand its economic foundation and job base with a diverse mix of high-quality corporate, commercial, and light industrial/high-tech businesses that support the continued growth of Zionsville's existing quality of life.





The goals set the tone for community decisions and actions that will help the community achieve the vision, and more importantly in some ways, they focus and direct the specific strategies and action items that must be accomplished to achieve implementation of the plans vision. The following goals are not listed by priority; this is not a ranked list.

- » **Site Availability & Product Delivery:** Attract new, high-quality business and development opportunities to Zionsville
- » **Business Retention & Expansion:** Support and encourage the continued success and growth of the existing business base within the community
- » **Marketing & Communications:** Enhance economic development marketing and communication in Zionsville
- » **Governmental Processes & Policies:** Improve governmental processes to support resident needs and desires and to support successful economic development efforts
- » **Downtown Zionsville:** Assure the long-term vitality of downtown Zionsville
- » **Zionsville Identity:** Preserve, protect, and enhance the Zionsville community aesthetic, its unique identity, sense of place, and high quality of life.

Recommendations

The recommended long-term land-use districts within the study area may not be consistent with current zoning or existing land use. These land-use recommendations are simply to provide a tool to assist future decision making as development and redevelopment begins to occur within the study area. These suggested land uses, however, do not represent a presumptive guarantee of any future zoning approval. The future land-use districts are generally depicted on a Future Land-Use Map and a description for each district is provided within the plan document. Also depicted on this Future Land-Use Map are necessary transportation connections that complement future land-use district needs.

The recommendation of preliminary site and design standards are to establish the necessary guidance for development or redevelopment to ensure the use, type, shape, form, and style of development within this area is desired and preferred by the community.

The recommended strategies are intended to provide the next steps to achieve the vision of this plan and attain economic development success. The strategies are grouped within the goal categories to provide a structure and context for the strategy itself. The critical path strategies are the most essential strategies in achieving the vision and goals set forth by this plan. All of the strategies are important, but the critical path strategies are those that should be initiated and completed first as other activities are connected and related to them. All of the strategies, including the critical path strategies, are listed in their entirety in the policy strategy matrix. The policy strategy matrix identifies the strategy, priority, timeframe, primary responsible party, secondary responsible party, and outside resource.



Conclusion

The Zionsville Economic Development Strategic Plan is an effort to better capitalize on economic development assets within the community, as well as position the community better to compete for economic development opportunities as they arise. Multiple planning studies have identified this area of Zionsville as a prime location for economic development potential, and this plan confirms this opinion. This study area is the gateway to Zionsville and the ‘welcome mat’ to the historic downtown and existing commercial village. The future of this area is essential to the overall sustainability of Zionsville and the quality of life desired by the community. With this plan, Zionsville will be equipped to work toward achieving the vision of the town while responding to the interest in developing and growing this area of Zionsville.



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Introduction



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Purpose of the Zionsville Economic Development Strategic Plan

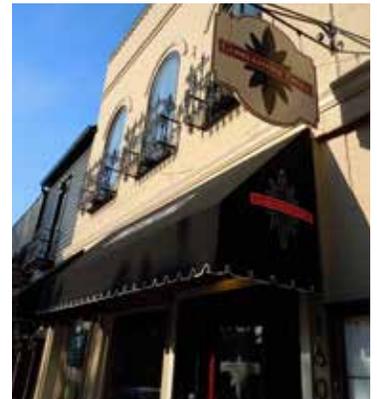
The Zionsville Economic Development Strategic Plan is a long-term strategic guide to help Zionsville manage and facilitate stable and desired economic growth within the defined study area over the next 10 to 15 years. This plan is designed to provide the necessary guidance to assist in policy, land use, and infrastructure decisions by the Town and its affiliates in the reasonable future. The strategies outlined in this plan are a result of ideas and discussions among town officials, committee representatives, and community members (residential and commercial) over the course of a number of months, meetings, and input engagement venues. The plan is intended to be a living document and should be reevaluated, updated, and adjusted annually as things change (land use, property owners, funding resources, priorities) in the study area. The recommendations of this plan are anticipated to be implemented over the long term and as the market demands warrant action in certain areas and support existing businesses and attract new businesses, consistent with Town's desires. This plan is anticipated to be included to the Town's Comprehensive plan as an updated focus regarding economic development strategy for the defined area.

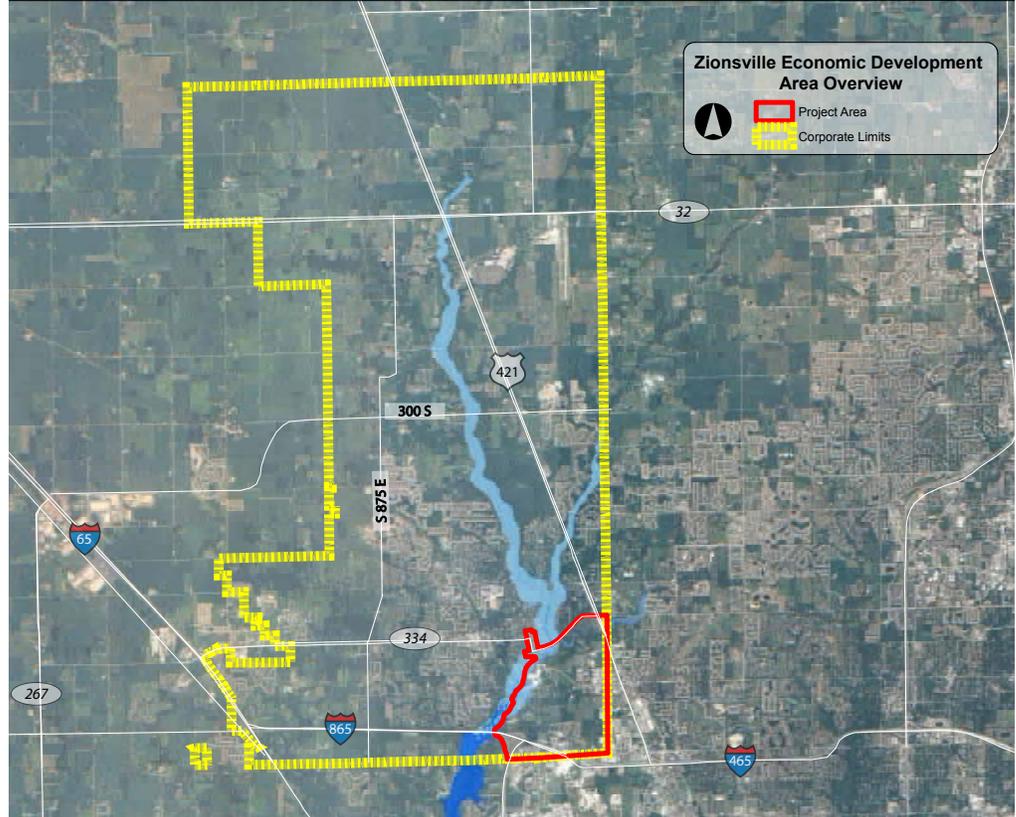
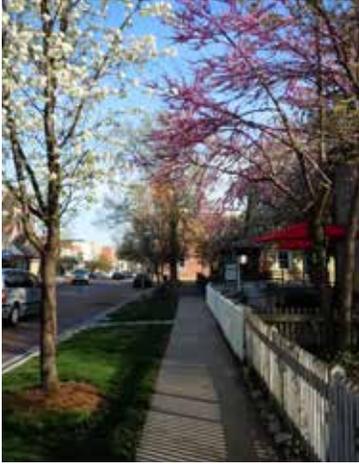
This plan is not a rezoning document, and the zoning classifications within the study area are not changed because of the recommendations of this plan. Any future zoning changes within the study area, whether initiated by the Town or by a private land owner, must follow standard Indiana law and the Town of Zionsville processes for zoning and ordinance changes. This plan does offer suggested long-term land uses within the study area that may not be consistent with current zoning. These land-use recommendations are simply to provide a tool to assist future decision making as development and redevelopment begins to occur within the study area. These suggested land uses, however, do not represent a presumptive guarantee of any future zoning approval. For clarity and education, a glossary of terms, including zoning, land use and others, is located in the appendix of this document.

Project Background

Over the past 30 years, much of the north side of Indianapolis has seen an increasing amount of development and growth. Zionsville has seen modest non-residential growth. While the growth opportunities have lessened in recent years, past and anticipated future growth demands led the Town to complete the process of consolidating Eagle Township and Union Township into the municipal boundary and governance of the Town of Zionsville. Prior to this consolidation, significant growth was occurring around Zionsville but outside of its jurisdiction of zoning control. This created impacts to the community in the way of demands for service, but afforded the community little influence on how those decisions were made. The ultimate act was the Whitestown annexation south along County Road 650 East to the interchange at Highway 334 and Interstate 65 that resulted in the loss of a significant area of potential economic development for the Town.

In an effort to better capitalize on economic development assets within the community, as well as position the community better to compete for economic development opportunities as they arise, the decision was made (by the Town Council with input from the Zionsville Economic Development Commission and the Zionsville Redevelopment Commission) to initiate a strategic planning effort to plan for this area of Zionsville and plan for Zionsville's future. Since 2000 with the establishment of a TIF district in this area, multiple planning studies have identified the





southeast portion of Zionsville as a prime location for economic development potential within the town. Due to the history of planning efforts in this area and the loss of development area near I-65, this strategic planning effort is focused on the approximately 1,000 acres northwest of the 96th Street and Michigan Road interchange (the southeast-most corner of Zionsville/Boone County). This study area is the gateway to Zionsville and the ‘welcome mat’ to the historic downtown and existing commercial village. While an evaluation regarding economic development for the whole town is a valuable long-term tool, the area most likely to provide significant economic development opportunities in the foreseeable future is that which is included within the more focused study area. With this plan, Zionsville will be equipped to work toward the vision of the Town while responding to the interest in developing and growing this area of Zionsville.

Another recent change and catalyst for an economic development strategy is the change in property tax laws. Local government revenue and funding comes primarily from property taxes. Residential property taxes are now limited to one percent of the assessed value, secondary residential properties and agricultural land may not exceed two percent of the assessed value, other real estate (business and industrial) are capped at three percent, per Indiana State statute. This new tax structure limits the money available for providing Town services. The tax levels within Zionsville are below the state levels. Business and industrial tax levels are below three percent. With the recent consolidation to include portions of Eagle Township and Union Township, there was a substantial increase in service area and citizens to serve while the majority of property tax is generated from residential property. There is a need to maintain the revenue the Town has to maintain the desired level of services, schools especially, and quality of life. Zionsville Community Schools sought



additional funding for operating expenses through a referendum in November of 2010; this referendum was defeated. Zionsville Community Schools sought and gained approval through a vote in May 2012 to obtain the necessary revenue to maintain their quality, notable education opportunities. A diverse tax base (mix of residential, business, and industrial) relieves some of the tax burden on the residential property owners as they strive to maintain the current level of services. Due to the need for a diverse tax base, it would be unsustainable for the Town of Zionsville to not grow. This need was reiterated by participants of the focus groups, working group committee, and public surveys.

The Zionsville Economic Development Strategic Plan is not the first planning effort focused on economic development. Many other planning documents were considered and utilized to inform this plan's recommendations. The Zionsville Transportation Plan, 2010 informed the plan regarding the thoroughfares, road improvements, and long-term mobility issues within the study area. The Zionsville 2020 Comprehensive Plan, updated October 2009, informed this plan in many ways. The Zionsville 2020 Comprehensive Plan recommends proposed land uses and continued support for the tax increment financing (TIF) district within the study area. While adjustments may be offered as part of this planning effort, these original documents provide a strong baseline of thought and input that influenced the starting point for analysis as part of this effort. The Boone County Comprehensive Plan, 2009 applies to the plan regarding the areas that were recently consolidated into Zionsville as they may or may not influence decision-making within the study area. The expectation is that the Zionsville Economic Development Strategic Plan will ultimately be adopted as an amendment to the comprehensive plan compiled of the two plans for the new planning area of Zionsville.





Study Area

The Zionsville Economic Development Strategic Plan study area focuses on approximately 1,000 acres and is located on the southeast side of Zionsville. Generally speaking, the north boundary of the project area is Sycamore Street and the commercial core of Downtown Zionsville, including Main Street and First Street north to Poplar Street. The west boundary is Eagle Creek, the south boundary is 96th Street (Boone/Marion county line), and the east boundary is the Boone/Hamilton county line. In the next section, the study area will be described regarding existing land use, current zoning, and existing transportation.



Existing Land Use

The existing land uses within the study area include variations of single-family residential, multi-family residential, commercial/retail, industrial, institutional, open space, and agricultural. There is some floodplain area within the study area along Eagle Creek. There is an abandoned railroad corridor that is controlled by private ownership that runs northwest/southeast through the southwest portion.

It is recognized that all current users are heavily invested in their property and their community. Nothing in this plan is designed to impair the ability of existing lawful uses to continue to operate as they are currently allowed and to be altered or expanded as allowed by the applicable laws and regulations at the time of such activities..

Single-Family Detached Residential

Single-family detached residential uses are located in the southwest portion of the study area, just east and west of Zionsville Road and south of Zionsville Cemetery and north of Worman Enterprise Organic Recycling site. These single-family detached residential uses are generally large, wooded lots. These residential uses on



the west side of Zionsville Road extend west to the Eagle Creek floodplain and the residential uses on the east side of the road abut agricultural uses. There are also residential uses south of Old 106th Street east of Zionsville Cemetery and west of industrial uses east of Bennett Parkway. These residential uses are generally large, wooded lots as well.

Single-family detached residential uses are located south of Sycamore Street, east of Creekside Park, and west of the agricultural uses near the intersection of Sycamore Street and Michigan Road/US 421. These single-family residential uses are large, wooded lots, as well.

There is a small section of single-family detached residential just south of Eagle Creek, east of Zionsville Road, and west of the utility corridor. This is a large, wooded lot, as well. There is also a section of single-family detached residential just north and west of Advent Lutheran Church, west of Michigan Road/US 421 and south of the agricultural uses near the intersection of Sycamore Street and Michigan Road/US 421. These are large, wooded lots with only generally one cul-de-sac providing limited, private access.

Multi-Family Residential

Existing multi-family residential uses located within the study area are focused within the development of The Reserve at William's Glen. This apartment complex provides high end apartment living. There are additional multi-family units under construction at the time of this planning process at The Domain at Bennett Farms. The Domain is located at the southwest intersection of Bennett Parkway and Michigan Road/US 421. These apartments are also anticipated to be high-end.

Hoosier Village

Hoosier Village is a special land use. It is a combination of residential uses from assisted to single family. This area is primarily residential, but it also provides some services for the residents that live at Hoosier Village.

Commercial/Retail – Village Mixed Use

Commercial uses are mostly concentrated within the commercial village of downtown Zionsville. The commercial within the village can be characterized as commercial that utilizes historic structures, is concentrated, urban, has unique character, architectural interest, and encourages pedestrian activity. Commercial uses mostly consist of specialty retail, retail food service or sales, art galleries, clothing sales or service, professional services, personal service, recreation, residential (upper floors) and public facility or governmental use. Commercial uses just west of the village are similar to the village business but often occupy structures previously used for residential uses.

Commercial/Retail – General Business

There is additional general business south and east of Eagle Creek and east and west of Zionsville Road, north of Zionsville Cemetery. The commercial uses to the west of Zionsville Road consist of Taylor Oil. The uses to the east consist of a cluster of small retail shops north of 106th Street and a small strip development of services and restaurants north of Zionsville Cemetery.

Industrial

Light industrial uses are primarily located within the eastern one-third portion of the study area along the eastern boundary of Zionsville and Boone County, near Bennett





Parkway, Mayflower Park Drive, Andrade Drive and Deandra Drive. These industrial uses consist of corporate headquarters/offices, automobile services, food product production, light manufacturing, warehouses, data entry, technology, and professional services. This area has a lot of existing industrial, but there are opportunities for infill and redevelopment.

The Bennett Technology Park consists of recent light industrial developments. These developments were held to private developer standards and exhibit quality and attention to detail and materials. The buildings have easily identifiable entrances and interesting façades. These requirements were imposed in addition to any zoning regulation of the Town. There is substantial space within this park to redevelop and build out as needed.

There are also light industrial uses south of Interstate 465 and north of 96th Street. The uses west of Zionsville Road are part of the Northwest Technology Center. This complex consists of a number of buildings, whose tenants currently include Harrison College, Siemens, Hologic, American Heart Association, Bluefish Wireless, MOBI, Small Blessings, and Northwest Radiology Network. There is currently space available to develop through Browning Investments, Inc. The light industrial uses north of 96th Street, east of Zionsville Road center on Zionsville Road and 96th Street. An additional light industrial use exists north of Interstate 465 and west of Zionsville Road with Worman Enterprise Organic Recycling site.



Institutional

There are two institutional uses within the study area, both of which are religious. One is Zionsville Presbyterian Church at the corner of Sycamore Street and Michigan Road/US 421. The other is Advent Lutheran Church at the corner of Bennett Parkway and Michigan Road/US 421.



Open Space – Undevelopable

The Zionsville Cemetery is open space that will not be developed. Located near Old 106th Street and Zionsville Road, it is an important part of the community and would not likely change land uses. Creekside Park, located south of Sycamore Street across the street from Lions Park, is a Town park that has access to the Nancy Burton/Dave Brown Trail and Eagle Creek. This great amenity is also a stable land use and will not change land uses. It is within the floodplain, which makes other land uses difficult or prohibited.

The Eagle Creek floodway and floodplain along the western boundary of the site is also an undevelopable area. There is also some rough terrain within the floodplain. This, plus the floodplain designation makes development prohibited or difficult. There are currently residential uses that are adjacent to the floodplain east of the floodplain and west of Zionsville Road. There is a pond just north of Zionsville Cemetery that is not developable. This retention area is necessary for the tributaries within the area. There is an area with substantial water and wetlands in the very southeast corner of the study area. This is neither conducive to development nor permissible by environmental agencies. It would be beneficial to enhance these natural areas with environmental education and connect to nearby uses, with property owner’s approval, so these special open spaces can be appreciated.



Open Space –Developable Land

The area known as the DOW Property is developable open space of about 120 acres. This area is located south of the current residential and park land uses south



of Sycamore Street, east of Zionsville Road, west of Bennett Technology Park, and north of Old 106th Street. It is currently undeveloped and was previously used by DOW Chemical Company. This property has the 'shovel ready' designation through the Shovel Ready program of the Indiana Economic Development Corporation. It is also listed among the available property listings through the town's economic development website. This property is currently zoned as a PUD. This zoning classification allows for creative use of the entire site developed through close review and input from local government officials.

There is also developable land that has Michigan Road/US 421 frontage just south of the under construction, multi-family development, The Domain. This property, owned by Wal-mart Stores East LP, is about 15 acres and is zoned for general business. This area is suitable for automobile-oriented retail or general commercial.

There are about 37 acres of available property west of the Mayflower Industrial Park, owned by Bernice Ripberger. This property is zoned for general industrial.

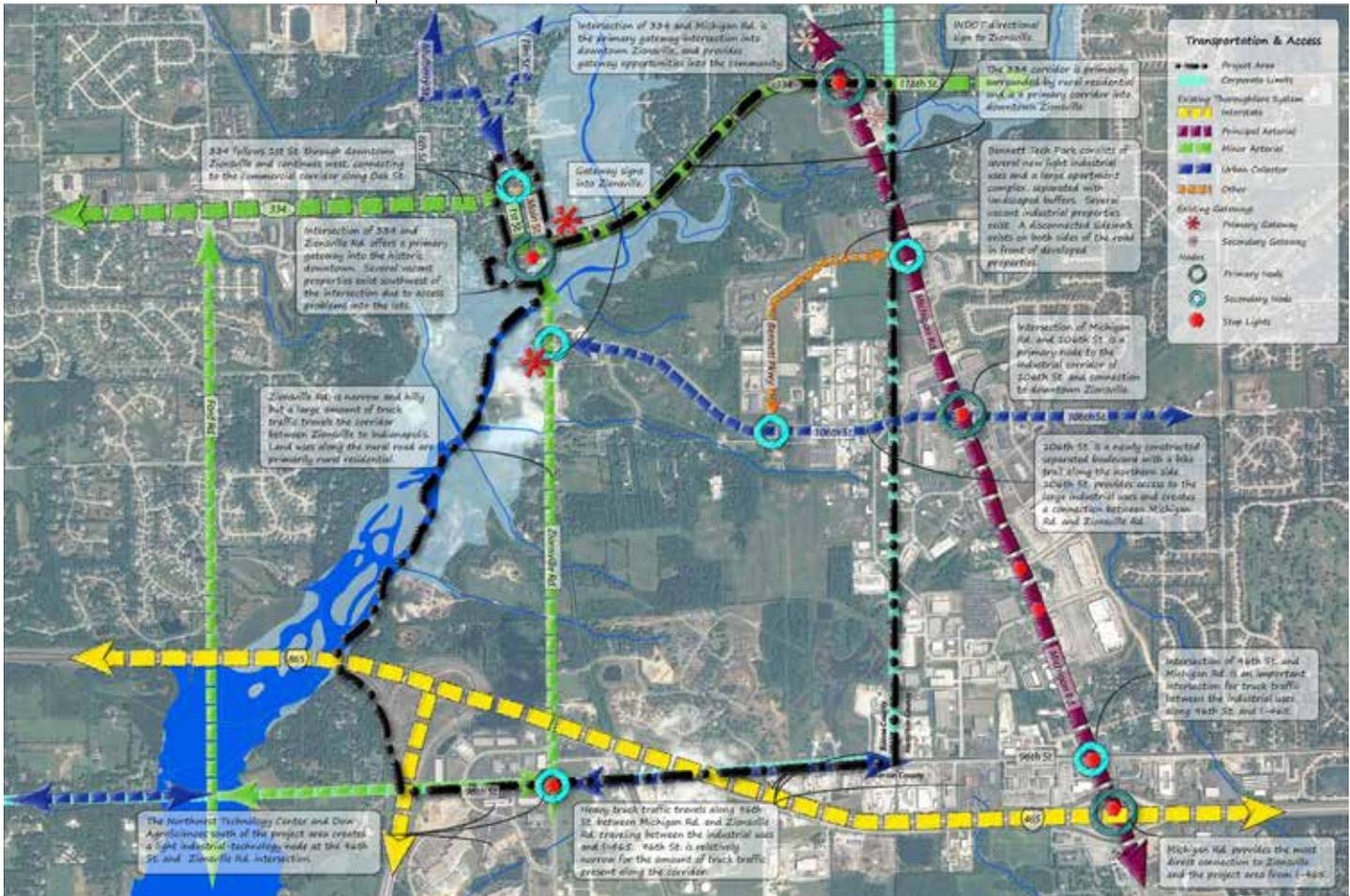
There are also a few properties within the Bennett Technology Park that is also actively seeking development. These properties are listed on the Town's economic development website. The properties range from 2 to 15 acres. These properties are suitable for research/technology type land uses.

There are currently agricultural land uses southwest of the intersection of Sycamore Street and Michigan Road/US 421. There are also agricultural uses throughout the area that is south of the residential areas south of Old 106th Street, east of Zionsville Road, west of the existing industrial uses along the eastern town boundary and north of Hoosier Village.





Existing Transportation System



This map is based on numerous sources of data and the accuracy of which is not guaranteed by the Town of Zionsville. Data was obtained through IndianaMap (<http://inmap.indianamap.edu/viewer.htm>) and Town of Zionsville.

Existing thoroughfare classifications are based on existing functional classifications derived from the Zionsville Transportation Plan 2011.

The study area's transportation system comprises all levels of transportation thoroughfares. Through the southern portion of the study area is Interstate 465 and Interstate 865. These are substantial interstates of the Indianapolis region. The nearest access to these interstates is outside of the study area in Marion County south of 96th Street at Michigan Road/US 421. The interstate is elevated through the study area and the other roadways travel under the interstate infrastructure.

The road that makes up the southern border of the study area is 96th Street. Heavy truck traffic travels along 96th Street between Michigan Road and Zionsville Road, travelling between the industrial uses and I-465. 96th Street seems narrow for the amount of truck traffic present. This is a major east/west thoroughfare but it ends west of the Northwest Technology Center, west of Interstate 465 and connects to Ford Road. Land uses adjacent to 96th Street are generally light industrial.

Sycamore Street is the northern border of the study area. This is the primary east/west corridor to access Zionsville, especially the downtown area. This road is primarily surrounded by rural residential, natural areas, and park space. There is a newly constructed separated trail on the north side of the street accessing Lions Park.

Zionsville Road is narrow with slight hills and a large amount of truck traffic that travels the corridor between Zionsville to Indianapolis. Zionsville Road is the major north/south thoroughfare through the study area. Land uses adjacent to Zionsville Road are generally rural residential or agriculture/open space along the southern



portion, then change to include a cemetery, commercial, agricultural, and light industrial as it travels north to Sycamore Street.

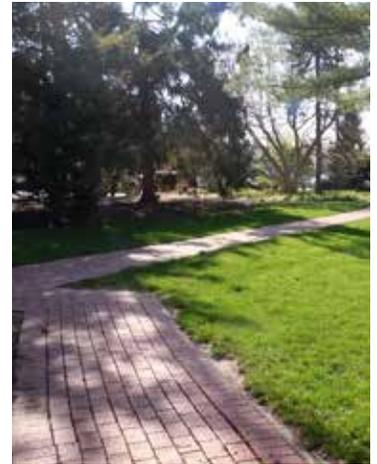
106th Street is a newly constructed thoroughfare with a bike trail along the northern side and boulevard characteristics east of Zionsville Road. 106th Street provides continuous east/west access between Michigan Road/US 421 and Zionsville Road. The land uses adjacent to 106th Street are light industrial along the eastern portion between Michigan Road and Bennett Parkway. West of Bennett Parkway, 106th Street travels through undeveloped open space.

Old 106th Street is a narrow, two-lane, local street that provides access to a residential area in the center of the study area. The land uses south of Old 106th Street is rural, large lot, wooded residential. The land uses north of the road consist of undeveloped land (the DOW property), an electric utility station, and a lift station but is otherwise undeveloped.

Dahlia Street is a new, local street that provides local access between Old 106th Street and 106th Street. Dahlia Street is surrounded by undeveloped land (east is the DOW property, west is a pond).

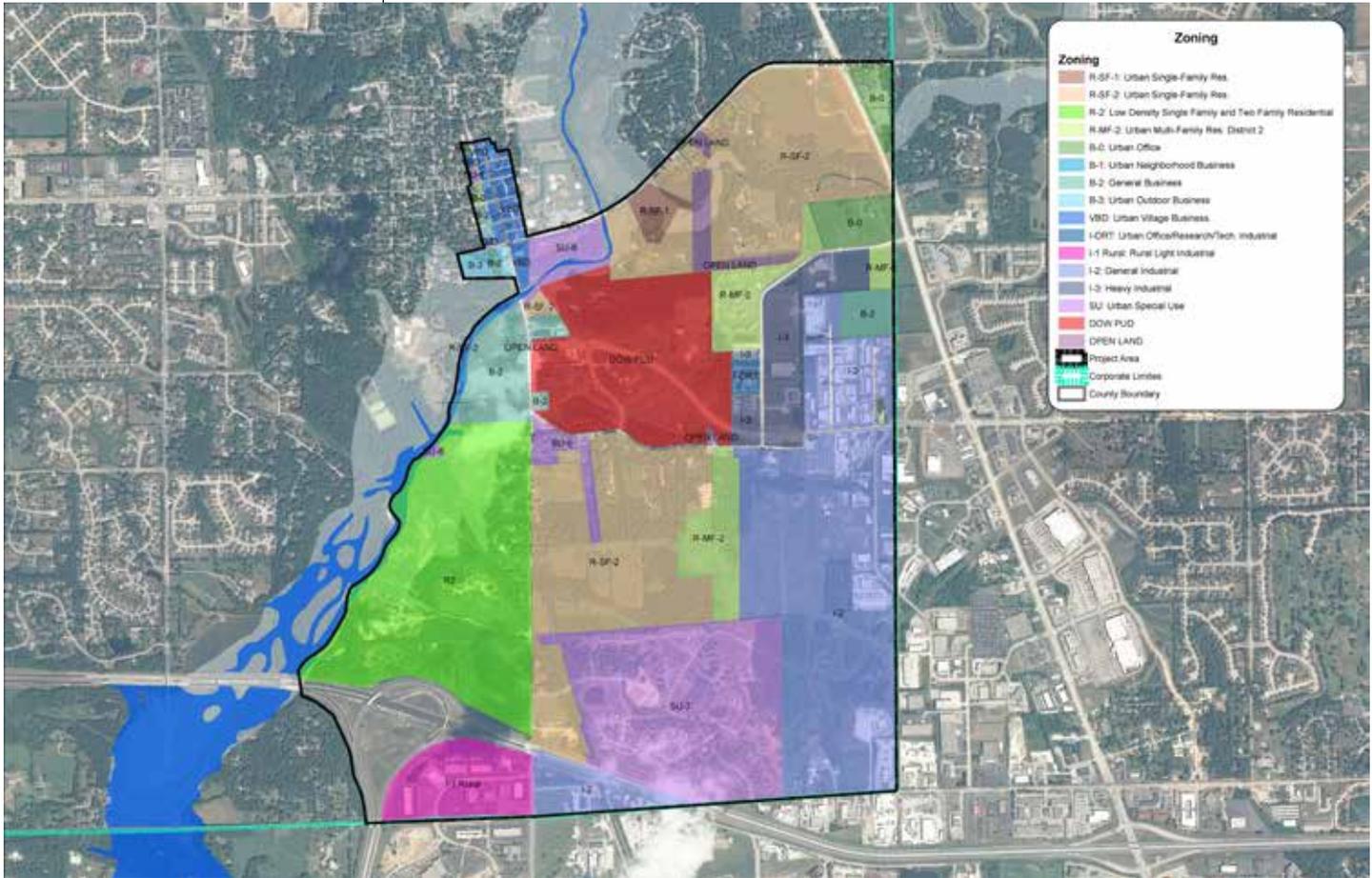
Bennett Parkway is a newly constructed thoroughfare that provides access to The Reserve apartment community and Bennett Technology Park from Michigan Road/US 421 to 106th Street. The primary uses around Bennett Parkway, near 106th Street consist of light industrial uses. The primary uses near the intersection of Michigan Road/US 421 are multi-family and institutional, including The Reserve apartment community, The Domain apartment community (under construction) and Advent Lutheran Church.

There are also local streets and access roads to access the light industrial uses just north and south of 106th Street along the eastern part of Boone County and the study area. In addition to those streets, there are streets outside of the study area throughout Mayflower Park that connects to Michigan Road/US 421.





Current Zoning



This map is based on numerous sources of data and the accuracy of which is not guaranteed by the Town of Zionsville. Data was obtained through IndianaMap (<http://inmap.indianamap.edu/viewer.htm>) and Town of Zionsville.

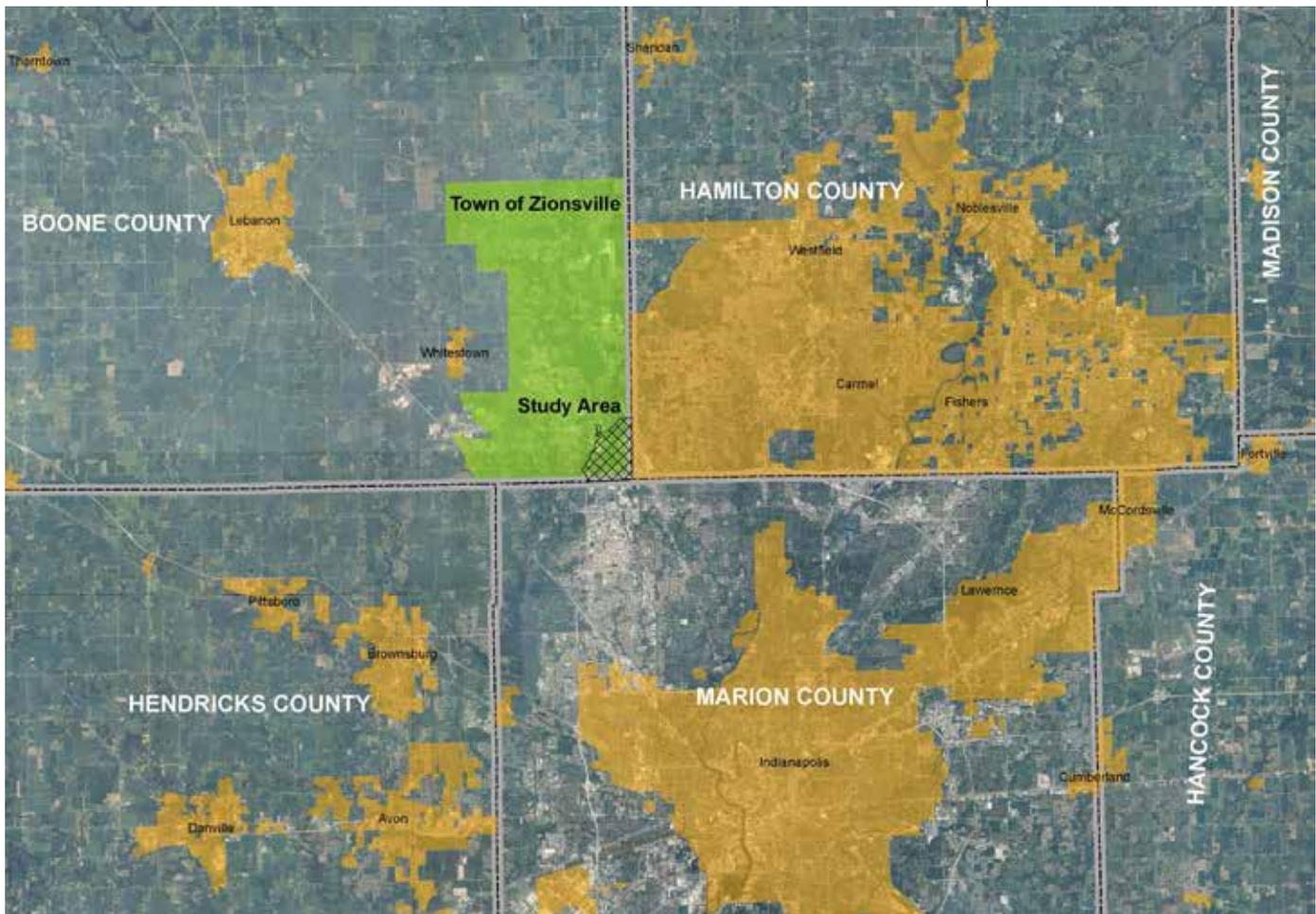
Zoning data was obtained from Town of Zionsville.

The zoning classifications within the study area include a diverse mix of Single-Family Residential (urban 1, urban 2, low density), Multi-Family Residential, Urban Office, General Business, Urban Outdoor Business, Urban Village Business, Urban Office/Research/Tech. Industrial, Rural Light Industrial, General Industrial, Heavy Industrial, Urban Special Use, DOW PUD, and open land.

The area that is zoned for multi-family is located adjacent to existing single-family residential (west and north) and general industrial (east). The area that is zoned heavy industrial is located east of Bennett Parkway between 106th Street and Michigan Road/US 421. These two classifications indicate uses that do not appear to be consistent with what is desired long term on those properties. Currently, the zoning would allow a development of these uses within these areas. If it is determined these are not desired uses, then the zoning would need to be changed to support preferred use.



Context



Immediately surrounding the study area is a variety of conditions. East of the study area is Hamilton County and the city of Carmel. Between the Boone/Hamilton county line and Michigan Road/US 421 is Mayflower Park (industrial park) and automobile-oriented retail and commercial along Michigan Road/US 421. East of Michigan Road/US 421 is additional automobile-oriented retail and commercial and a few big box stores. East of the commercial centered on the corridor is residential.

South of the study area, south of 96th Street/Boone/Marion county line, is Indianapolis and additional industrial, including some heavy industrial dealing with oil pipelines and concrete construction. Northwest Technology Park is also near the intersection of Zionsville Road and 96th Street. The uses among this industrial park are mostly light industrial, technology, and even professional service.

West of the study area, on the other side of Eagle Creek, is Starkey Park, is one of Zionsville's town parks. This park is a nature park with numerous trails and is located within the Eagle Creek floodway. West of the park is single-family residential. There is no connection to the study area through a pedestrian trail from Starkey Park.

North and west of the study area, near the downtown commercial village, is additional residential and fringe commercial immediately adjacent to the downtown.

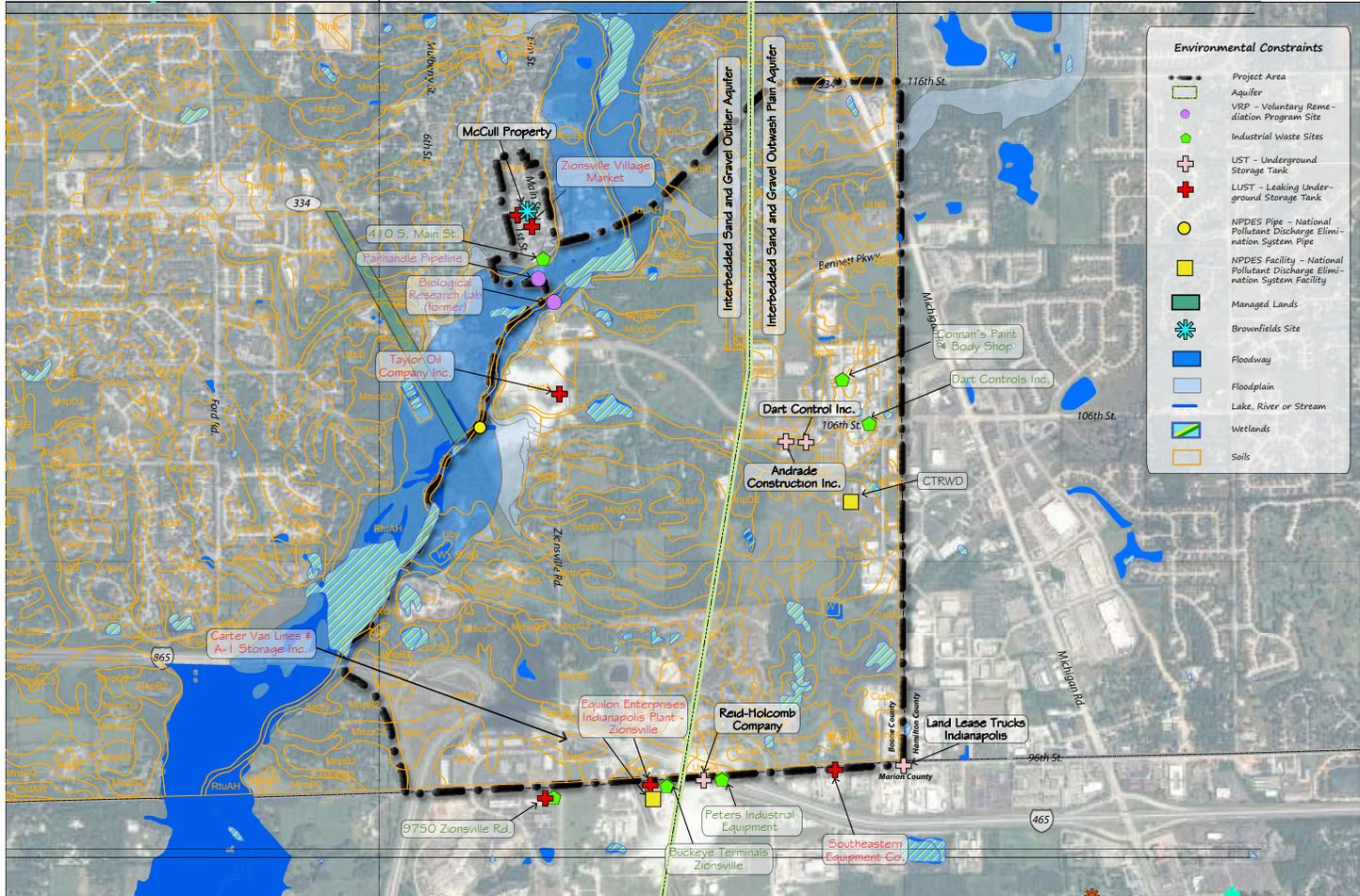
This map is based on numerous sources of data and the accuracy of which is not guaranteed by the Town of Zionsville. Data was obtained through IndianaMap (<http://inmap.indianamap.edu/viewer.htm>) and Town of Zionsville.



Farther west along Sycamore Street/West Oak Street is the main commercial area with varying sizes of retail and commercial.

Directly north of the study area is Lions Park and single-family residential. Lions Park is the major community park and is within walking distance from downtown and Creekside Park (south of Sycamore Street, within the study area). This park is host to many community activities. The residential area farther north is newly part of the town boundary since the consolidation of town and township. This residential area is mostly rural residential mixed with agriculture uses.

Environmental Conditions



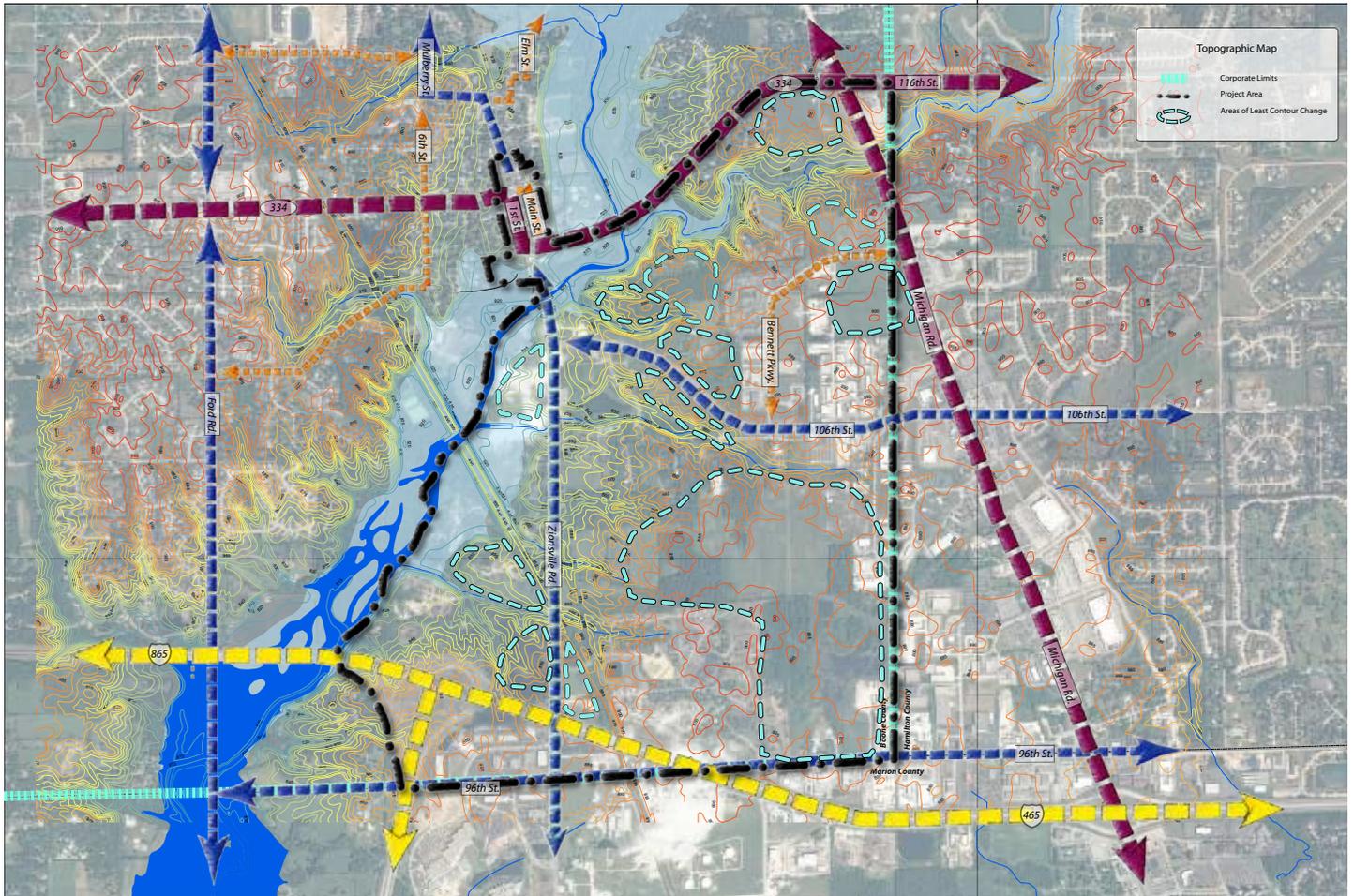
This map is based on numerous sources of data and the accuracy of which is not guaranteed by the Town of Zionsville. Data was obtained through IndianaMap (<http://inmap.indianamap.edu/viewer.htm>) and Town of Zionsville.

Within the study are a few wetlands, mostly near Eagle Creek and the Eagle Creek floodway. Others include a pond near Dahlia Street and Old 106th Street and within already developed residential neighborhoods. There is a cluster of wetlands in the southeast corner of the study area and county that is managed by Central Indiana Land Trust, called the Browning Family Marsh Nature Preserve. This was donated from the Mayflower Park Associates and 'harbors more state rare and endangered species than any other similarly-sized property in Central Indiana.' (Central Indiana Land Trust)

Additional analysis is required, on a case-by-case basis, to determine the specific environmental conditions of any particular property within the study area.



Topography

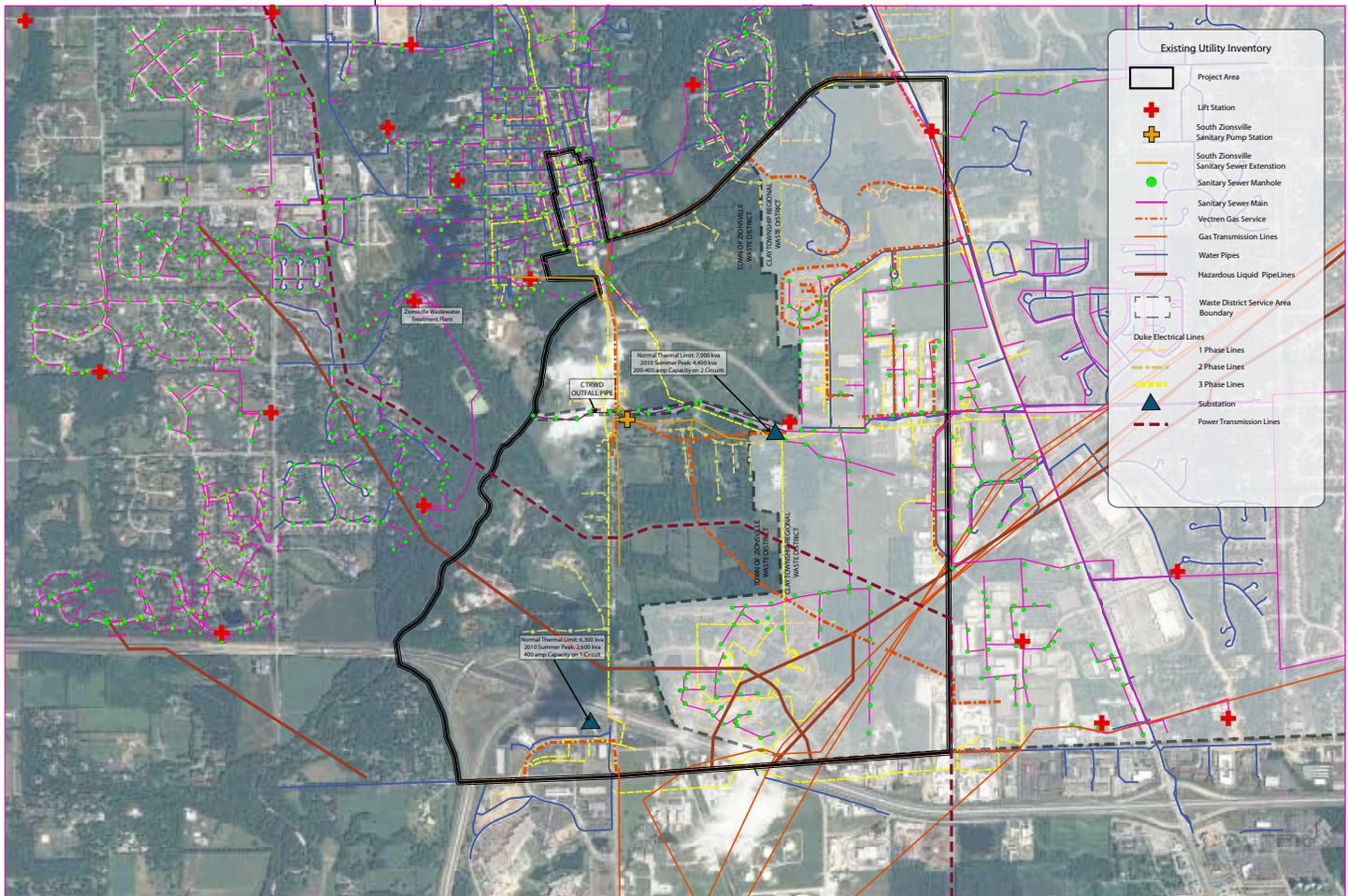


The study area is relatively flat. The areas that have a substantial amount of grade change are located near Eagle Creek. The areas that have the least amount of grade change are mostly undeveloped and used for agriculture. Most of the DOW property has areas that are relatively flat. The land south of The Domain apartment community is relatively flat. The agricultural land near the corner of Michigan Road/US 421 and Sycamore Street is relatively flat. The agricultural land west of the current industrial along the eastern part of the study area, south of 106th Street and Old 106th Street, and north of Hoosier Village is relatively flat.

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Infrastructure & Utilities

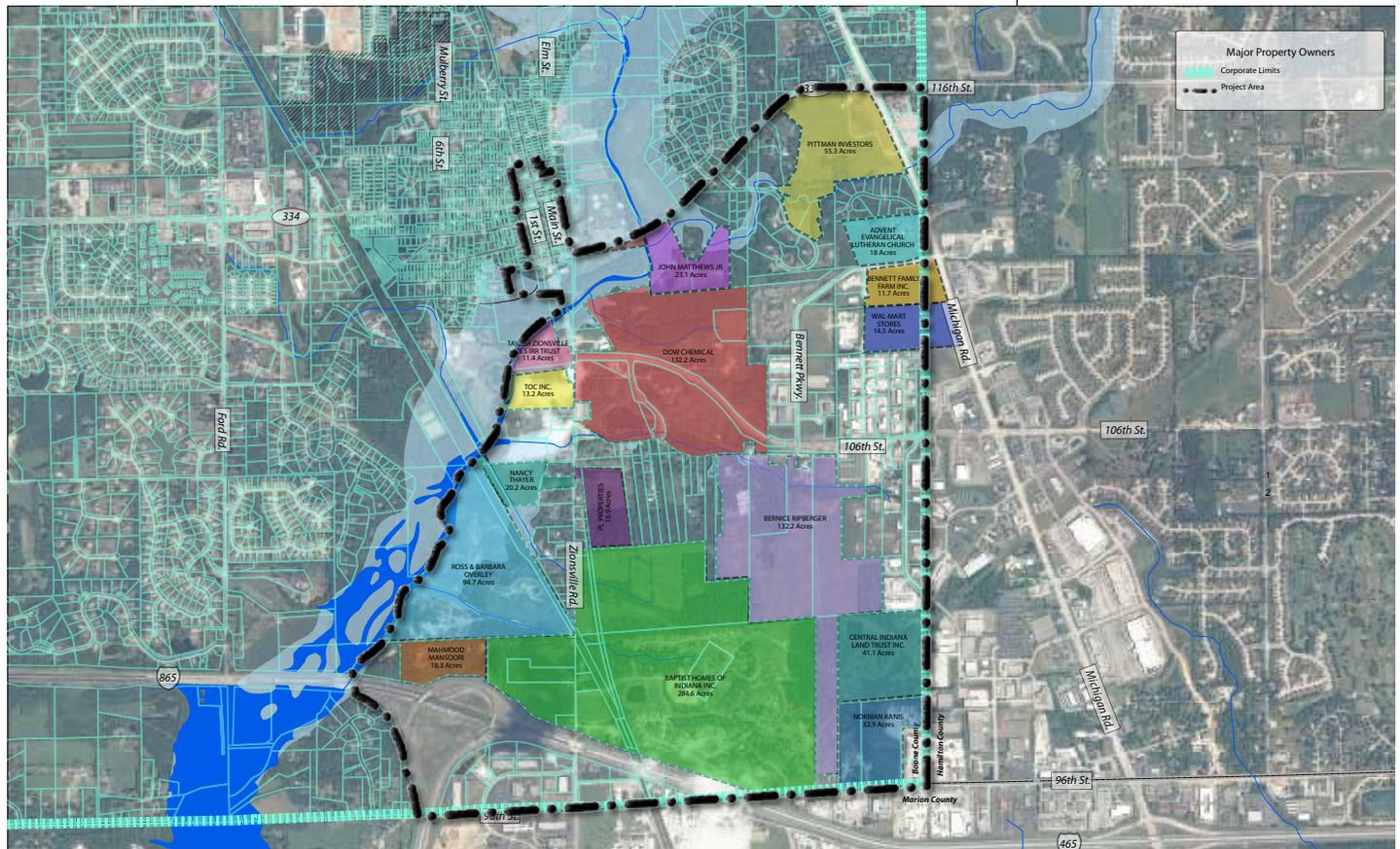


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With the exception of the residential uses east and west of Zionsville Road, south of Sycamore Street, utilities, including water, sanitary sewer, gas and electric, are generally available. It is assumed those without access to sewer are on septic systems. There is also a power transmission line corridor that runs through the southwest portion of the study area through agricultural or near residential. There is some additional sanitary sewer infrastructure in place west of Mayflower Park.



Composition of Land Ownership



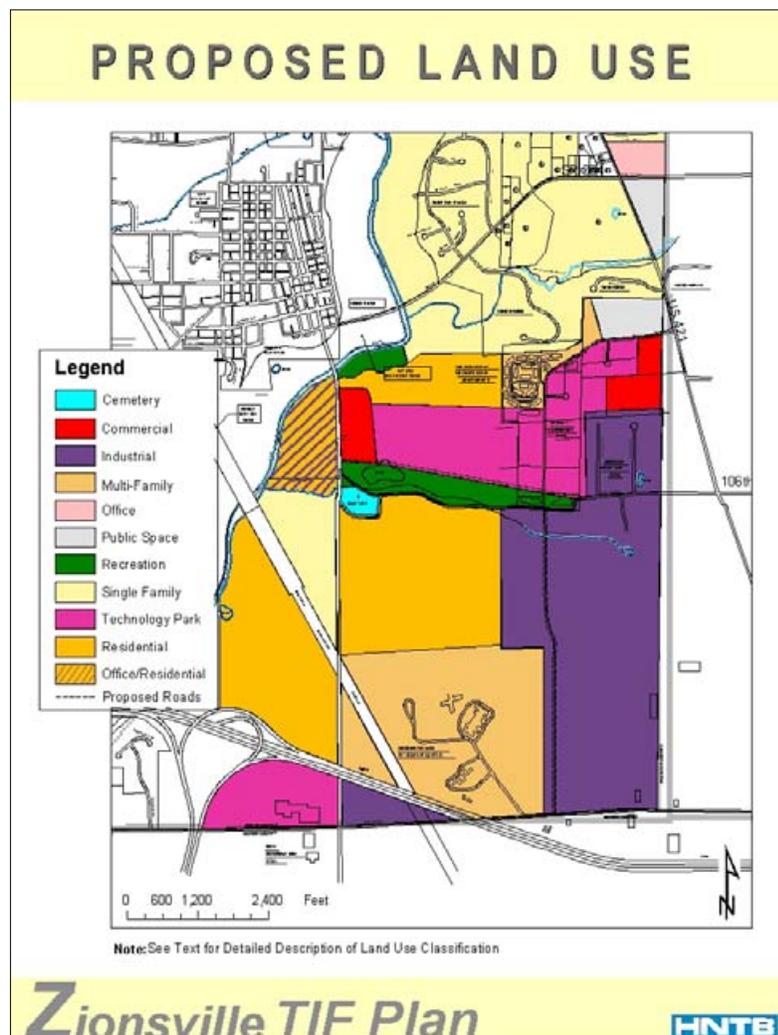
The composition of land ownership within the study area varies widely by entity and size. Property is held by philanthropic/non-profit organizations, residents, and businesses. The largest property owner is the Baptist Homes of Indiana Inc., with 284 acres that includes the current Hoosier Village and property west and north. The next largest tract of land is owned by Bernice Ripberger, with 132 acres that includes residential and agricultural/open space west of existing industrial. The next largest is equal to that of Ripberger's property, owned by DOW Chemical, with 132 acres. This is centered on 106th Street and Dahlia Street. Ross and Barbara Overley own about 95 acres west of Zionsville Road, east of Eagle Creek. This is the current location of Worman Enterprise Organic Recycling site. The property near the corner of Michigan Road/US 421 and Sycamore Street is owned by Pittman Investors and is 55 acres that is being predominantly used for agriculture. The next largest property is the Browning Marsh Nature Preserve, a 41-acre parcel, owned by Central Indiana Land Trust, Inc., in the southeast portion of the study area and county adjacent to the Mayflower Industrial Park. This property was donated from Mayflower Park Associates to Central Indiana Land Trust for preservation. Another piece of property is at the very southeast corner of the study area with about 33 acres. This property is owned by Norman Kanis. Land use of part of this property and the property to the east is similar to other industrial uses near the Boone/Hamilton county line and are part of the Mayflower Industrial Park. The bulk of the remaining property within the study area comprises smaller tracts of non-contiguous ownership up to about 23 acres, including open space, residential, commercial, and industrial.

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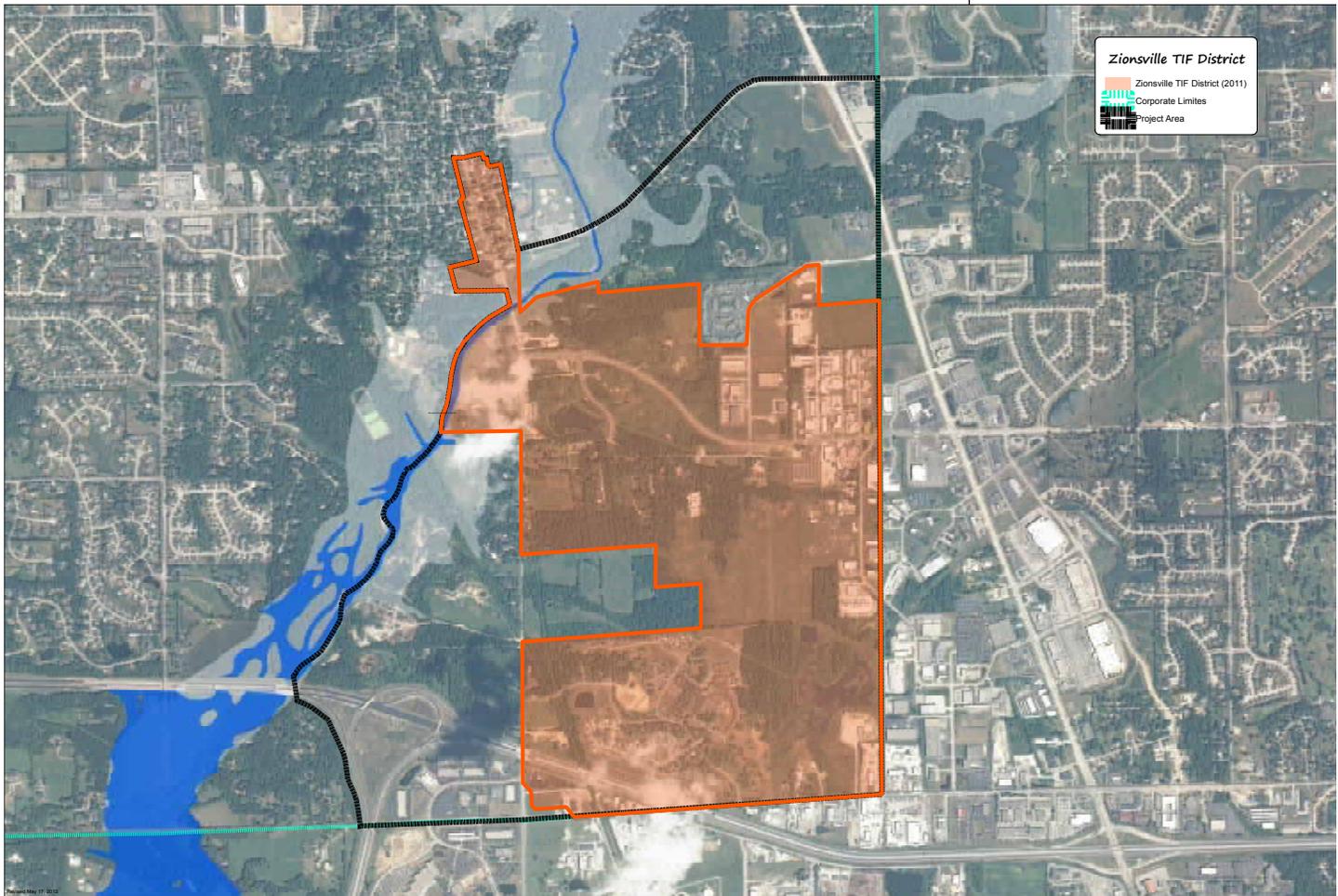
Comprehensive Plan, 2011 Proposed Land Use/TIF Plan

For this study area, the proposed land uses identified in the Zionsville 2020 Comprehensive Plan (updated 2009) include cemetery; neighborhood commercial; general commercial; light industrial; general industrial; multi-family; public space; recreation; low-intensity single family; high-intensity single family; mixed-intensity (low and high) single family; office, research and technology industrial; and office/residential. These proposed land uses are a variation or expansion of a nearby land use. For example, the proposed industrial is adjacent to existing industrial uses. The proposed office, research and technology industrial area is an expansion of the Bennett Technology Park. The proposed residential uses include variations of the current residential uses. These proposed uses are still currently a variation or an expansion of an adjacent land use.





Zionsville TIF District



The Zionsville tax increment financing (TIF) district, as identified in the Zionsville 2020 Comprehensive Plan, updated in 2011 is within the study area. The Zionsville TIF district is roughly the southeast corner of the county and the downtown commercial core with the western boundary as Zionsville Road and the northern boundary as Bennett Parkway including the commercial village of downtown Zionsville. The TIF district does not include the multi-family apartment communities, The Reserve, or The Domain near the north end of the district nor the property (known as Estridge piece) north of the existing Hoosier Village and south of the residential neighborhood south of Old 106th Street. The TIF within the study area has been in place since June 2000 after the Zionsville Redevelopment Commission was created in October 1999. The Zionsville TIF district will continue to run until its expiration in 2029. The Zionsville TIF was amended on May 14, 2001, to exclude three parcels and add one. The Zionsville TIF was amended on April 11, 2005, to exclude one parcel (Estridge). The TIF was amended on August 29, 2009, to broaden the scope of eligible projects. The Zionsville TIF was amended, most recently, in October of 2011, to exclude one parcel (The Domain – REI Apartments). Notable projects that have been funded use TIF money include sanitary sewer extension south along Zionsville Road, Sycamore Street pathway and bridge, lease to own of the Shell lot for public parking, 106th Street through DOW, and First Street project.

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The purpose of the Zionsville TIF is for economic development purposes like road, infrastructure, property acquisition, etc., not to eradicate blight. In the 1950s when TIF districts were first used, they were developed to provide funds to redevelop blighted urban areas. The Zionsville TIF was initially created to provide funding to replace bricks on Main Street and provide economic development infrastructure. Currently, the TIF is intended to be used for a variety of infrastructure improvements and other improvement projects that support economic development, including improvements to the downtown commercial village (façade and infrastructure), infrastructure along Zionsville Road or to provide service to other developments, and transportation infrastructure or road extensions.

Generally, a tax increment financing (TIF) district enables local government officials to collect property tax revenue from increased assessed value resulting from new investments within a designated TIF district. When a TIF is designated, the assessed value is recorded. When there is an increase in the assessed value, the difference is set aside to be used to pay for infrastructure or other improvements within the TIF district. This allows the community to have access to funds that are specifically prescribed to be used for infrastructure or other improvements within the district. The property taxes collected on the base assessed value are collected and passed through to the traditional taxing units (schools, town, township, and county) as other property taxes are. Those funds are used according to the allocations and structure set forth by the town, typically for schools, improvements, and other services. The allocations and structure of TIF districts are annually reviewed by the Redevelopment Commission and approved by the Town Council. These allocations specify how TIF monies can be used.

While the philosophy of TIF can certainly be debated, it is a proven strategy in the communities where it is implemented, an expectation of virtually every major business site selection effort, and no longer viewed as a differentiator between communities but rather a critical standard component of a community's competitiveness. For example, if a company is interested in a piece of property but the property is not connected to necessary infrastructure, it may be beneficial for the Town to use funds from the TIF to pay for these improvements if the anticipated assessed value will repay the fund with the incremental taxes due to increased assessed value. These improvements benefit the initial development as well as subsequent businesses and therefore have a "snowball" effect on the increase in assessed valuation and job growth within the community. For more information regarding the TIF, see section Strategic Plan Foundation, Strategic Plan Principles, page 32.



Economic Development General Assumptions

Economic development planning is the analysis of current land use, employers, businesses, infrastructure, policies, zoning, programs and processes for future economic success and sustainability. Strategic plans require the basic understanding of the economic impact of certain scenarios. The general assumptions listed below are factors and scenarios that are common through many basic economic development strategic plans and are also particularly applicable to the Town of Zionsville and drive the Zionsville Economic Development Strategic Plan.

- » In a post property tax cap environment, non-residential land uses are more beneficial as a revenue source than residential land uses (especially lower density residential uses).
- » Non-residential land uses do not “directly” contribute to school enrollment but can directly and indirectly contribute to the financial well being of the school corporation.
- » Light industrial uses are preferred over heavy industrial because of environmental and transportation impacts.
- » It is essential to the long-term economic health of a community to have a diverse tax base in order to be sustainable.
- » All development is market driven and must include a willing buyer, willing seller, necessary financing, and municipal approval and proceedings.
- » Zoning classifications allow development by law under certain prescribed rules and regulations per classification and ordinance. Strong communities ensure that the rules and regulations are designed to promote, encourage, and facilitate the type of development that is desired by the community.
- » Many factors go into site selection processes for businesses, but key factors include location, availability of infrastructure, business climate, and mitigation of risk.



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Planning Process



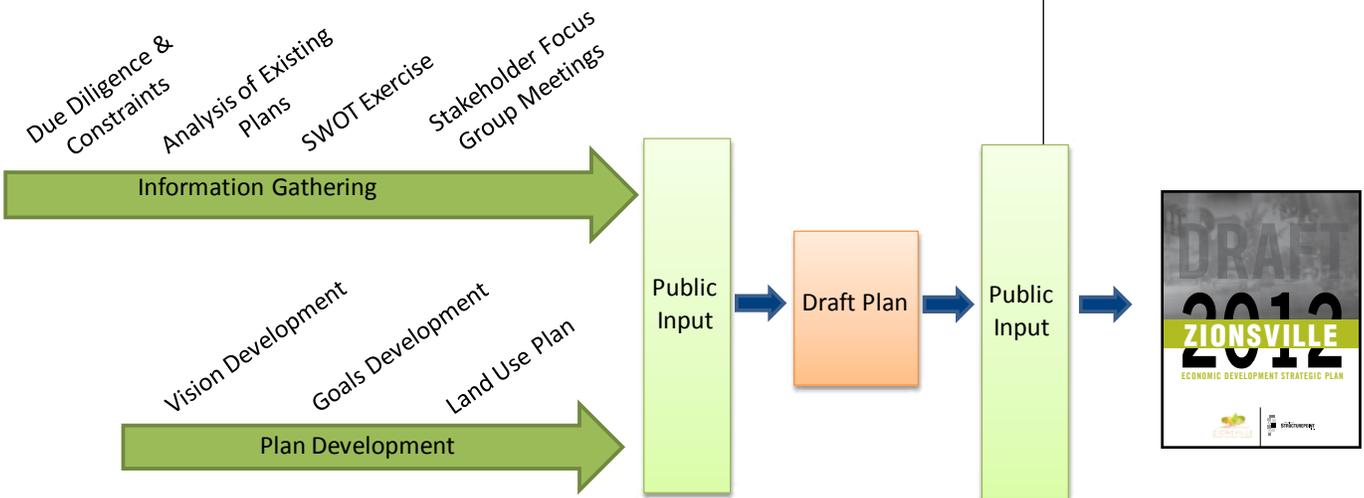
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Planning Process

The process for developing the Zionsville Economic Development Strategic Plan was an integrated, open, dynamic progression. A committee was formed, called the Working Group, with representation from many boards and commissions of Zionsville. There was representation from Zionsville Town Council, Zionsville Redevelopment Commission, Zionsville Economic Development Commission, Boone County Redevelopment Commission, and Greater Zionsville Progress Committee. The working group was launched in March 2011. There were 12 working group meetings, all of which were open to the public, often with numerous community members in attendance. There were four focus group meetings that were conducted without representation from the Town to ensure honest feedback and an open dialogue. Participants were from the development community, brokers, property owners, developers, businesses, etc. These focus groups were supported by additional stakeholder interviews with specific members of the development community. There were two work sessions with the working group that focused on issues related to strengths, weaknesses, opportunities, and threats as well as preliminary crafting of the vision statement and goals. There were additional meetings conducted to address specific issues and concerns raised by community members or as deemed necessary by the working group.

There was public input provided from a broad variety of stakeholders, including individual property owners in and outside of the study area. There has been one public presentation/workshop to date. The first public presentation/workshop heavily engaged the community members with numerous stations and activities for the participants. One detailed survey was available at the public presentation as well as online via Survey Monkey. One open-ended survey was also available online via Survey Monkey. Throughout this project, materials were posted on Zionsville's website for review. Project team and working group members were available to accept comments throughout the project, and a project email address was created, distributed, and utilized by some to convey comments throughout the planning process. Please see Appendix F for the complete raw survey responses.





Working Group Meeting Dates

- Working Group #1: April 26, 2011
- Working Group #2: May 18, 2011
- Working Group #3: June 22, 2011
- Working Group #4: September 1, 2011
- Working Group #5: October 6, 2011
- Working Group #6: November 18, 2011
- Working Group #7: December 8, 2011
- Working Group #8: January 19, 2012
- Working Group #9: February 9, 2012
- Working Group #10: March 22, 2012
- Working Group #11: April 18, 2012
- Working Group #12: May 11, 2012
- Working Group #13: July 26, 2012

Focus Group Meeting Dates

- Focus Group Meeting #1: June 16, 2011
- Focus Group Meeting #2: July 6, 2011

Working Group Work Sessions

- Work Session #1: July 7, 2011
- Work Session #2: July 21, 2011

Public Presentation Meeting Dates

- Public Presentation #1: December 14, 2011
- Public Presentation #2: June 26, 2012

Plan Commission Presentations

August 20, 2012

Strategic Plan Foundation



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Vision

All good planning processes start by picking a point on the horizon as the ultimate destination once the plan is implemented. This vision for the community defines the plan's direction, serves as a foundation for decision making, and creates the first level of accountability in implementation of the plan itself. The Zionsville Economic Development Strategic Plan Working Group Committee met over several meetings with input from the public generated from the first public meeting and an online comment forum, to formulate the vision for this plan. This vision is an overarching summary of what the community is striving to be, in terms of economic development, in the future and is based on the solid foundation and identity of what Zionsville currently is today. It serves as a guide for community action and decisions and is the foundation for all recommendations of this plan. This vision is not the vision for the whole town, rather it is specifically intended to be the vision for economic development for this particular study area. This vision has the potential to be expanded to act as the overall economic development vision and be applied to other geographic areas within the town.

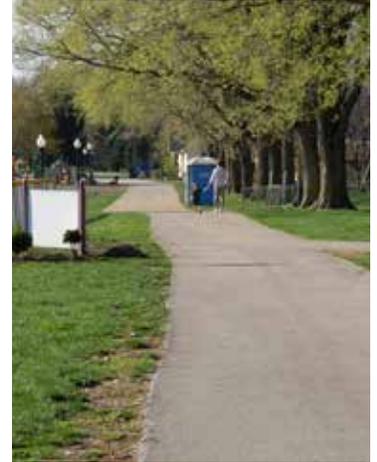
Zionsville Economic Development Strategic Plan Vision Statement

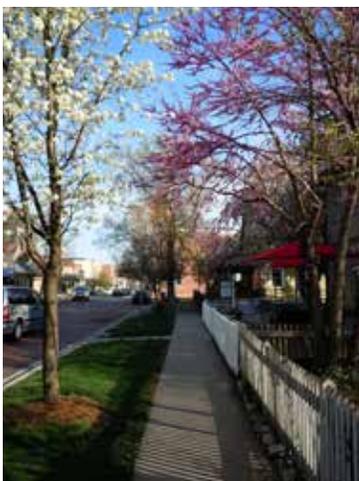
Zionsville's strength comes from its passionate residents and small town heritage. To continue to be a prosperous and stable community, and to achieve the goal of being a dynamic community in the future, the Town realizes it must be open to innovation, provide the highest quality communication and public outreach, and cultivate accountable, coordinated, community leadership at all levels. It must also continue to support existing businesses; while also working to build and expand its economic foundation and job base with a diverse mix of high quality corporate, commercial, and light industrial/high tech businesses that support the continued growth of Zionsville's existing quality of life.

Goals

With the vision as the base, the Working Group Committee began the process of refining the vision into more specific statements of desired conditions and actions for the Town of Zionsville. These goals were created by the Working Group Committee over a series of meetings with input from the public generated from the first public meeting and an online comment forum. The goals set the tone for community decisions and actions that will help the community achieve the vision, and more importantly in some ways, they focus and direct the specific strategies and action items that must be accomplished to achieve implementation of the plans vision. The following goals are not listed by priority; this is not a ranked list.

- » **Site Availability & Product Delivery:** Attract new, high quality business and development opportunities to Zionsville
- » **Business Retention & Expansion:** Support and encourage the continued success and growth of the existing business base within the community
- » **Marketing & Communications:** Enhance economic development marketing and communication in Zionsville
- » **Governmental Processes & Policies:** Improve governmental processes to support resident needs and desires and to support successful economic development efforts
- » **Downtown Zionsville:** Assure the long-term vitality of downtown Zionsville
- » **Zionsville Identity:** Preserve, protect and enhance the Zionsville community aesthetic, its unique identity, sense of place and high quality of life.





Strategic Plan Principles

The strategic plan principles reflect topic areas and conclusions that have been part of all conversations with committee, focus groups, stakeholders and public. These are important areas that are integral to successful economic development and strategic planning. Many of these issues and areas of discussion are not unique to Zionsville, but there are nuances within each that are specific to Zionsville and the issues that impact the Town and each play an important role in the overall economic development fabric of the community. These principles are discussed to illustrate the position of the town and the committee regarding these particularly important issues. These principles, like the goals and vision, influenced the strategies and recommendations of this plan.

Vision & Direction

The vision for the Zionsville Economic Development Strategic Plan outlines the direction of Zionsville for economic development. As stated previously, the development of this vision was the result of many committee working group meetings and the input from public through public meetings and an online review format. It was important for the vision to be comprehensive yet tailored to the current issues and conditions of Zionsville. Focusing on the concepts of Zionsville's heritage, successful sense of community, wealth of knowledgeable and innovative residents, and the desire to build and grow the business community, the vision was crafted. This vision was crafted to be bold and set a high level of standard for the community and potential members of the community.

The reality for all communities is that growth, in some form, is a necessity if communities are to be sustainable in the long term. As costs of service increase, communities must continue to grow their tax base in order to maintain services, let alone expand or enhance services beyond current levels. The way a community grows, however, may differ greatly from community to community. The key is establishing an expectation of growth that is in line with the desires of the community that is managed and shaped to best suit the community and that is designed to accomplish the goals and vision of the community. This strategic plan is one component of that growth management.

Beneficial growth and development in Zionsville, as in any community, occurs when there are symbiotic relationships between the market demand and conditions, property owner's desires, potential buyer/developer desires and abilities, and community desires and policies. Based on the data gathered as part of this planning effort, growth within the study area is desired to be in the form of business, office, retail, technology, research, light industry or a combination of these forms. These business sectors are suitable for the study area and will complement the existing business community. It will also be important for Zionsville to understand the needs of the new businesses from the perspective of workforce and their anticipated wage level. High wages will complement the other high wage research and technology industries in the area and the region. There is currently zoning in place that supports light industry and office, research and technology in select areas in the study area, but expansion of these areas is recommended.

Communication

Clear, honest, consistent communication between local government, residents, businesses and potential members of the community is necessary for successful economic development. So much of economic development is based on trust, and



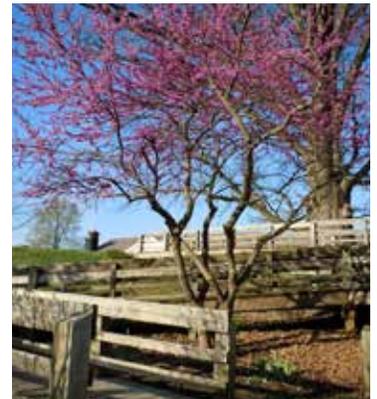
trust starts when the lines of communication are open and predictable. Zionsville leadership's responsiveness to community inquiries and concerns must exhibit respect and partnership. The communication of Zionsville's processes and policies must remain clear, predictable, transparent and consistent as well. Existing and potential members of the business community need to know what the policies and programs are as well as know understand the communication infrastructure well enough to know who to contact when information is needed. Relationships must be fostered between Zionsville leadership and the single point of contact and existing and potential businesses, keeping communication lines open to support economic development. It is equally important to ensure open communication between town leadership and the general public.

Single Point of Contact

A local, single point of contact for economic development efforts offers an efficient, proactive, accessible and responsive partner for community and economic development. Restructuring the planning department into a Planning & Economic Development department with a Director of Planning & Economic Development will put in place the structure necessary to support this single point of contact. This contact will aid the Town in comprehensively understanding the issues of development, the requests by developers, businesses, and potential partners, as well as in championing the role of economic development while working very closely with the Boone County Economic Development Corporation (BCEDC) Director. It is anticipated that the BCEDC will remain the primary economic development advocate and resource for the community; however, the local single point of contact will assist in those activities by providing responsive connection and delivery on leads and opportunities as they are presented to the Town. This will streamline communications and development processes by better understanding and shaping potential interests. This contact will help strengthen the critical connection to the Boone County Economic Development Corporation and its representation and services, as well as work with other prospective partners and regional economic development organizations to continue a working relationship for successful economic development efforts within Zionsville. This single point of contact will also be an advocate for the Zionsville Economic Development Strategic Plan.

Long Term Land Use Changes

It is anticipated that land uses within the study area will change over time and as market conditions allow. This plan is intended to guide development to the appropriate locations, if and when the opportunity presents itself. This guide is not a blueprint for development; it is a guide that allows flexibility and creativity. Over the long term, many changes may occur. Some areas of the study area are likely to present economic development opportunities before others. It is likely that areas more closely aligned with current infrastructure will develop sooner than those that require significant infrastructure expansion. Any land use definition as part of this planning effort is intended to represent a long-term view of the study area. While there may be current opportunities that will present themselves in the short term, it is anticipated that the development of the study area will occur over decades. As the study area maintains the utilization of the TIF district and looks to maximize effectiveness of the TIF, and as land uses such as light industrial, office/research/technology are highly encouraged and focused within this area over time, it is important to be cognizant of the adjacent land uses.





Residential Land Use

New rural residential uses within the study area are not the most suitable use within this area and are not encouraged as part of this planning effort. The intent of this study area is to serve as an economic development engine for the community. With that in mind, new residential uses within this area are not seen as advancing the vision for the plan. At 52 square miles of area total for Zionsville, there is plenty of opportunity for continued residential growth within the community. The highest and best use of the land within the study area as it relates to new development opportunities would seem to be something other than residential. There may be opportunities to creatively incorporate residential within the study area under specific circumstances and conditions and with the highest level of design standards, but given the finite amount of prime non-residential property within Zionsville, it would seem that non-residential uses should be the primary focus of the study area.



Economic Development Tools - Tax Increment Financing (TIF District)

The TIF within the study area has been in place since June 2000 and will continue to run until its expiration in 2029. The purpose of this TIF is for economic development, not to eradicate blight. Back in the 1950s when TIF districts were first used, they were developed to provide funds to redevelop blighted urban areas. This TIF was initially created to provide funding to replace bricks on Main Street. Currently, the TIF is intended to be used for a variety of infrastructure improvements and other improvement projects that support economic development. Generally, a TIF district enables local government officials to collect property tax revenue from increased assessed value resulting from new investments within a designated TIF district. When a TIF is designated, the assessed value is recorded. When there is an increase in the assessed value, the difference is set aside to be used to pay for infrastructure or other improvements within the TIF district. This allows the community to have access to funds that are specifically prescribed to be used for infrastructure or other improvements within the district. The property taxes collected on the base assessed value is collected and added to the traditional taxing units (schools, town, township, and county) as other property taxes are. Those funds are used according to the allocations and structure set forth by the town, typically for schools, improvements, and other services. The allocations and structure of TIF districts are annually reviewed by the Redevelopment Commission and approved by the Town Council. These allocations specify how TIF monies can be used.



While the philosophy of TIF can certainly be debated, it is a proven success factor in the communities where it is implemented, it is an expectation of virtually every business site selection effort, and it is no longer viewed as a differentiator between communities but rather a critical standard component of a community's competitiveness. For example, if a company is interested in a piece of property but the property is not connected to necessary infrastructure, it may be beneficial for the town to use funds from the TIF to pay for these improvements if the anticipated assessed value will repay the fund with the incremental taxes due to increased assessed value. These improvements benefit the initial development as well as subsequent businesses and reduce costs for future businesses.



Economic Development Tools - Tax Abatement

Tax abatement is a tool that is commonly used throughout Indiana. Many communities find that tax abatement is by far the most competitive bargaining component when trying to attract business. Tax abatement of all or a portion of taxes on a new or increased assessed value resulting from new investment can be granted for up to



ten years. Tax abatement can be applied to real or personal property and provides a relief for the property owners that are improving and reinvesting in their property. Using tax abatement within a TIF district should be thoroughly understood and used selectively. While, the use of tax abatement within a TIF district may be counterproductive to the TIF district, since it will delay the contribution to the TIF fund, tax abatement may be the best strategy from time to time and should be considered by thoroughly evaluating the pros and cons.

Economic Development Tools – Property Tax Caps

In the 2010 November election, voters voted to pass the property tax cap. Residential property taxes are now limited to one percent of the assessed value, secondary residential properties and agricultural land may not exceed two percent of the assessed value, other real estate (business and industrial) are capped at three percent, per Indiana State statute. This new tax structure limits the money available to local government, but it is intended to offer ‘stability’ to property owners. The tax levels within Zionsville are below the state levels, particularly, business and industrial tax levels are below the three percent mark. It is not anticipated that the property tax rates in Zionsville will equal the cap amount anytime in the near future.

There is a common perception that the property tax levels in Zionsville are the same as the tax cap levels. In reality, as stated previously, the business and industrial tax levels are below the tax cap amount of three percent, and Zionsville is competitive in this aspect with surrounding communities.

Economic Development Tools - Local Financing

Working with local banks to establish preferred finance programs for potential business investors is a great economic development tool. This establishes a relationship and a favorable rate and assists potential developers as well as supports the local financial institution. Most importantly, a difficult step is made easier, thus making Zionsville a more likely choice for business selection and location. These rates will need to have parameters and expectations defined prior to any utilization of them to ensure that the financing tool supports the overall vision of Zionsville.

Product Delivery

Site and building availability and readiness for development is the core of economic development success. It is important for Zionsville to have a known inventory (including level of readiness) of sites and buildings in Zionsville. The readiness of a site or building relates to many factors; including land ownership transfer issues, lack of necessary infrastructure, restrictive easements, environmental issues pertaining to wetlands or contamination, unsuitable subsurface soil conditions and archeological discoveries, as well as others. Performing necessary due diligence to identify and resolve any issues related to these factors will enhance the readiness and attractiveness of a site or building. To resolve infrastructure issues, either infrastructure must be put into place, or, at a minimum, a set of plans must be prepared to understand the costs and timelines for implementation. In many cases, installation of key infrastructure is critical for successfully landing a prospect. In other cases, having plans ready to implement offers the potential development flexibility of the site.

The term “shovel ready” is associated with the Indiana Shovel Ready Program through Indiana Economic Development Corporation (IEDC). Through this participation in this program a community may certify a site as “shovel ready”. This certification “enhances the marketability of certified sites.” This certification requires a certain minimum standard to be met to be listed as certified. This also allows the





site to be listed among the other statewide data listing shovel ready sites on the Indiana Economic Development Corporation website. Designation of a site does not always translate into the site being considered shovel ready by an end user. In some cases work beyond that required for the official designation must be completed in order to enhance the desirability and develop potential of the site.

Public private partnerships in particular are an excellent way to creatively combine assets to achieve desired economic development improvements. Public private partnerships are joint ventures between public and private sectors. These are often referred to as PPP or P3. These partnerships creatively combine public and private assets to achieve desired economic development improvements. "In their best form, public-private partnerships reduce risk, secure development capital at reasonable rates and provide a high return on investment for taxpayer and developer alike. Communities can effectively meet the needs of their residents while otherwise sub-optimized commercial resources are efficiently put to work." (Smith, Thomas. *Inside INdiana Business*, 2010). The collaboration of the two different entities offers expertise, resources, and opportunity. Building strong public/private partnerships between the Town of Zionsville and the regional development community will create opportunities to understand perceptions, clarify misconceptions, and clearly articulate the expectations of the Town as it relates to development within its jurisdiction and move forward products for development.

Infrastructure

This plan recognizes that any change in development will affect the transportation system. It is premature to recommend any specific solutions to unknown impacts of conceptual development and land use changes on existing transportation infrastructure beyond these already anticipated by the 2011 Zionsville Transportation Plan including improvements to existing roads, extensions of existing roads, new roads, and improvements to existing intersections or new intersections. Future transportation improvements must be sensitive to the overall transportation network of the area and the greater Zionsville community. As such, future commercial and industrial traffic will likely warrant specific design criteria with regard to road cross sections, lane widths, and intersection design.

The traffic through the downtown, particularly at key intersections will need further study regarding nearby new development or redevelopment. Key intersections include Zionsville Road/Main Street & Sycamore Street, Sycamore Street & First Street, First Street and Oak Street, and 106th Street and Zionsville Road.

This plan anticipates development in the area and as growth occurs in the area it will be important to monitor the impacts of that growth and make alterations and adjustments to infrastructure as necessary. This plan conceptually recommends additional infrastructure beyond that outlined in the Transportation Plan to support the enhanced development potential of certain areas within the study area related to the proposed land use districts. Additional utility infrastructure is recommended to serve existing uses and support potential developments, particularly the extension of sewer and water service along 106th Street, the potential Bennett Parkway Extension, and any east/west connection south of 106th Street and north of Hoosier Village.

Business Attraction

In addition to product delivery, business attraction programming also facilitates increasing the non-residential tax base. In addition to issues related to sites, buildings



and economic development tools (as discussed in Product Delivery and Economic Development Tools), there are many tools that support and encourage business attraction. A coordinated marketing outreach program highlighting the opportunities of the community is integral to business attraction. This is intended to build upon the branding effort and exploration that resulted in the new town logo and the 'For all the right reasons' tag line. This branding effort was a multi-disciplinary process that engaged various groups within the community and was implemented in 2010. A coordinated marketing outreach program includes the continued use of the website and the organization of all economic development information into a central location that is easily accessible and advertised. The use of the mobile applications, regular communications, and social communications should be consistent with the overall marketing outreach message. The message should be developed in a way that it reaches specific targeted audiences including local and regional brokers, developers and businesses. The message should also be consistent with the concept that Zionsville is "open for business" and open to development opportunities that are right for Zionsville. There is a common perception that the property tax levels in Zionsville are the same as the tax cap levels. In reality, as stated previously, the business and industrial tax levels are below the tax cap amount of three percent and Zionsville is competitive in this aspect with surrounding communities. Business attraction also requires strong coordination with local, regional, and state economic development partners. Zionsville cannot be successful operating in a vacuum. Strong alliances, partnerships, and pooled resources are the best way to position Zionsville to be most successful in business attraction efforts moving forward.

Business Retention

Business retention requires a support system and a relationship between Zionsville leadership and the business community. The relationship starts with developing and maintaining an open dialogue to understand the needs, issues, concerns and opportunities among the business community. A business call program that engages the largest employers in the community in annual personal interviews is a good first step. This acknowledges the impact of the employers and also encourages a level of accountability to the community in addition to its own customers and clients. In addition to the business call program, it is important to conduct annual surveys to maintain open communication among all of the businesses within the community. This will facilitate the collection of data regarding issues, threats, opportunities, workforce needs or other concerns. By having this information, the leadership is better positioned to understand the business community and respond quickly when issues arise. Other areas of focus should include recognizes business excellence, making resources and process available and clear, and tapping into the significant entrepreneurial component of the community.

Downtown/Village

Downtown Zionsville is a significant part of the Zionsville community. This village is the epicenter of Zionsville commercial and a major focus for reinvestment, business diversification, and branding. It is essential to create a proactive development plan that will assure the long-term vitality of downtown Zionsville. It is important that the current downtown community have effective representation, dialogue, and partnership with the community leadership. Comprehensively understanding the market of the village, by conducting a complete market analysis, would better inform the downtown business community and leadership, and would better position the partners for business retention, expansion, and attraction. Creating a healthy mix of





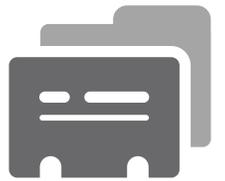
downtown businesses would be streamlined due to the knowledge (strengths, weaknesses, supply, and demand) gathered from a complete market analysis. Specific strategies such as an enhanced micro loan program, façade improvement program and the development of a guide to the permit process as it applies to downtown would greatly benefit the downtown business community and it would encourage the reinvestment into the village. The enforcement and enforceability of standards and ordinances is also essential to the success of the village and is recommended to be an integral part of any standard or ordinance.

Site & Design Standards

The character of Zionsville is a very important part of the vision and in many ways defines the very nature of Zionsville. This character is what the community considers one of its strongest assets and building on Zionsville's assets is integral to any successful economic development effort within the community. People outside of Zionsville also recognize Zionsville as a unique small town with a special downtown village and this perception must be capitalized on as it is a differentiator from other communities with which Zionsville competes. The physical character of Zionsville can be described as focused on detail, proportion, and quality, as well as being quaint and unique. To maintain this identity when new development or redevelopment opportunities arise, it is important to apply these characteristics in some form to the new developments and redevelopments. A set of pre-defined development standards or design guidelines are often a helpful tool for both the town's economic development staff and the potential developer to understand the expectations of the community and deliver the desired development outcomes and is recommended. Additional recommendations regarding general site and design standards are located on page 45.



Strategies



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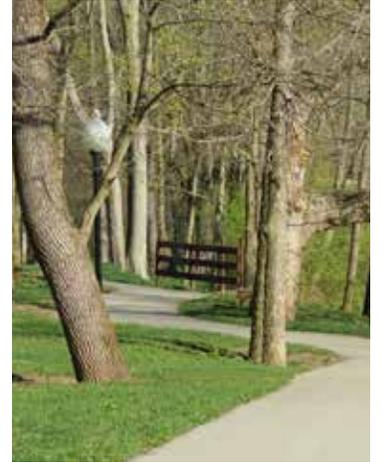


Future Land Use Plan

District Descriptions

The Future Land Use Plan (map) is a long-range conceptual plan illustrating preferred land uses that support the vision, goals, and principles for economic development set forth in this document. This plan (map) is an integral tool for economic development. The map is a result of a series of analytical and detailed analysis and conversation throughout this planning process. Factors that informed this map include zoning, property owners, parcel size, topography, transportation and access, utility availability, environmental constraints, proposed land uses (from Comprehensive Plan) other plans, working group input, stakeholder input, and public input. This map is not a zoning map. The district category names (or colors) listed on this map do not have any legal tie to zoning regulations or state statute. This map, like any comprehensive land use planning map, is simply a tool to suggest, prepare for, and manage development opportunities as they may arise within the study area. Please note that this map is a conceptual, illustrative graphic, and the districts are not delineated along parcel lines.

Much of this study area is currently a positive contributor to the Town of Zionsville's economic development goals and vision. Many of the land uses and districts identified on this map are intended to be an enhancement of current uses and are supported by appropriate zoning. Other uses and districts identified on this map suggest a change in land use. This proposed change in land use will be something that happens over time and will happen when the market, the property owners and the Town approval process aligns. This plan does not change the current zoning of the districts that are not consistent with the future land uses.





Future Land Use Plan





All Districts

Each land use district is intended to identify desired areas for desired uses. It is recognized that all current users are heavily invested in their property and their community. Nothing in this plan is designed to impair the ability of existing lawful uses to continue to operate as they are currently allowed and to be altered or expanded as allowed by the applicable laws and regulations at the time of such activities. As development occurs around any existing use, great sensitivity should be given to how new uses relate to the existing ones, and how the impact of the new development can be mitigated as best as possible. If at some time there is to be a change in land use or zoning, it should be only to that of an adjacent district and once the property owner, community, and Town approval all fully align. All districts shall have an emphasis on high quality architecture, proportion, and detail.

Village Mixed-Use District

This district focuses on a mix of retail, office and supplemental residential with an emphasis on urban and pedestrian scale and proportion consistent with the character and form of the village. The first floor should be primarily retail to encourage foot traffic and complement the current shopping destinations within the downtown. The upper floors should focus on office and supplemental residential uses. This district applies to the existing downtown commercial village and shall work to expand upon the existing uses and allow the district to develop in harmony with the existing uses. This district shall have an emphasis on high quality architecture, proportion, and detail. Future development and redevelopment should follow existing standards. This district is suitable for small businesses, art galleries, specialty retail, professional services, restaurants and cafés, and other similar uses.

Village Expansion District

This district is an extension of the character and form of the existing village with a focus on a mix of retail, office and supplemental residential with an emphasis on urban and pedestrian scale and proportion. The first floor should be primarily retail to encourage foot traffic and complement the current shopping destinations within the downtown. The upper floors should focus on office and supplemental residential uses. The village expansion district encourages street-level retail with upper-level residential at a scale similar to that of the existing Zionsville downtown commercial village. The building form and massing should be more urban in nature with limited setbacks and buildings near the roadway. This district shall have an emphasis on high quality architecture, proportion, and detail. Future development should follow existing standards. This district is suitable for small businesses, art galleries, specialty retail, professional services, restaurants and cafés.

Retail District

This district focuses on retail uses that are automobile oriented rather than pedestrian oriented like those found in the village mixed use and village expansion districts. Retail should be neighborhood or regional uses. The form of this district is similar to the form of the retail along Michigan Road. Larger stores may be located farther away from the primary thoroughfare with parking visibly in front. Smaller out lots are encouraged to be located near the street. This district shall have an emphasis on high quality architecture, proportion, and detail. Where multiple buildings are proposed within a single development, a consistent architectural theme are encouraged to be applied throughout the entire development.





Office/Medical District

This district focuses on a mix of offices, medical and professional uses to allow for the creation of new jobs aimed at attracting professionals. This district supports small offices that provide easy access and offers good visibility from secondary thoroughfares with convenient parking that is cognizant of the neighboring uses and internal circulation networks. The architecture may reflect the innovation of the medical/technology field through more contemporary architecture and modern materials such as glass; however, more traditional styling elements are not discouraged if they respond to the style of adjacent buildings. This district shall have an emphasis on high quality architecture, proportion, and detail.



Office, Research and Technology District

This district focuses on a mix of office, research and technology uses to support an innovative corporate campus or technology park that transforms Zionsville into a regional research and technology district. The district supports corporate office complexes, research and technology related uses, and some light industrial uses (distribution, manufacturing and wholesale) that are completely enclosed in a building. The architecture may reflect the innovation of the medical/technology field through more contemporary architecture and modern materials such as glass; however, more traditional styling elements are not discouraged if they respond to the style of adjacent buildings. This district supports medium to large offices and should provide easy access and good visibility from major thoroughfares and interstates. This district shall have an emphasis on high quality architecture, proportion, and detail.



Light Industrial/Flex Office District

This district focuses on a mix of light industrial and flex office uses such as distribution centers, manufacturing and wholesale establishments that are clean, quiet, and free of hazardous or objectionable elements, operates entirely within enclosed structures, and generate little industrial traffic and similar to the uses found at Bennett Technology Park. The scale and form shall be similar to that of Bennett Technology Park while being cognizant of the neighboring uses and existing internal circulation networks. This district shall have an emphasis on high quality architecture, proportion, and detail.



Light Industrial

This district focuses on light industrial uses such as distribution centers, manufacturing and wholesale establishments that are clean, quiet, and free of hazardous or objectionable elements, operates entirely within enclosed structures, and generate little industrial traffic. The scale and form shall be remain consistent to the existing Bennett Technology Park uses while being cognizant of the neighboring uses and existing internal circulation networks. This district shall work to expand upon the existing uses and allow the district to develop in harmony with the existing uses. This district shall have an emphasis on high quality architecture, proportion, and detail; however, expected development standards may differ from those expected in the Light Industrial/Flex Office District.

Transition District (Office/Medical/Light Industrial)

This district focuses on a mix of office, medical, research and technology, and light industrial with an emphasis on a transition between the two adjacent uses. Transitional uses are land uses that are a mixture of the adjacent land uses that act as a buffer to the adjacent land uses of a lower or higher impact. There is the possibility that expansion of the current retirement community may be desired in this



area. Any such expansion, if permitted, should be done in a manner as to support the possibility of other uses being developed adjacent to the expansion. This transition land use illustrates the need to transition from one land use to another, or one level of intensity to another. The transition land use is expected to offer a gradual change in the intensity of the land uses so there is not an unsuitable adjacent land use. There may be additional cases where a transition district may be necessary after land uses change or development. Generally, similar transitional thought should be given throughout the study area, but there are some areas where these transitions are more evident than others. This district shall have an emphasis on high quality architecture, proportion, and detail.

Institutional District

This district focuses on institutional uses such as religious and educational uses. This district shall allow for the expansion of existing uses and allow the district to develop in harmony with the existing uses, but may also allow for future tax paying, non-residential uses to blend into the property as well. This district shall have an emphasis on high quality architecture, proportion, and detail.

Gateway District

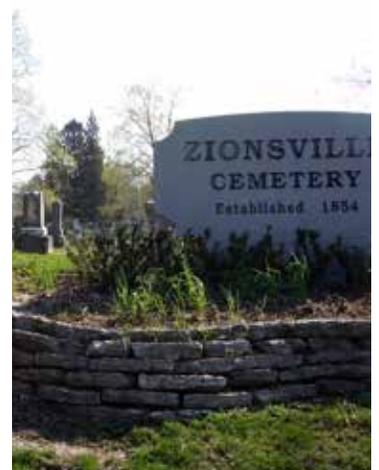
This district focuses on a mix of uses with high importance on architecture for signifying the entry into Zionsville incorporating the Michigan Road Overlay requirements. This is one of the more unique areas within the study area based on its geographic importance and accessibility to significant traffic generating corridors. Given the unique nature of the property, and the possibility of a mix of uses being appropriate at this location, there is a high expectation on the level of quality and design that will go into any development at this location. This district shall have an emphasis on high quality architecture, proportion, and detail.

Single-Family Residential District

This district focuses on existing single-family detached residential use. The vast majority of current residential property owners have expressed their desire for this designation to remain unchanged well into the future. Significant consideration must be given to districts adjacent to these areas so as to best mitigate any adverse impacts on these residential properties from future development or redevelopment. It is expected that these parcels will remain single family residential well into the future and should not be considered for rezoning until such time as the property owner, community, and Town approval all fully align. If at that time there is to be a change in land use or zoning, it should be only to that of an adjacent district. Recognizing the domino effect of spot zoning, properties in this district should not be considered for rezoning until such time as the property owner, nearby single-family property owners, the community, and the Town approval all fully align. This district shall have an emphasis on high quality architecture, proportion, and detail.

Multi-Family District

This district focuses on existing multi-family residential use. These existing multi-family uses are relatively new or currently under construction. There may be opportunities to creatively incorporate residential within the study area under specific circumstances and conditions and with the highest level of design standards, but given the finite amount of prime non-residential property within Zionsville, it would seem that non-residential uses should be the primary focus of the study area. This district shall have an emphasis on high quality architecture, proportion, and detail.





Retirement District

This district focuses on the existing retirement village use (Hoosier Village) that is expected to continue to operate for the foreseeable future. If a change is proposed to the use of this property, special consideration should be given to the most appropriate future use, and the impact on adjacent and nearby uses.

Open Space

This district focuses on preserving natural areas that are not suitable for development for reasons of being a cemetery, floodplain/floodway, nature preserve, wetland, water body, and/or steep terrain. Open space within the study area is encouraged to provide an amenity for employers, employees, visitors and the general community to embrace the natural landscape character that is a strong asset of Zionsville. The floodplain area is not suitable for development and has potential to be utilized as park and open space, with property owner’s approval. There should be an effort throughout the rest of the study area to provide some green space for the users of the buildings as well as provide connections to the larger floodplain open space area by developing a strong multi-modal network of paths and trails to provide strong connections within the study area, as well as connecting the study area to the broader community. The open space-floodplain areas are delineated from FEMA maps (GIS data). These districts are intended to be a guide and are not delineated along parcel lines. For specific location of floodplain or floodway boundaries, please reference official FEMA maps.



Infrastructure Descriptions

Connectors

Proposed North/South Connection/Bennett Parkway Extension is the extension of Bennett Parkway from its current terminus at 106th Street south to 96th Street. This is in support of a north/south connection that is shown in the 2011 Transportation in this general area.

Proposed East/West Connection is an east/west connection connecting Zionsville Road to the proposed North/South Connection/Bennett Parkway Extension and east to Michigan Road. This is also in support of an east/west connection that is shown in the 2011 Transportation Plan in this general area.

Intersections

The intersection of the north/south and east/west connections will be an integral part of the transportation network in this area. This intersection will need additional evaluations closer to the implementation of either of the proposed connections and as development or land use needs change.

The intersection of the proposed east/west connection and Zionsville Road will be an integral part of the transportation network in this area. This intersection will need additional evaluations closer to the implementation of either of the proposed connections and as development or land use needs change.

The intersection of the north/south connection and 106th Street will be an integral part of the transportation network in this area. This intersection will need additional evaluations closer to the implementation of the proposed north/south connection and as development or land use needs change.

The intersection of 106th Street and Zionsville Road is an integral part of the transportation network in this area. This intersection will need additional evaluations





closer to the implementation of the proposed east/west connection and as development or land use needs change.

The intersection of Zionsville Road/Main Street & Sycamore Street is an integral part of the transportation network in this area. This intersection will need additional evaluations as development or land use needs change.

Site & Design Standards

The character of Zionsville is a very important part of the vision and in many ways defines the very nature of Zionsville. This character is what the community considers one of their strongest assets and building on Zionsville's assets is integral to any successful economic development effort within the community. People outside of Zionsville also recognize Zionsville as a unique small town with a special downtown village, and this perception must be capitalized on, as it is a differentiator from other communities with which Zionsville competes. The physical character of Zionsville can be described as focused on detail, proportion, and quality, as well as being quaint and unique. To maintain this identity when new development or redevelopment opportunities arise, it is important to apply these characteristics in some form to the new developments. A set of pre-defined development standards or design guidelines are often a helpful tool for both the town's economic development staff and the potential developer to understand the expectations of the community and deliver the desired development outcomes.

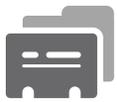
It is encouraged that the physical buildings and infrastructure utilize principles that support pedestrian connectivity, pedestrian scale, as well as proper pedestrian and urban proportions. The buildings are encouraged to be relatively close to the right of way and maintain a consistent frontage and building edge. This will ensure that while each piece may be done independently, or at different time, the thematic overall building form and massing desired by the community can be maintained. In pedestrian-oriented commercial areas, a continuous "street wall" of facades shall be created. Easy access from parking areas to the shopping street, entrances or plaza is encouraged.

Commercial, industrial, office, research, technology are encouraged to be "master planned" in conjunction with adjacent office uses to facilitate efficient circulation and shared parking. Where developments include several buildings, grouping of buildings to create outdoor spaces and plazas is encouraged. Open space shall be located contiguous to open space on adjacent sites to maximize their combined visual effect. A straightforward and visually pleasant approach to building entrances is also encouraged.

The streetscapes should also reflect Zionsville in a way that illustrates quality and detail. The building edges and adjacent land uses will be a factor in designing streetscape elements. In general, the streetscape should consist of unified elements including street lights, vehicular and pedestrian, street trees, shrubs, perennial plantings, sodded parkways, continuous sidewalks, pedestrian crossings, pavement markings, and bicycle facilities where appropriate.

High quality building design and construction is desired on all elevations (360 degree architectural treatment); with the exception of predetermined areas that





are internally visible. Architectural detailing shall be focused on the building entry and on façades visible from any roadway. The scale, mass, color and proportion of the building shall reflect the character of the area in which it is located and shall be compatible with adjoining developments. Multiple buildings in developments (including accessory buildings and detached outlot buildings in commercial centers, where permitted) must incorporate coordinated architectural styles, materials, forms, features, colors and applied elements to visually tie the development together. Signage, fencing, walls and other amenities (benches, lights) are encouraged to be integrated with building design and landscaping. All structures will be evaluated on the overall appearance of the project and shall be based on the quality of its design and its relationship to the surrounding area.





Critical Path Strategies

The critical path strategies are the most essential strategies in achieving the vision and goals set forth by this plan. All of the strategies are important but the critical path strategies are strategies that should be initiated and completed first. All of the strategies, including the critical path strategies, are listed in the next section in the policy strategy matrix. Some strategies are applicable town-wide and will benefit the whole town.

- 1 Create a single point of contact for economic development efforts.
- 2 Adopt the Zionsville Economic Development Strategic Plan into the updated Comprehensive Plan.
- 3 Create inventory of currently available properties and buildings.
- 4 Refine site, architectural, and design standards that are currently in place and to support the land use districts in this plan.
- 5 Provide new infrastructure improvements to enhance the shovel ready status of property in the study area (Master Road and Utilities)
- 6 Develop and establish a business call program where the ten largest employers are personally visited annually.
- 7 Continue to define the brand of Zionsville.
- 8 Develop a consolidated outreach and marketing program consistent with the brand.
- 9 Implement fast-track approval (streamline) process for qualified projects.
- 10 Create a capital improvements plan for the downtown in coordination with downtown merchants and property owners.
- 11 Develop general business tool kit.
- 12 Institute an annual business survey, coordinated with the chamber of commerce.
- 13 Define incentive programs for reinvestment in downtown.
- 14 Streamline and reevaluate ordinances within the Village Mixed-Use District to improve clarity, process, relevancy, and enforcement.
- 15 Evaluate TIF district allocations to ensure reinvestment in downtown using incentive programs.





Critical Path Strategies					
#	STRATEGY	PRIMARY RESPONSIBLE PARTY	SECONDARY RESPONSIBLE PARTY	OUTSIDE RESOURCE	LOCATION OF ORIGINAL STRATEGY
1	Create a single point of contact for economic development efforts.	Director of Planning & Economic Development	Town Council		Governmental Processes & Policies #1
<i>A single point of contact for economic development efforts offers an efficient, proactive and accessible partner for community and economic development.</i>					
a	Restructure the Planning Department into a Community & Economic Development Department				
	Establish the Director of the new CED Department as the local point person				
	Hire and/or realign staff to assist with day to day planning services				
	Coordinate efforts with BCEDC as primary economic development partner and regional liaison				
2	Adopt the Zionsville Economic Development Strategic Plan into the updated Comprehensive Plan.	Director of Planning & Economic Development	Town Council, Zionsville Plan Commission	Professional Consultant	Governmental Processes & Policies #2
<i>It is important to adopt the Zionsville Economic Development Strategic Plan into the Updated Comprehensive Plan to maximize the investment of the strategies into the operational planning of the community. This approval validates and accepts the plan into current and proactive planning and community development practices.</i>					
a	Follow standard Town processes and public hearing schedules for plan approval				
3	Create inventory of all currently available properties and buildings.	Director of Planning & Economic Development	Zionsville Redevelopment Commission, Zionsville Economic Development Commission, Boone County Economic Development Commission	Professional Consultant	Site Availability & Product Delivery #1
<i>This inventory provides an accurate account of all properties and will then be used for additional analysis and opportunity development.</i>					
a	Include basic due diligence				
	Create contact information for each opportunity				
	Include real estate information, including all pertinent specifications and prices, for all available properties and buildings, include photos, maps, and aerials when appropriate				
	Make inventory and all information available through the Economic Development section of Town and BCEDC website				
4	Refine site, architectural, and design standards that are currently in place and to support the land use districts in this plan.	Director of Planning & Economic Development	Town Council, Plan Commission, Architectural Review Board		Governmental Processes & Policies #13
<i>The character of Zionsville is a very important part of the vision. Refining and building upon the existing site, design, and architectural standards already in place will provide one of the tools necessary for implementation. Standards should provide guidance for uses in, connectivity to adjacent uses, gateways and visibility and massing.</i>					



Critical Path Strategies					
#	STRATEGY	PRIMARY RESPONSIBLE PARTY	SECONDARY RESPONSIBLE PARTY	OUTSIDE RESOURCE	LOCATION OF ORIGINAL STRATEGY
5	Provide new infrastructure improvements to enhance the shovel ready status of property in the study area (Master Road and Utilities)	Director of Planning & Economic Development	Town Council, Zionsville Redevelopment Commission, Zionsville Economic Development Commission, Planning Dept.	Professional Consultant	Site Availability & Product Delivery #2
<p><i>The availability of roads and utilities are major contributors to the shovel ready status of properties and an appealing attribute for potential development. Phasing of implementation and prioritization of projects is critical to ensure the most cost effective strategy for opening up property for development.</i></p>					
	a	Roundabout at Zionsville Road and 106th Street			
	b	Roundabout at Bennett Parkway and 106th Street			
	c	Bennett Parkway extension to 96th Street.			
	d	East/west connection from Zionsville Road to Bennett Parkway Extension (including intersection/roundabout)			
	e	East/west connection from Bennett Parkway Extension to Michigan Road (including intersection/roundabout)			
	f	Utility extension (all) along Bennett Parkway south to 96th Street			
	g	Utility extension (water) along Zionsville Road			
	h	Utility extension (water) along 106th Street			
	i	Utility extension (sewer) along 106th Street			
	j	Road improvements to 96th Street as outlined by the Zionsville Transportation Plan 2011			
	k	Road improvements to Sycamore Street as outlined by the Zionsville Transportation Plan 2011			
	l	Road improvements to Zionsville Road as outlined by the Zionsville Transportation Plan 2011			
	m	Zionsville Road & Eagle Creek bridge improvements (reflect character of Zionsville)			
6	Develop and establish a business call program where the ten largest employers are personally visited annually.	Director of Planning & Economic Development	Town Council, Zionsville Redevelopment Commission, Zionsville Economic Development Commission, Chamber of Commerce, Boone County Economic Development Corporation		Business Retention & Expansion #1
<p><i>The purpose of a business call program is to improve relationships between Zionsville leadership and company executives. The call program utilizes one-on-one visits to the largest employers of Zionsville. These one-on-one visits provide an opportunity to identify issues, threats and opportunities facing the businesses of Zionsville.</i></p>					
	a	Prioritize business categories by size and impact to the community			
	b	Use a combination of outreach efforts (as much personal contact as possible - especially top ten largest companies/employers)			
7	Continue to define the brand of Zionsville.	Director of Planning & Economic Development	Town Council, Zionsville Economic Development Commission, Chamber of Commerce, Boone County Economic Development Corporation	Professional Consultant	Marketing & Communications #1
<p><i>A brand/message for Zionsville is important to any marketing and outreach. The vision defined in this document is a start but not the final brand. The final brand will be the foundation and official message that is used throughout Zionsville communications and outreach.</i></p>					
	a	Further develop, roll out, integrate the Zionsville brand (identity/message)			
	b	Focus on the "Zionsville Advantage" as the differentiator			



Critical Path Strategies					
#	STRATEGY	PRIMARY RESPONSIBLE PARTY	SECONDARY RESPONSIBLE PARTY	OUTSIDE RESOURCE	LOCATION OF ORIGINAL STRATEGY
8	Develop a consolidated outreach and marketing program consistent with the brand.	Director of Planning & Economic Development	Town Council, Zionsville Economic Development Commission, Chamber of Commerce, Boone County Economic Development Corporation, Zionsville Economic Development Commission	Professional Consultant	Marketing & Communications #2
<p><i>A consistent outreach and marketing strategy is important to create a consistent message. Every mailer, announcement, status update, sign, and communication must reinforce the Zionsville brand making it easy for the audience to understand the Zionsville message. By using a wide array of media, a larger amount of people can be reached.</i></p>					
	a	Consolidate efforts of related agencies Chamber of Commerce, Merchants Association, Town, County			
	b	Coordinate all marketing efforts and communication and outreach under a single message Promote economic development website as the location for information in all marketing outreach Clearly identify primary point of contact in all materials (printed or digital)			
	c	Designate targeted audiences Tier 1 - Local brokers, developers, local businesses Tier 2 - Regional brokers, developers, local businesses Tier 3 - State, national, and international targets			
	d	Leverage existing assets within message Zionsville's geographic location, airport, quality of life, schools, proximity to downtown Indianapolis, etc.			
	e	Develop print materials for distribution Focused on Zionsville fact book Focused on property cut sheets			
	f	Utilize broader collateral news coverage for free media Publish good news on a regular basis - use both editorial opportunities and press releases with local media Keep media apprised of all implementation activity of the planning effort			
	g	Utilize social media in messaging (Facebook, Twitter, mobile apps, etc.)			
9	Implement fast track approval (streamline) process for qualified projects.	Director of Planning & Economic Development	Town Council, Plan Commission		Governmental Processes & Policies #4
<p><i>It is important for Zionsville leadership to know how and when to use a streamlined process in case the opportunity presents itself. While fast tracking may not be suitable for all projects, a streamlined approach will be valuable for all projects and parties involved.</i></p>					
	a	Review current process to identify areas of improvement in the speed of review			
	b	Coordinate pre-application meetings to address potential issues prior to filing			
	c	Develop an internal review committee of appropriate staff and Council members to review time sensitive projects			
10	Create a capital improvements plan for the downtown in coordination with downtown merchants and property owners.	Director of Planning & Economic Development	Zionsville Redevelopment Commission, Zionsville Public Works, Merchants Association, Chamber of Commerce	Professional Consultant	Downtown Zionsville #10
<p><i>Using the perspectives and conversations between merchants and leadership, a plan for capital improvements should be created. This plan for improvements would openly acknowledge issues and opportunities and set realistic timeframes for completion.</i></p>					
	a	Continue with planning of improvements to First Street streetscape			
	b	Parking space striping on curbs			
	c	Identify opportunities for additional parking needs			
	d	Develop a plan for community-wide wayfinding, directional signage, etc., including downtown			
	e	Identify opportunities for additional streetscape improvements			
	f	Investigate potential alternatives to general sign standards for the downtown			
	g	Review ordinance to allow for special needs of downtown tenants (condos, property access, etc.)			
	h	Downtown transportation improvements to resolve circulation issues			



Critical Path Strategies					
#	STRATEGY	PRIMARY RESPONSIBLE PARTY	SECONDARY RESPONSIBLE PARTY	OUTSIDE RESOURCE	LOCATION OF ORIGINAL STRATEGY
11	Develop general business tool-kit.	Director of Planning & Economic Development	Chamber of Commerce, Boone County Economic Development Corporation, Zionsville Economic Development Commission		Business Retention & Expansion #8
<p><i>Similar to the small business toolkit, a general business tool-kit is a one-stop-shop for questions and guidance regarding permitting, financial resources, and network opportunities that will help business owners access and utilize the available resources.</i></p>					
	a	Permit information			
	b	Entitlement processes and timelines			
	c	Incentives available (local and otherwise)			
	d	A guide for both existing and potential businesses			
12	Institute an annual business survey, coordinated with the Chamber of Commerce.	Director of Planning & Economic Development	Chamber of Commerce, Boone County Economic Development Corporation		Business Retention & Expansion #6
<p><i>In addition to the business call program, it is important to maintain open communications among all of the business community. Conducting a survey to collect data regarding issues, threats, opportunities, workforce needs, and any other concern is important to understanding the needs of the business community.</i></p>					
13	Define incentive programs for reinvestment in downtown.	Director of Planning & Economic Development	Chamber of Commerce, Boone County Economic Development Corporation		Governmental Processes & Policies #1
<p><i>Incentive programs must be defined to outline expectations for use (infrastructure and character), maintenance, code, time periods, match, and local partners. The expectations must be made enforceable with necessary measures.</i></p>					
14	Streamline and reevaluate ordinances within the Village Mixed-Use District to improve clarity, process, relevancy, and enforcement.	Director of Planning & Economic Development	Chamber of Commerce, Boone County Economic Development Corporation		Governmental Processes & Policies #12
<p><i>The ordinances applicable to the village must be clear and straightforward for property owners and enforceable by the Town to maintain the standards.</i></p>					
15	Evaluate TIF district allocations to ensure reinvestment in downtown using incentive programs.	Director of Planning & Economic Development	Town Council, Zionsville Redevelopment Commission, Zionsville Economic Development Commission		Governmental Processes & Policies #10
<p><i>It is important to reinvest in the downtown commercial village to upgrade building and road infrastructure.</i></p>					

Policy Strategy Matrix

The policy strategy matrix outlines the specific strategies that will direct Zionsville in implementation of its vision. The matrix is organized by goal, as stated in the Strategic Plan Foundation section; goals are listed again below. Under each goal are numerous strategies with descriptions and additional action items or explanation of benefit. Each strategy lists priority, timeframe, primary responsible party, secondary responsible party, and outside resource. The priority is classified by, High, Medium, Low. This priority is related to the urgency, not the ease or feasibility of the strategy. The timeframe is also listed, Now, Soon, Later. This designation identifies the potential ease and feasibility of completion. The primary responsible party identifies the leader for this strategy and the main person to be held accountable. The secondary responsible party identifies support for the leader and the team that will be working to complete the action item. The “outside resources” indicates the additional





resources or professionals needed to conduct and complete each strategy. Some strategies are applicable town-wide and will benefit the whole town.

- » **Site Availability & Product Delivery:** Attract new, high quality business and development opportunities to Zionsville
- » **Business Retention & Expansion:** Support and encourage the continued success and growth of the existing business base within the community
- » **Marketing & Communications:** Enhance economic development marketing and communication in Zionsville
- » **Governmental Processes & Policies:** Improve governmental processes to support resident needs and desires and to support successful economic development efforts
- » **Downtown Zionsville:** Assure the long-term vitality of downtown Zionsville
- » **Zionsville Identity:** Preserve, protect and enhance the Zionsville community aesthetic, its unique identity, sense of place and high quality of life.

Site Availability & Product Delivery						
#	STRATEGY	PRIORITY	TIMEFRAME	PRIMARY RESPONSIBLE PARTY	SECONDARY RESPONSIBLE PARTY	OUTSIDE RESOURCE
		(LOW-MED-HIGH)	(NOW-SOON-LATER)			
1	Create inventory of all currently available properties and buildings.	HIGH	NOW	Director of Planning & Economic Development	Zionsville Redevelopment Commission, Zionsville Economic Development Commission, Boone County Economic Development Commission	Professional Consultant
<i>This inventory provides an accurate account of all properties and will then be used for additional analysis and opportunity development.</i>						
	a	Include basic due diligence				
	b	Create contact information for each opportunity				
	c	Include real estate information, including all pertinent specifications and prices, for all available properties and buildings, include photos, maps, and aerials when appropriate				
	d	Make inventory and all information available through the Economic Development section of Town and BCEDC website				
2	Provide new infrastructure improvements to enhance the shovel ready status of property in the study area (Master Road and Utilities)	HIGH	SOON	Director of Planning & Economic Development	Town Council, Zionsville Redevelopment Commission	Professional Consultant
<i>The availability of roads and utilities are major contributors to the shovel ready status of properties and an appealing attribute for potential development. Phasing of implementation and prioritization of projects is critical to ensure the most cost effective strategy for opening up property for development.</i>						
	a	Roundabout at Zionsville Road and 106th Street				
	b	Roundabout at Bennett Parkway and 106th Street				
	c	Bennett Parkway extension to 96th Street.				
	d	East/west connection from Zionsville Road to Bennett Parkway Extension (including intersection/roundabout)				
	e	East/west connection from Bennett Parkway Extension to Michigan Road (including intersection/roundabout)				
	f	Utility extension (all) along Bennett Parkway south to 96th Street				
	g	Utility extension (water) along Zionsville Road				
	h	Utility extension (water) along 106th Street				
	i	Utility extension (sewer) along 106th Street				
	j	Road improvements to 96th Street as outlined by the Zionsville Transportation Plan 2011				
	k	Road improvements to Sycamore Street as outlined by the Zionsville Transportation Plan 2011				
	l	Road improvements to Zionsville Road as outlined by the Zionsville Transportation Plan 2011				
	m	Zionsville Road & Eagle Creek bridge improvements (reflect character of Zionsville)				



Site Availability & Product Delivery						
#	STRATEGY	PRIORITY	TIMEFRAME	PRIMARY RESPONSIBLE PARTY	SECONDARY RESPONSIBLE PARTY	OUTSIDE RESOURCE
		(LOW-MED-HIGH)	(NOW-SOON-LATER)			
3	Create new “inventory” or “product” to market.	HIGH	ON-GOING	Director of Planning & Economic Development	Zionsville Redevelopment Commission, Zionsville Economic Development Commission, Boone County Economic Development Commission	
<p><i>By having new “inventory” or “product” to market, there are targeted locations (sites and buildings) that can be a priority for marketing. This also continues to keep a variety of sites and buildings available for opportunities.</i></p>						
	<ul style="list-style-type: none"> a Create public-private development partnerships Meet with all major property owners of potential development properties Enhance relationships with DOW, Ripberger, Hoosier Village, and Bennett Parkway and discuss areas where development partnerships are possible Seek out specific opportunities for space development within the study area (both office and industrial) b Work with property owners to facilitate the assembly of properties where appropriate Develop creative ownership and control c Prepare current industrial areas for expanded development and/or redevelopment possibilities Investigate specific opportunities within Andrade Park as well as the transitional areas from Carmel d Create development standards to define the expectations for redevelopment opportunities 					
4	Complete further due diligence for targeted properties .	HIGH	SOON	Director of Planning & Economic Development	Town Council, Zionsville Redevelopment Commission, Zionsville Economic Development Commission	Professional Consultant
<p><i>By further completing necessary environmental investigations, the properties become more understood for their opportunities and constraints.</i></p>						
	<ul style="list-style-type: none"> a Develop specific property cut sheets to outline specific property characteristics b Delineate wetlands within the study area c Compile ALTA surveys for individual parcels d Develop master drainage plans for the study area e Develop a more clear understanding of developmental potential of the DOW property 					
5	Create and promote a small-business tool-kit.	HIGH	SOON	Director of Planning & Economic Development	Town Council, Zionsville Economic Development Commission, Chamber of Commerce	
<p><i>A small business tool-kit that is a one-stop-shop for questions and guidance regarding permitting, financial resources, and network opportunities will help business owners access and utilize the available resources.</i></p>						
	<ul style="list-style-type: none"> a Include resources for permitting processes, funding processes, networking opportunities, incentives available, etc. b Distribute information through locations for printed material as well as digitally through economic development websites 					
6	Analyze land uses proposed in the land use plan against current zoning and determine areas of conflict.	HIGH	SOON	Director of Planning & Economic Development	Town Council, Zionsville Plan Commission	
<p><i>The study area currently has zoning that is not consistent with the desired uses within the study area. Without resolving the discrepancies, the zoning supports the development of undesired uses.</i></p>						
	<ul style="list-style-type: none"> a Once identified, define a base zoning district similar to ORT that is reflective of the goals of the strategic plan b Strategically implement newly identified base zoning where appropriate and necessary 					



Business Retention & Expansion						
#	STRATEGY	PRIORITY	TIMEFRAME	PRIMARY RESPONSIBLE PARTY	SECONDARY RESPONSIBLE PARTY	OUTSIDE RESOURCE
		(LOW-MED-HIGH)	(NOW-SOON-LATER)			
1	Develop and establish a business call program where the ten largest employers are personally visited annually.	HIGH	NOW	Director of Planning & Economic Development	Town Council, Zionsville Redevelopment Commission, Zionsville Economic Development Commission, Chamber of Commerce, Boone County Economic Development Corporation	
<p><i>The purpose of a business call program is to improve relationships between Zionsville leadership and company executives. The call program utilizes one-on-one visits to the largest employers of Zionsville. These one-on-one visits provide an opportunity to identify issues, threats and opportunities facing the businesses of Zionsville.</i></p>						
	a	Prioritize business categories by size and impact to the community				
	b	Use a combination of outreach efforts (as much personal contact as possible - especially top ten largest companies/employers)				
2	Create a network of potential angel investors and venture capital investors.	MED	SOON	Director of Planning & Economic Development	Zionsville Redevelopment Commission, Zionsville Economic Development Commission, Boone County Economic Development Corporation	Professional Consultant
<p><i>The purpose of this network is to provide the access to potential resources and partners for general and entrepreneurial enterprises.</i></p>						
3	Develop local entrepreneurial network for small businesses.	MED	LATER	Director of Planning & Economic Development	Boone County Economic Development Corporation, Zionsville Economic Development Commission, Chamber of Commerce	
<p><i>Resources for local entrepreneurial development is important to encourage growth of new businesses within Zionsville.</i></p>						
	a	Establish a business incubator somewhere within the study area to serve as a catalyst for business development				
	b	Develop a mentoring/networking group to meet on regular basis				
4	Implement bi-annual roundtable discussions for market sector groups.	MED	SOON	Director of Planning & Economic Development	Boone County Economic Development Corporation, Zionsville Economic Development Commission	
<p><i>Industry roundtables encourage a dialogue among industry leaders. This gives the industry leaders the chance to discuss issues and learn from others. These roundtables may be conducted in conjunction with local, regional, or state industry membership or certification organizations to maximize participation.</i></p>						
5	Institute an annual business survey, coordinated with the Chamber of Commerce.	HIGH	NOW	Director of Planning & Economic Development	Chamber of Commerce, Boone County Economic Development Corporation	
<p><i>In addition to the business call program, it is important to maintain open communications among all of the business community. Conducting a survey to collect data regarding issues, threats, opportunities, workforce needs, and any other concern is important to understanding the needs of the business community.</i></p>						
6	Support the annual business awards program to recognize excellence.	HIGH	SOON	Director of Planning & Economic Development	Chamber of Commerce, Boone County Economic Development Corporation	
<p><i>Award programs provide an opportunity to recognize excellence among local businesses. This also offers a major networking opportunity and demonstrates a commitment to high quality, world-class business.</i></p>						



Business Retention & Expansion						
#	STRATEGY	PRIORITY	TIMEFRAME	PRIMARY RESPONSIBLE PARTY	SECONDARY RESPONSIBLE PARTY	OUTSIDE RESOURCE
		(LOW-MED-HIGH)	(NOW-SOON-LATER)			
7	Develop general business tool-kit.	HIGH	NOW	Director of Planning & Economic Development	Chamber of Commerce, Boone County Economic Development Corporation, Zionsville Economic Development Commission	
<p><i>Similar to the small business toolkit, a general business tool-kit is a one-stop-shop for questions and guidance regarding permitting, financial resources, and network opportunities that will help business owners access and utilize the available resources.</i></p>						
	a	Permit information				
	b	Entitlement processes and timelines				
	c	Incentives available (local and otherwise)				
	d	A guide for both existing and potential businesses				



Marketing & Communications						
#	STRATEGY	PRIORITY	TIMEFRAME	PRIMARY RESPONSIBLE PARTY	SECONDARY RESPONSIBLE PARTY	OUTSIDE RESOURCE
		(LOW-MED-HIGH)	(NOW-SOON-LATER)			
1	Continue to define the brand of Zionsville.	HIGH	NOW	Director of Planning & Economic Development	Town Council, Zionsville Economic Development Commission, Chamber of Commerce, Boone County Economic Development Corporation, Merchants Association	
<p><i>A brand/message for Zionsville is important to any marketing and outreach. The vision defined in this document is a start but not the final brand. The final brand will be the foundation and official message that is used throughout Zionsville communications and outreach.</i></p>						
	a	Further develop, implement, integrate the Zionsville brand (“For all the right reason” identity and message)				
	b	Focus on the “Zionsville Advantage” as the differentiator				
2	Develop a consolidated outreach and marketing program consistent with the brand.	HIGH	NOW	Director of Planning & Economic Development	Town Council, Zionsville Economic Development Commission, Chamber of Commerce, Boone County Economic Development Corporation, Zionsville Economic Development Commission, Merchants Association	Professional Consultant
<p><i>A consistent outreach and marketing strategy is important to create a consistent message. Every mailer, announcement, status update, sign, and communication must reinforce the Zionsville brand making it easy for the audience to understand the Zionsville message. By using a wide array of media, a larger amount of people can be reached.</i></p>						
	a	Consolidate efforts of related agencies				
		Chamber of Commerce, Merchants Association, Z-Bowl, neighborhood associations, Town, County				
	b	Coordinate all marketing efforts and communication and outreach under a single message				
		Promote economic development website as the location for information in all marketing outreach				
		Clearly identify primary point of contact in all materials (printed or digital)				
	c	Designate targeted audiences				
		Tier 1 - Local brokers, developers, local businesses				
		Tier 2 - Regional brokers, developers, local businesses				
		Tier 3 - State, national, and international targets				
	d	Leverage existing assets within message				
		Zionsville’s geographic location, airport, quality of life, schools, proximity to downtown Indianapolis, etc.				
	e	Develop print materials for distribution				
		Focused on Zionsville fact book				
		Focused on property cut sheets				
	f	Utilize broader collateral news coverage for free media				
		Publish good news on a regular basis - use both editorial opportunities and press releases with local media				
		Keep media apprised of all implementation activity of the planning effort				
	g	Utilize social media in messaging (Facebook, Twitter, mobile apps, etc.)				



Marketing & Communications

#	STRATEGY	PRIORITY	TIMEFRAME	PRIMARY RESPONSIBLE PARTY	SECONDARY RESPONSIBLE PARTY	OUTSIDE RESOURCE
		(LOW-MED-HIGH)	(NOW-SOON-LATER)			
3	Redesign Zionsville Economic Development website.	HIGH	SOON	Director of Planning & Economic Development	Town Council, Zionsville Economic Development Commission, Boone County Economic Development Corporation	Professional Consultant

The Economic Development website is most likely going to be the hub for all Zionsville Economic Development, and it must provide the necessary resources for current and potential members of the community. Your web presence, ideally, is your first point of contact with site selectors and potential new businesses and must clearly articulate the information that visitors to the site are seeking.

	a	Keep the website current and up to date	
	b	Increase visibility with prominent position on website	
	c	Coordinate with county, regional, and state economic development agencies	
	d	Make information readily available and easy to find including:	
		Due diligence data	
		Answers to potential questions (FAQ page)	
		Demographic data for current, past and projections	
		Workforce data, current and projections	
Available properties information cut sheets			

4	Enhance the use of digital/online communications, newsletter, etc, for dispersing important information.	HIGH	NOW	Director of Planning & Economic Development	Town Council, Zionsville Economic Development Commission, Boone County Economic Development Corporation, Chamber of Commerce, Merchants Association	Professional Consultant
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Digital communications are likely the most common form of communication for Zionsville community members. This also allows someone to customize the amount of communications (hourly, daily, weekly, etc.).

	a	Establish a current, up to date, calendar online as comprehensive calendar of events
	b	Institute use of digital newsletter (and/or other social media) for daily/weekly/ or monthly dispersal of important information.
	c	Utilize social media for information dispersal
		Plan for a quarterly distribution
d	Allow individuals to sign up online to receive the distribution	
	Communicate all press releases about economic development, breaking news, road closures, etc.	



Governmental Processes & Policies						
#	STRATEGY	PRIORITY	TIMEFRAME	PRIMARY RESPONSIBLE PARTY	SECONDARY RESPONSIBLE PARTY	OUTSIDE RESOURCE
		(LOW-MED-HIGH)	(NOW-SOON-LATER)			
1	Create a single point of contact for economic development efforts.	HIGH	NOW	Director of Planning & Economic Development	Town Council, Zionsville Redevelopment Commission, Zionsville Economic Development Commission, Chamber of Commerce, Boone County Economic Development Corporation	
<i>A single point of contact for economic development efforts offers an efficient, proactive and accessible partner for community and economic development.</i>						
a	Restructure the Planning Department into a Community and Economic Development Department					
	Establish the Director of the new CED Department as the local point person					
	Hire and/or realign staff to assist with day to day planning services					
	Coordinate efforts with BCEDC as primary economic development partner and regional liaison					
2	Adopt the Zionsville Economic Development Strategic Plan into the updated Comprehensive Plan.	HIGH	SOON	Director of Planning & Economic Development	Town Council, Zionsville Plan Commission	
<i>It is important to adopt the Zionsville Economic Development Strategic Plan into the Updated Comprehensive Plan to maximize the investment of the strategies into the operational planning of the community. This approval validates and accepts the plan into current and proactive planning and community development practices.</i>						
a	Follow standard Town processes and public hearing schedules for plan approval					
3	Conduct an internal analysis and establish criteria and processes for incentive policies, tax abatement and the potential for a pre-approved abatement districts.	HIGH	SOON	Director of Planning & Economic Development	Town Council, Zionsville Redevelopment Commission, Zionsville Economic Development Commission, Boone County Economic Development Corporation	Professional Consultant
<i>It is important for Zionsville's leadership to understand the criteria regarding incentives, abatement and applicability. These understandings need to be established prior to the marketing or communication of such incentives.</i>						
a	Establish internal criteria and guidelines for the review of incentives:					
	Applicable to new businesses					
	Applicable to existing businesses					
	Applicable to downtown businesses					
4	Implement fast track approval (streamline) process for qualified projects.	HIGH	NOW	Director of Planning & Economic Development	Town Council, Plan Commission	
<i>It is important for Zionsville leadership to know how and when to use a streamlined process in case the opportunity presents itself. While fast tracking may not be suitable for all projects, a streamlined approach will be valuable for all projects and parties involved.</i>						
a	Review current process to identify areas of improvement in the speed of review					
b	Coordinate pre-application meetings to address potential issues prior to filing					
c	Develop an internal review committee of appropriate staff and Council members to review time sensitive projects					
5	Develop policies and practices that encourage the PUD process.	MED	SOON	Director of Planning & Economic Development	Town Council, Plan Commission	
<i>PUDs are a common approach to development that allows the community to exercise greater flexibility in securing the types of development projects desired by the community. It is important to develop policies and practices that encourage this approach to remain competitive as well as ensuring the highest levels of development quality and creativity.</i>						
a	Encourage flexibility and design creativity regarding standards					
b	Maintain consistency with underlying plan as appropriate					
c	Focus on the goal of great development throughout the community and apply that goal to all development review					



Governmental Processes & Policies						
#	STRATEGY	PRIORITY	TIMEFRAME	PRIMARY RESPONSIBLE PARTY	SECONDARY RESPONSIBLE PARTY	OUTSIDE RESOURCE
		(LOW-MED-HIGH)	(NOW-SOON-LATER)			
6	Compare content and format of current zoning ordinance to support economic development standards of the Zionsville Economic Development Strategic Plan.	MED	SOON	Director of Planning & Economic Development	Town Council, Plan Commission	
<i>Zoning regulations that are supportive of the planned land uses will offer maximum benefit over the long-term.</i>						
7	Make modifications to current zoning ordinance format, where appropriate based on the review of Strategy 6.	MED	LATER	Director of Planning & Economic Development	Town Council, Plan Commission	Professional Consultant
<i>A format for zoning regulations using form-based code is used by many communities to effectively managing the type and quality of development. This may be a suitable option for Zionsville.</i>						
8	Monitor implementation of development to ensure consistency of zoning and building codes.	MED	SOON	Director of Planning & Economic Development	Town Council	
<i>Without consistent, current enforcement of zoning and building codes, the effectiveness is reduced and the Zionsville brand is compromised.</i>						
	a	Ensure a staff focus on code review and enforcement				
	b	Schedule regular inspections for all sections of Town to ensure a consistent implementation of policies				
9	Evaluate TIF district to identify areas for potential expansion and/or contraction of current boundary.	MED	SOON	Director of Planning & Economic Development	Town Council, Zionsville Redevelopment Commission, Zionsville Economic Development Commission	
<i>It is important to maximize the effectiveness of the TIF district. There may be areas adjacent to the current TIF boundaries that would positively contribute to the TIF while others have a less positive impact. It is also important to remember that this is a long-term strategy, so the benefits should be seen over the long term, not just the immediate future.</i>						
10	Evaluate TIF district allocations to ensure reinvestment in downtown using incentive programs.	HIGH	NOW	Director of Planning & Economic Development	Town Council, Zionsville Redevelopment Commission, Zionsville Economic Development Commission	
<i>It is important to reinvest in the downtown commercial village to upgrade building and road infrastructure.</i>						
11	Define incentive programs for reinvestment in Downtown.	HIGH	NOW	Director of Planning & Economic Development	Town Council, Zionsville Redevelopment Commission, Zionsville Economic Development Commission	
<i>Incentive programs must be defined to outline expectations for use (infrastructure and character), maintenance, code, time periods, match, and local partners. The expectations must be made enforceable with necessary measures.</i>						
12	Streamline and reevaluate ordinances within the Village Mix Use to improve clarity, process, relevancy, and enforcement.	HIGH	NOW	Director of Planning & Economic Development	Town Council, Zionsville Redevelopment Commission, Zionsville Economic Development Commission	
<i>The ordinances applicable to the village must be clear and straightforward for property owners and enforceable by the Town to maintain the standards.</i>						
13	Refine site, architectural, and design standards that are currently in place and to support the land use districts in this plan.	HIGH	NOW	Director of Planning & Economic Development	Town Council, Plan Commission, Architectural Review Board	
<i>The character of Zionsville is a very important part of the vision. Refining and building upon the existing site, design, and architectural standards already in place will provide one of the tools necessary for implementation. Standards should provide guidance for uses in, connectivity to adjacent uses, gateways and visibility and massing.</i>						



Downtown Zionsville						
#	STRATEGY	PRIORITY	TIMEFRAME	PRIMARY RESPONSIBLE PARTY	SECONDARY RESPONSIBLE PARTY	OUTSIDE RESOURCE
		(LOW-MED-HIGH)	(NOW-SOON-LATER)			
1	Work with the current downtown community to create effective downtown representation through a consolidated downtown partnership.	MED	SOON	Director of Planning & Economic Development	Chamber of Commerce, Merchants Association	
<i>It is important that the current community members that have a stake in the downtown are effectively represented.</i>						
2	Evaluate advantages and disadvantages of historic district designation for downtown.	MED	SOON	Director of Planning & Economic Development	Chamber of Commerce, Merchants Association	Professional Consultant
<i>Historic designation status for anywhere is a complex decision. A historic designation may encourage visitors and promote Zionsville as a historic community. This designation when used in conjunction with funding is a complex process. An additional step of standards would still be necessary to maintain the character and physical qualities of the district, but this decision cannot be made without extensive community and property owner input, especially within the impacted area.</i>						
3	Complete market analysis of downtown area.	MED	SOON	Director of Planning & Economic Development	Town Council, Chamber of Commerce, Merchants Association	Professional Consultant
<i>A complete market analysis would benefit Zionsville to better understand the supply and demand of different types of businesses. It may be beneficial to conduct an analysis of the entire town as well to get a broader, balanced analysis of potential impact to the downtown.</i>						
4	Maintain strong retail mix.	MED	SOON	Director of Planning & Economic Development	Town Council, Chamber of Commerce, Merchants Association	Professional Consultant
<i>A downtown with a strong retail mix will contribute to a viable downtown. A healthy mix of desired business is good for the business community as a whole.</i>						
	a	Establish a plan to encourage development of a healthy mix of retail, office, and service uses in downtown				
	b	Encourage and support nightlife, eating establishments, etc.				
	c	Actively promote attraction of uses to meet established mix and fill gaps in market demand				
5	Expand and promote current micro loan program.	HIGH	NOW	Director of Planning & Economic Development	Town Council, Zionsville Redevelopment Commission, Zionsville Economic Development Commission	
<i>Micro loans are becoming more and more important to small business owners or entrepreneurial endeavors. With increased difficulty in obtaining traditional financing, micro loans are very valuable.</i>						
6	Continue and expand façade enhancement program.	HIGH	NOW	Director of Planning & Economic Development	Town Council, Zionsville Redevelopment Commission, Zionsville Economic Development Commission	
<i>This program offers non-traditional funds for a very effective cause. Façade improvements are beneficial to every member of the community and the success and implementation of these funds are seen by community members and visitors. This encourages and supports reinvestment and supports public private partnerships.</i>						
7	Develop a guide for the permit process specifically for the downtown.	MED	SOON	Director of Planning & Economic Development	Chamber of Commerce, Merchants Association	
<i>A guide specifically for the downtown permit process would streamline activities and encourage progress and improvements.</i>						



Downtown Zionsville						
#	STRATEGY	PRIORITY	TIMEFRAME	PRIMARY RESPONSIBLE PARTY	SECONDARY RESPONSIBLE PARTY	OUTSIDE RESOURCE
		(LOW-MED-HIGH)	(NOW-SOON-LATER)			
8	Enhance communication with downtown merchants.	MED	SOON	Director of Planning & Economic Development	Chamber of Commerce, Merchants Association	
<p><i>An open dialogue is necessary between the business community and Zionsville leadership. The perspective of the downtown merchants is valuable information that should be pursued and integrated into conversations.</i></p>						
	a	Promote email newsletter and website for information				
	b	Ensure communication of issues like street closings in a timely fashion				
9	Work with the downtown community to create a consistent and predictable set of downtown business operations.	HIGH	SOON	Director of Planning & Economic Development	Chamber of Commerce, Merchants Association	
<p><i>A consistent set of hours of operation has been effective in other communities to increase business and establish regular visitors.</i></p>						
	a	Hours of operation				
	b	Days of operation				
10	Create a capital improvements plan for the downtown in coordination with downtown merchants and property owners.	HIGH	NOW	Director of Planning & Economic Development	Zionsville Redevelopment Commission, Zionsville Public Works, Merchants Association, Chamber of Commerce	Professional Consultant
<p><i>Using the perspectives and conversations between merchants and leadership, a plan for capital improvements should be created. This plan for improvements would openly acknowledge issues and opportunities and set realistic timeframes for completion.</i></p>						
	a	Continue with planning of improvements to First Street streetscape				
	b	Parking space striping on curbs				
	c	Identify opportunities for additional parking needs				
	d	Develop a plan for community-wide wayfinding, directional signage, etc. including downtown				
	e	Identify opportunities for additional streetscape improvements				
	f	Investigate potential alternatives to general sign standards for the downtown				
	g	Review ordinance to allow for special needs of downtown tenants (condos, property access, etc.)				
11	Institute 'Shop Zionsville First' program.	MED	NOW	Director of Planning & Economic Development	Zionsville Redevelopment Commission, Zionsville Public Works, Merchants Association, Chamber of Commerce	
<p><i>A 'Shop Zionsville First' program is intended to market the local businesses, retail, and services in Zionsville and remind residents to shop in Zionsville first. This will encourage spending in Zionsville instead of taking money to other communities.</i></p>						
12	Investigate the potential for establishing a Business Improvement District to assist in funding enhancements in the downtown.	MED	SOON	Director of Planning & Economic Development	Town Council, Zionsville Redevelopment Commission, Chamber of Commerce, Merchants Association	
<p><i>A Business Improvement District is an effective tool for redevelopment in a specific area. A specific boundary would be defined, the process for collecting funds would be defined, and the use of funds would also need to be defined.</i></p>						
13	Expand the Wi-Fi services in the downtown area.	MED	SOON	Director of Planning & Economic Development	Chamber of Commerce, Merchants Association	
<p><i>Wi-Fi is a service that many downtowns offer their visitors and businesses. This is a great tool for attracting visitors to stay in the downtown area, as well as offers businesses an accessible network of infrastructure potentially for business use.</i></p>						



Downtown Zionsville						
#	STRATEGY	PRIORITY	TIMEFRAME	PRIMARY RESPONSIBLE PARTY	SECONDARY RESPONSIBLE PARTY	OUTSIDE RESOURCE
		(LOW-MED-HIGH)	(NOW-SOON-LATER)			
14	Promote tourism to Zionsville and its many amenities including the commercial village and parks.	HIGH	SOON	Director of Planning & Economic Development	Chamber of Commerce, Merchants Association, Boone County Economic Development Corporation	
<p><i>Promoting tourism supports many business in the downtown. This also reinforces historic visions of Zionsville becoming a tourism destination and supports the special occasion-type businesses.</i></p>						
	a	Create a visitors' center in the commercial village.				
	b	Provide public restrooms in the downtown area				
	c	Develop one marketing plan for tourism that is consistent with overall marketing message/efforts				
	d	Create a unified web based community calendar of events that includes all community activities (especially in the downtown)				



Zionsville Identity						
#	STRATEGY	PRIORITY	TIMEFRAME	PRIMARY RESPONSIBLE PARTY	SECONDARY RESPONSIBLE PARTY	OUTSIDE RESOURCE
		(LOW-MED-HIGH)	(NOW-SOON-LATER)			
1	Develop a Master Plan for gateways and signage (wayfinding) for Zionsville at specific locations.	HIGH	NOW	Director of Planning & Economic Development	Parks Department	Professional Consultant
<i>A master plan for gateways and signage would coordinate the efforts for design of the entrances and notable locations. This plan should support and complement the Zionsville brand and message.</i>						
	a	Areas to consider: Sycamore Street & US 421/Michigan Road, entrances to downtown, 106th Street & US 421, 96th Street & US 421, 96th Street & Zionsville Road				
2	Develop a public process for any gateway or signage master planning efforts.	HIGH	NOW	Director of Planning & Economic Development	Parks Department, Merchants Association	Professional Consultant
<i>Public input and participation should be integrated into the Master Plan for gateways and signage.</i>						
3	Create a public art initiative.	HIGH	NOW	Director of Planning & Economic Development	Merchants Association	Professional Consultant
<i>A public art initiative for key locations in the study area would set a standard for quality and exhibit a sense of community and investment in the area, all valuable assets to a new or existing business. The art initiative could also draw from local talent further exhibiting talent in the community.</i>						
4	Review priorities of current bridge study and, if appropriate, implement identified strategies.	HIGH	NOW	Director of Planning & Economic Development	Parks Department	
<i>Bridges are part of both the transportation and infrastructure network. These improvements are valuable and in some cases necessary for safety, but also have a tremendous impact on the look and feel to the entrances of the community. The design of the bridges is an area that the design standards and brand can be applied and integrated.</i>						
5	Enhance trail network according to the Zionsville Trail Master Plan within study area.	HIGH	NOW	Director of Planning & Economic Development	Parks Department, Merchants Association	
<i>Pedestrian connections and improvements to the trail system are beneficial to the overall transportation plan and are an asset to businesses. The improvements identified in this area should be advanced as opportunities arise.</i>						
	a	Areas of focus include: former railway, along Eagle Creek, connection to Lyons Park, connection to downtown, along thoroughfares				
6	Create a green space overlay for creeks and floodplain.	HIGH	NOW	Director of Planning & Economic Development	Parks Department	Professional Consultant
<i>The creeks and floodplain in the study area are essential to water quality and are undevelopable. It is important to create a green space overlay to define the uses and the expectations of development within the green space. These natural areas are an asset in terms of scenic view, water quality, flood protection, biodiversity, and wildlife habitat.</i>						
7	Create & expand uniform local parks and garden program within study area.	HIGH	NOW	Director of Planning & Economic Development	Parks Department, Merchants Association	Professional Consultant
<i>A local parks and garden program would further enhance the brand of Zionsville and present a consistent level of design and effort in terms of plantings, design and landscape maintenance.</i>						
	a	Develop coordinated design standards through public input and neighborhood/community organization coordination				
	b	Establish coordinated planting efforts				
8	Pursue activation of community Cultural District.	MED	SOON	Director of Planning & Economic Development	Zionsville Arts Initiative, Merchants Association, Chamber of Commerce	
<i>Zionsville Arts Initiative will take the lead in developing partnership with Indiana Arts Commission for guidance and direction on obtaining designation as a Cultural District. This is a continuation of workshop attended by ZAI and ZMA representatives held in October of 2011. Stakeholders have been identified to assist with the cultural planning lifecycle and realize the economic development potential of a vibrant arts cultural community in Zionsville.</i>						

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Appendix



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APPENDIX A

ECONOMIC DEVELOPMENT TERMS



Economic Development Terms

Comprehensive Plan: A plan that provides a broad vision for the future growth of a community. It serves as a guide for officials when reviewing potential new development. Typical elements of a comprehensive plan include projections of population growth and correlated plans for transportation, utilities, and community facilities to accommodate or direct that growth.

Economic Development Plan: A strategic plan for economic development that will provide communities with a constant, defensible basis for determining which economic development opportunities to pursue and which to decline. An economic plan identifies a community's economic assets and liabilities, describes its economic goals, and creates a plan for how to get there.

Tax Increment Financing District (TIF): A designated area where the property tax revenue that attributes to new assessed value within the district that can be used to pay for improvements such as infrastructure.

Market Demand: The aggregated demand for a certain item or use by all potential customers or users.

Infrastructure: Physical structures that support communities such as roads, water distribution, sewers, electrical grids, and telecommunications.

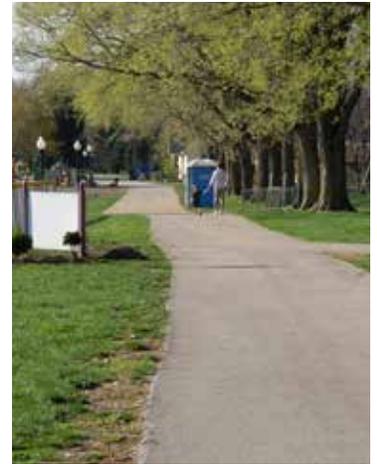
Redevelopment Commission: Consists of five members from a city or town appointed to develop plans and manage tools to address blighted areas and identify economic development areas.

Economic Development Commission: Consists of a group of members from a city or town appointed to develop plans and manage tools to determine potential economic development opportunities.

Zoning: An adopted set of standards or regulations that regulate such items as land use, building height, density, setbacks, and minimum lot sizes. Zoning does not always reflect current uses of a parcel.

Land Use: Describes the current use of an area. It is possible for the current land use to be different from the zoning for a parcel. Current and proposed land use does not regulate development factors.

Sources: INDOT I-69 Planning Toolbox, Econ Guru Glossary, and PEI Infrastructure Investor.



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APPENDIX B

SWOT SUMMARY



SWOT Summary



Strength	
Character	Village defines the character of Zionsville
Stability	Stable pace of growth
People(Involved Passion)	Engaged community members
Location	By I-65 and directly up north from Indianapolis/Connectivity
Financial Capacity	Affluent residents and entrepreneurs
Quality of Life	Great School System, Trails, Living Environment
Arts	The arts and culture industry in the village
Main Street	Defines the Character of Zionsville
History	Residents cherish the heritage and respect the past
Authentic	Unique community, maintaining a strong sense of identity
Passionate	Engaged community members
Strong Neighborhood	Engaged community members
Vibrant/Alive (Families)	Good place to raise families
Growing Together (growing)	People can live here for their whole life
Weakness	
Lack of Vision	At the transition point, current vision does not fulfill the need
Time to Deliver on Implementation	Inefficiency in decision making and execution
Lack of Consistency and willingness	In communication and code enforcement
Lack of Product to Sell	Need spec building and shovel ready dirt
Need to Expand Facilities/Utilities	Lacking facility and utility service for future growth
Lack of Communication	Between local government and residents as well as within the government
No Storyteller	Need single point of contact
Diversity	Lacking a more diverse mix of ethnic group, household structure, and activities
Empathy of other Viewpoints	Some are intolerant of other point of view
Active Listening needed	Lacking communication and delay responses
Cooperation needed	Among the many different organizations
Progressive/Risk Taking	Lack of the willingness to take the responsibility and make changes
Trust	Residents and potential investors
Affordable Housing (< \$150k)	High real-estate cost
Balance	Need more non residential assessed value
Untapped Civic Engagement	There's a potential of greater civic engagement
Openness	Ability to have Direct Conversations (Honesty)



Opportunity

<p>Illinois Spin off</p> <p>Strength of Indiana</p> <p>Growth of Indianapolis</p> <p>Proactive</p> <p>Vibrant/Alive (More Diversity)</p> <p>Growing Together</p> <p>Balance</p> <p>Connectivity</p> <p>Progressive/Risk Taking</p> <p>New Government Structure</p> <p>Effective Government/Streamlined Progress</p> <p>Trust</p> <p>Affordable Housing (< \$150k)</p> <p>Business Participation</p> <p>Untapped Civic Engagement</p>	<p>Tax revenue from business relocation</p> <p>Indiana is in a good fiscal shape</p> <p>Recoup part of the growth from Indianapolis</p> <p>Local government can choose to be more proactive</p> <p>The community can provide more entertainment instead just a bedroom community</p> <p>Become a life long community that embrace new people</p> <p>Create a balance mix of industries and demographics</p> <p>Improve connectivity of the Zionsville to the region</p> <p>Have the courage to take the responsibilities</p> <p>Mayoral government at some point in the future</p> <p>by having more effective communication</p> <p>Building a better relationship between residents, businesses and the government</p> <p>Provide variety of living options</p> <p>Increase business participation in decision making process</p> <p>There's a potential of greater civic engagement</p>
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Threat

<p>Poaching</p> <p>Competition</p> <p>Opportunities in Downtown Deals Lost</p> <p>Economy</p> <p>Capital Financing</p> <p>Traffic Downtown</p> <p>Regional Issues at our Front door (Traffic / Crime)</p> <p>Lack of Diversity</p> <p>Trust</p> <p>Action & Change</p>	<p>From neighbor communities</p> <p>Competition from surrounding cities, Carmel, Westfield</p> <p>Not in a position to secure opportunities</p> <p>National and Regional</p> <p>Difficult to secure</p> <p>Increasing traffic in downtown</p> <p>Increasing traffic and crime rate from Indy</p> <p>Lacking a more diverse mix of ethnic group, household structure, and activities</p> <p>Lack of trust between the government and businesses</p> <p>Need the courage to take action and make changes</p>
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APPENDIX C

STAKEHOLDER FINDINGS (INTERVIEW ANALYSIS AND
SUMMARY FINDINGS)



Strengths & Weaknesses



Strength: characteristic that is positive and gives Zionsville an advantage	AGREE	DISAGREE
Character	12	1
Stable pace of growth	3	0
Engaged community members	0	0
People (Involved Passion)	2	0
Location	1	0
By I-65 and directly up north from Indianapolis/Connectivity	16	0
Financial Capacity	0	0
Affluent residents and entrepreneurs	3	1
Quality of Life	6	0
Arts	1	0
Main Street	3	0
History	3	0
Defines the Character of Zionsville	6	0
Authentic	1	0
Passionate	1	0
Strong Neighborhood	2	0
Vibrant/Alive (Families)	6	0
Growing Together (growing)	6	0
People can live here for their whole life		
Weakness: characteristic that is negative and places Zionsville at a disadvantage		
	AGREE	DISAGREE
Lack of Vision	13	0
Time to Deliver on Implementation	1	0
Lack of Consistency and willingness	1	0
Lack of Product to Sell	0	1
Need to Expand Facilities/Utilities	0	0
Lack of Communication	8	0
No Storyteller	1	0
Diversity	0	1
Empathy of other Viewpoints	1	0
Active Listening needed	2	0
Cooperation needed	0	0
Progressive/Risk Taking	1	0
Trust	3	0
Affordable Housing (< \$150K)	0	5
Balance	5	0
Untapped Civic Engagement	1	0
Openness	0	0
Ability to have Direct Conversations (Honesty)		

Economic Development Strategic Plan
Public Meeting, December 14, 2011






Opportunities & Threats



Opportunity: chance to improve performance or environment of Zionsville

	AGREE	DISAGREE
Tax revenue from business relocation	1	3
Indiana is in a good fiscal shape	0	0
Recoup part of the growth from Indianapolis	1	0
Local government can choose to be more proactive	2	1
The community can provide more entertainment instead just a bedroom community	0	4
Become a life long community that embrace new people	0	1
Create a balance mix of industries and demographics	4	0
Improve connectivity of the Zionsville to the region	0	3
Have the courage to take the responsibilities	0	0
Mavoral government at some point in the future	5	2
By having more effective communication	3	0
Building a better relationship between residents, businesses and the government	3	0
Provide variety of living options	0	11
Increase business participation in decision making process	0	3
There's a potential of greater civic engagement	0	0

Threat: element that could cause trouble for Zionsville

	AGREE	DISAGREE
From neighbor communities	0	0
Competition from surrounding cities, Carmel, Westfield	1	4
Not in a position to secure opportunities	2	0
National and Regional	2	0
Difficult to secure	0	0
Increasing traffic in downtown	17	0
Increasing traffic and crime rate from Indy	6	0
Lacking a more diverse mix of ethnic group, household structure, and activities	0	1
Lack of trust between the government and businesses	3	0
Need the courage to take action and make changes	1	1

Economic Development Strategic Plan

Public Meeting, December 14, 2011





SWOT Comments from Public Presentation and Online Review - December 2011

STRENGTHS (characteristic that is positive and gives Zionsville an advantage)

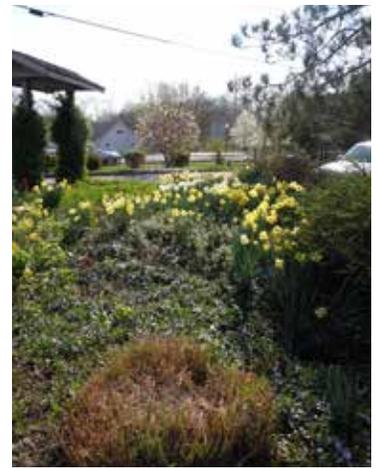
1. Small town flavor
2. Lions Park and trails for family activities
3. Good schools
4. Small town feel
5. Quaint shops on Main Street
6. High residential property values
7. Great schools
8. Educational levels of residents
9. Entrepreneurial experience of residents
10. Technical expertise of residents
11. Small country town, but upscale
12. Has strength to recover from economic situation
13. Small town feel but big city conveniences nearby

WEAKNESSES (characteristic that is negative and places Zionsville at a disadvantage)

1. Low business/corporate tax base
2. Mistakes in planning: unused school
3. Anson no longer opportunity for development that benefits Zionsville
4. Traffic flow: congestion in downtown
5. Loss of opportunity to access I-865 at Cooper Road
6. Growth to north and west cannot be efficiently directed east and south. (not a good solution)
7. Zionsville Road and Ford Road cannot be access point to I-465 and should not be considered as major arterial to downtown, etc.
8. Bridge over Eagle Creek could not be more ugly. How about a little European flair, for a sense of beauty?
9. No focus on 'branding' Zionsville as anything other than charming or a good quality of life. This is not enough to attract opportunities.
10. No consideration given to defining a brand identity that will attract opportunities (i.e. Organics, research/tech, ag-research, life sciences, etc)
11. Traffic
12. Insufficient high end commercial to help defray the cost of a small town mostly 'bedroom' community.

OPPORTUNITIES (chance to improve performance or environment of Zionsville)

1. To develop a plan with a high amount of business/corporate/commercial to generate taxes will help schools
2. Creative use of the new 106th Street and Zionsville Road
3. Tackle north of 106th first
4. Take advantage of Eagle Creek
5. Do something nicer at Citco than apartments
6. Viable public transportation
7. Create a strategic plan that keeps the unique residents here (educated, entrepreneurial, technical)





THREATS (element that could cause trouble for Zionsville)

1. Uncontrolled growth
2. Loss of unique identity
3. Potential to end up looking like Carmel, Fishers, Westfield, etc.
4. Suburban Sprawl
5. Unrestricted growth
6. Undue influence of those who seek development for personal gain with little regard for existing residents
7. Growth at loss of character
8. With the recent annexation of land, there are vast amounts of land that developers will be eyeing once Carmel and fishers gets filled up. Not just the current TIF but the whole 52 square miles needs to be addressed and corralled before we end up with Fishers-style living here!





Stakeholder Summary (Analysis & Stakeholder Responses)

Analysis

Perception

Zionsville is not a business friendly community.
 Zionsville is not a development friendly community.
 Zionsville is a great place to live, but not necessarily to work.
 Zionsville has an outstanding quality of life and that is its greatest asset.
 Main Street is a critical part of the quality of Zionsville.
 Zionsville is content being a bedroom community of Indianapolis.

Vision of the Plan

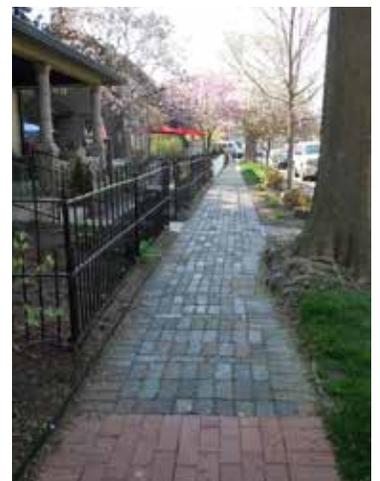
There is not a well communicated vision of the Town or the study area.
 A bold vision based on Zionsville's character is needed.
 Market realities should influence the ultimate direction of the Town.
 Create a mix of businesses downtown that will ensure long term vitality.
 Business attraction efforts should focus on a wide range of businesses (good wages and AV).

Communication and Process

Local approval processes are not clear, predictable, transparent or consistent.
 Local officials are not responsive to citizens, customers, and business interests.
 There are too many organizations trying to do the same thing without coordination.
 There is a lack of communication between the Town and local businesses.
 There is not a single source of economic development advocacy in the Town.

Product Delivery

More truly shovel ready sites are needed.
 Key infrastructure needs to be understood and expanded where necessary.
 The Town must leverage its existing assets better.
 Incentives should be used to attract the "right" types of business (and support existing ones).
 Zionsville needs to identify itself better, especially at key gateways.
 Consideration should be given to mixed use developments (including a mix of residential).





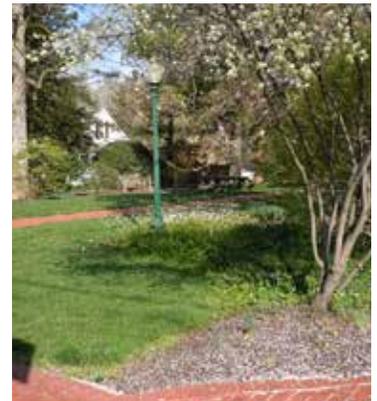
Stakeholder Responses



1. Why do you like living in and/or doing business in Zionsville?
 - a) Business elite travel using the airport (Indianapolis executive)
 - b) Embracing community, philanthropic, work efforts
 - c) Vibrant place, affluence of the community, attachment to the place
 - d) Volunteers are active and committed to the community
 - e) People are well educated
 - f) Perception of business, people are willing to pay more for better quality goods
 - g) The closeness of people on Main Street and in the Village
 - h) Small town atmosphere
 - i) Safe community
 - j) Good school system
 - k) Intimacy of the community, and there's character of the town
 - l) Carmel spends a lot of money to create what Zionsville already has in its downtown
 - m) Zionsville is the option next to Meridian-Kessler
 - n) Making friends and connections
 - o) Good environment for people to live work and play
2. What would you like to change about Zionsville?
 - a) Have all levels of government (as well as community organizations) work better together
 - b) There's no idea what the town wants, no dynamic vision
 - c) Make the community easier to do business in
 - d) Town government isn't helpful enough to respond to requests
 - e) Affluence is good, but it is not easy for new people to be accepted by the community
 - f) Better use the assets we currently have
 - g) Government needs to communicate better a vision for the community and then stick with it
 - h) Street closures in downtown need better notice to merchants
 - i) Needs parking signage on Main Street
 - j) Local newspaper does investigate the local stories
 - k) Need to convince people to shop in Zionsville, and encourage locals to shop in local businesses
 - l) Elect a Mayor to serve as chief executive of the community
 - m) Cleaning up the entrances and increase signage to Zionsville
 - n) Utilizing current roadways better before we build new ones
 - o) Bring business to the village and protect the character of the village
 - p) The disconnect between living and working here (bedroom community)
 - q) Perception that Zionsville is not open for business
 - r) Elimination of so many levels of bureaucracy working in opposite directions - Minimize Bureaucracy
 - s) One source of accountability
 - t) Creation of a single point to contact for information about the Town
 - u) Have a vision and have people to cast that vision
 - v) Layout future plans for targeted area
 - w) Better communication to spread out the word on things like development projects and street closures



- x) Improve transportation obstacles and expand infrastructure for development of good business
 - y) Quality of the appearance of the building with stone and bricks
 - z) Creek needs to be maintained and undeveloped
 - aa) Tax breaks for high tech jobs
 - bb) Restrictions on properties to allow open space for future development
 - cc) Have a vision like Monon center and palladium
 - dd) Creek should be used as a recreation amenity to connect to the downtown
 - ee) Decision making system in the Town is broken
 - ff) Communication needs to be improved to people in the community and customers
3. What kinds of land uses are best located in the study area and why would you consider those best?
- a) Need to be open to a broad possibility of uses
 - b) Entertainment businesses (bars, theaters)
 - c) Major league sports team
 - d) Similar to DOW Ag., a research center
 - e) High-end retail - (keystone, West Clay)
 - f) High tech, research (Bluefish, Mobi, etc.)
 - g) Need more dining choices in town - mom and pop types
 - h) Independent version over Bob Evans
 - i) Bookstore downtown
 - j) More affordable residential options (starter homes for young people)
 - k) Technology Park - on DOW property
 - l) Class A office space
 - m) Long-term lease on properties by Town to then flip to developers at a cheaper price
 - n) Commercial development - High tech industry
 - o) Starter homes for young people
 - p) High wage jobs and good AV
 - q) Needs a mix of uses and houses
 - r) Needs smaller high grade office building
 - s) Find a good corporate anchor for the area
 - t) Focus on attracting growing companies
4. What are your thoughts on Wal-mart in Zionsville?
- a) Kills local merchants (two responses)
 - b) Allowed with control in size and appropriate architectural design (12 responses)
 - c) Wal-mart is okay on Michigan Road
 - d) Concern about the demographic that Wal-mart attracts
5. What are the most positive aspects of Zionsville, and why?
- a) Miracle of Main Street
 - b) Continue the great school system
 - c) Schools are smaller than Carmel
 - d) Access to downtown Indianapolis
 - e) Zionsville is a safe community
 - f) Small town feel
 - g) Uniqueness of Main Street Village





- h) People show pride in being in Zionsville
- i) Town is going in the right direction with regard to growth
- j) Great quality of life

6. What are the most negative aspects of Zionsville, and why?

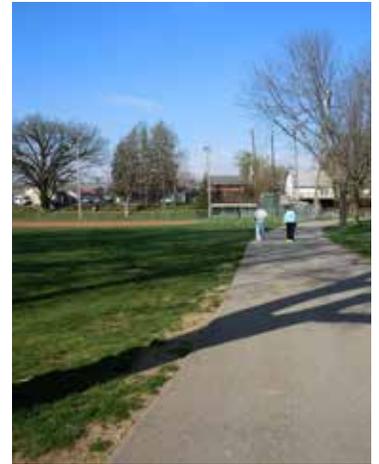
- a) School referendum splits the community
- b) It's a tough community to break into as a resident and business owner
- c) Local merchants are out of touch with their consumers' needs and wants
- d) Difficult to get things done with the town
- e) Unequal standard of inspection, perception of Boone county is down in the state
- f) Town and County having difficulty to synchronize vision and services
- g) Priority of uses of local tax funding - taxes too high
- h) Main Street is not welcome for new business
- i) Lack of consistency in code enforcement in downtown
- j) Efforts like Z-Bowl are a band aid when stitches are needed
- k) Zionsville gets in its own way for good development
- l) People with no real-world business experience leading the town
- m) High Property Taxes
- n) Lack of appropriate infrastructure
- o) A lot of cooks are in the kitchen; hard to get things done and make decisions
- p) Need committed full-time town council members to the community, instead of volunteers
- q) Intimacy of the community turns into don't change anything in the community
- r) Boone County leadership is a disaster
- s) Zionsville is not ready to embrace good development
- t) Do not have an environment to debate and discuss issues without it becoming personal
- u) No affordable housing for youth in Zionsville
- v) Lack of jobs means that you cannot live and work here
- w) Anti-development mentality in government
- x) Main Street is dead; there are no uses that attract people to come back on regular basis
- y) People who come to shop on Main St. don't live in Zionsville
- z) In order to have a downtown dedicated to the residents in Zionsville, it needs a different mix of tenant and use
- aa) Functional obsolescence in buildings downtown
- bb) Parking is an issue for downtown (number of spaces and awareness of location)
- cc) Lack of certainty in how local decisions are made forces people to look elsewhere to do business
- dd) It's tough to take a stand on anything without fear of retribution
- ee) Adversarial position at the Town Council and in staff
- ff) Town officials are not responsive and do not communicate well with the public and customers
- gg) Roads needs improvement - capacity increased
- hh) Winding roads and bad thoroughfare access - visibility is an issue in locations
- ii) Aversion to change



- jj) Perception is that Zionsville is closed for business
- kk) Small town bureaucracy
- ll) Establish the decision making structure that will allow processed to work better
- mm) Staff needs to connect better with business and development opportunities
- nn) Too many decision makers/organization involved in Economic Development
- oo) Too much tension in decision making process
- pp) Approval processes in Zionsville appears to be geared toward making it hard on applicants

7. What issues would you like to be addressed in Zionsville's Economic Development Strategic Plan?

- a) Allow downtown business district to expand south
- b) Architecture standards need to be increased
- c) Something to go into the CITGO corner
- d) Incentives should be focused on wages and assessed value of a project
- e) Use incentives to support local business
- f) Capital improvement plan for the downtown
- g) Finish the effort of consolidation by creating a vision for the new Zionsville in its entirety
- h) A clear vision for the direction of the community
- i) A local point person to help people go through local processes
- j) A one stop shop for local economic development efforts - a local advocate
- k) An incentive program for local business
- l) Consolidation of the efforts of the many economic development entities in the community
- m) Better notification of things that will impact my business (like street closures)
- n) Better identification of downtown parking
- o) Better wayfinding downtown
- p) Expand downtown both north and south
- q) Expand downtown into Lions Park (parking garage)
- r) Gateway improvements
- s) Focus on improving road and utility infrastructure
- t) Access in the southeast corner of study area needs to be enhanced
- u) Create more shovel ready product to sell
- v) There are a lot of constraints, power transmission lines, trade area topography
- w) Look for properties that can be developed at no cost to the town
- x) See where the market place wants to be, not to try to fight market demand
- y) A clear vision and a timeline for implementation
- z) Protecting Zionsville is good, but this area should be more open to development opportunities
- aa) Good change must be embraced and promoted - end passive management style
- bb) Help existing business grow
- cc) A plan to generate more customer traffic DT
- dd) Town needs a strong advocate for economic development
- ee) More embracing of the PUD process
- ff) Retail should be contained to DT and Michigan Road





- gg) Create an organized and welcome environment for business
- hh) Improve key gateways into the town
- ii) Incentives targeted for the right types of businesses
- jj) Identify the area better as being Zionsville

8. What opportunities for successful economic development do you see for Zionsville in the next 5-10 years?

- a) Moving from a town government to a City government
- b) Tax rate increase in Chicago can push opportunities into Zionsville
- c) Changing the perception that Zionsville is a suburban island into one that is an extension of urban Indianapolis
- d) Recession has created an urgency for good development (Zionsville needs to seize this opportunity)
- e) Engage DOW directly for development opportunities
- f) Focus on attracting Illinois based businesses (especially Chicago area) here
- g) Zionsville downtown needs to be less about tourists and more about day to day needs
- h) Mixed use development to assist in attracting high tech business (live, work, play)
- i) Give the market what it needs, be open to market demands
- j) People are willing to pay a premium to live and shop in Zionsville - they expect better service for higher cost

9. What are the biggest threats to successful economic development in Zionsville over the next 5-10 years?

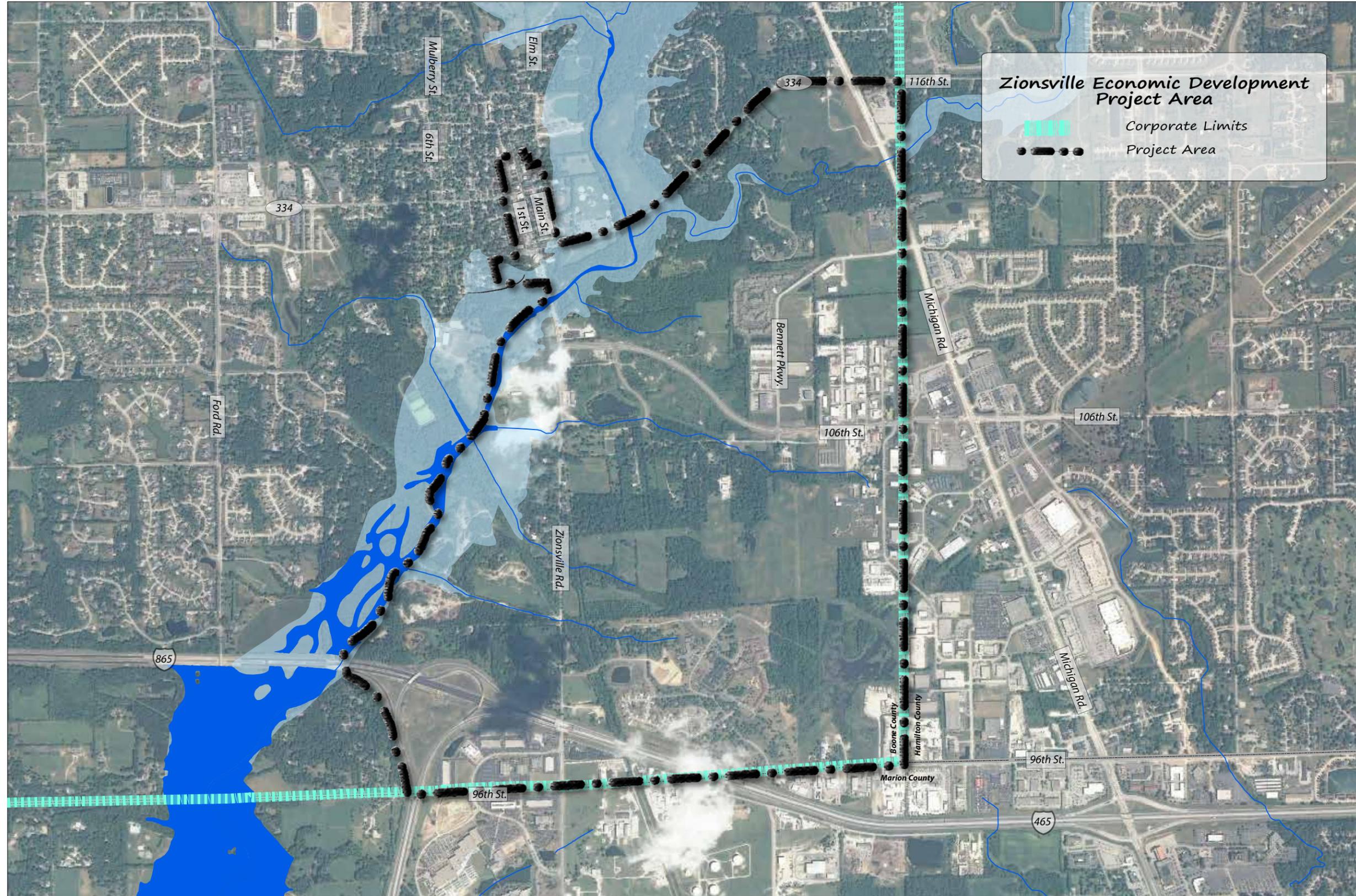
- a) Competition with Carmel
- b) Missed opportunity to control Anson
- c) Competition with Anson
- d) An unwillingness to allow the growth that the community needs to survive
- e) Difficult to navigate permit and development approval process
- f) City staff does not communicate well on projects
- g) City staff is not responsive to requests for information or help
- h) Inconsistency in implementation of the rules
- i) Lack of a clear vision for the community
- j) Continuation of the isolationist attitudes of the past
- k) New building downtown that do not fit the current character (Old National, Carter building)
- l) More offices in downtown and less retail
- m) Anti-business attitudes will make Zionsville a continued target for outsider perception (BAGI, etc.)

10. What type of job opportunities/businesses do you feel are most needed in Zionsville, and why?

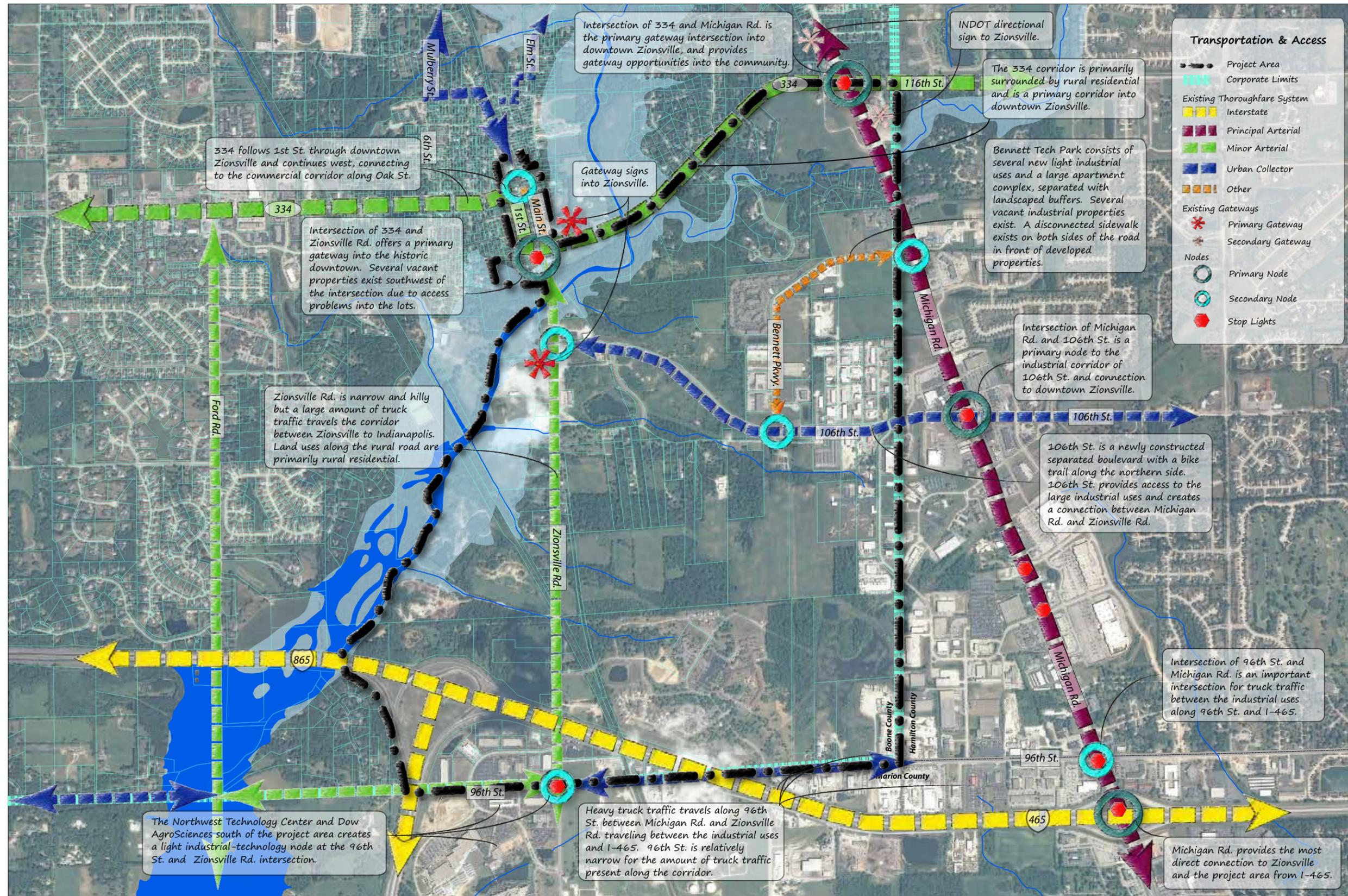
- a) Attract higher management folks and have them relocate their businesses here
- b) Tech industry
- c) High Paying jobs

APPENDIX D

DUE DILIGENCE MAPS

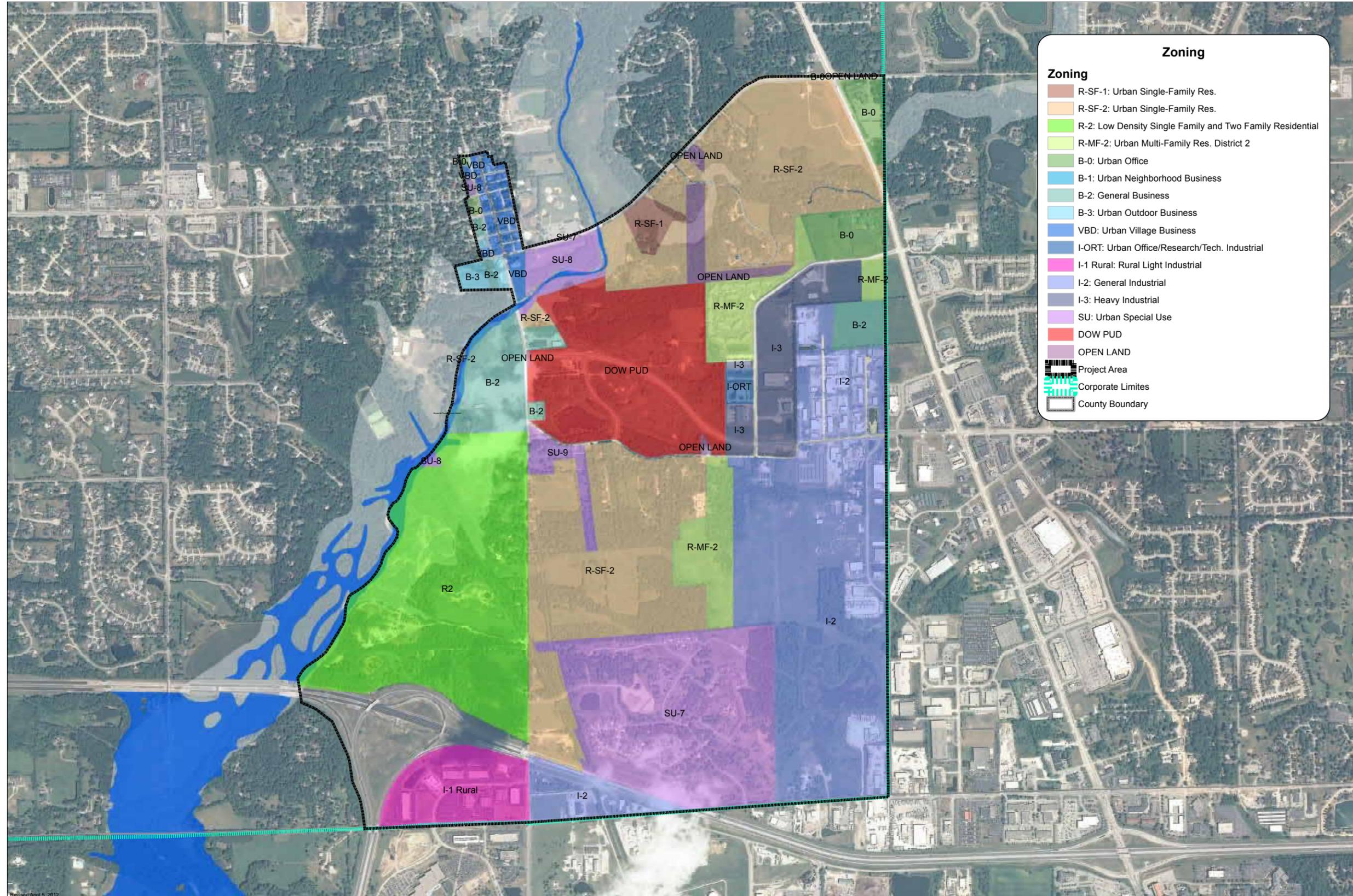


This map is based on numerous sources of data and the accuracy of which is not guaranteed by the Town of Zionsville. Data was obtained through IndianaMap (<http://inmap.indianamap.edu/viewer.htm>) and Town of Zionsville.



This map is based on numerous sources of data and the accuracy of which is not guaranteed by the Town of Zionsville. Data was obtained through IndianaMap (<http://inmap.indianamap.edu/viewer.htm>) and Town of Zionsville.

Existing thoroughfare classifications are based on existing functional classifications derived from the Zionsville Transportation Plan 2011.



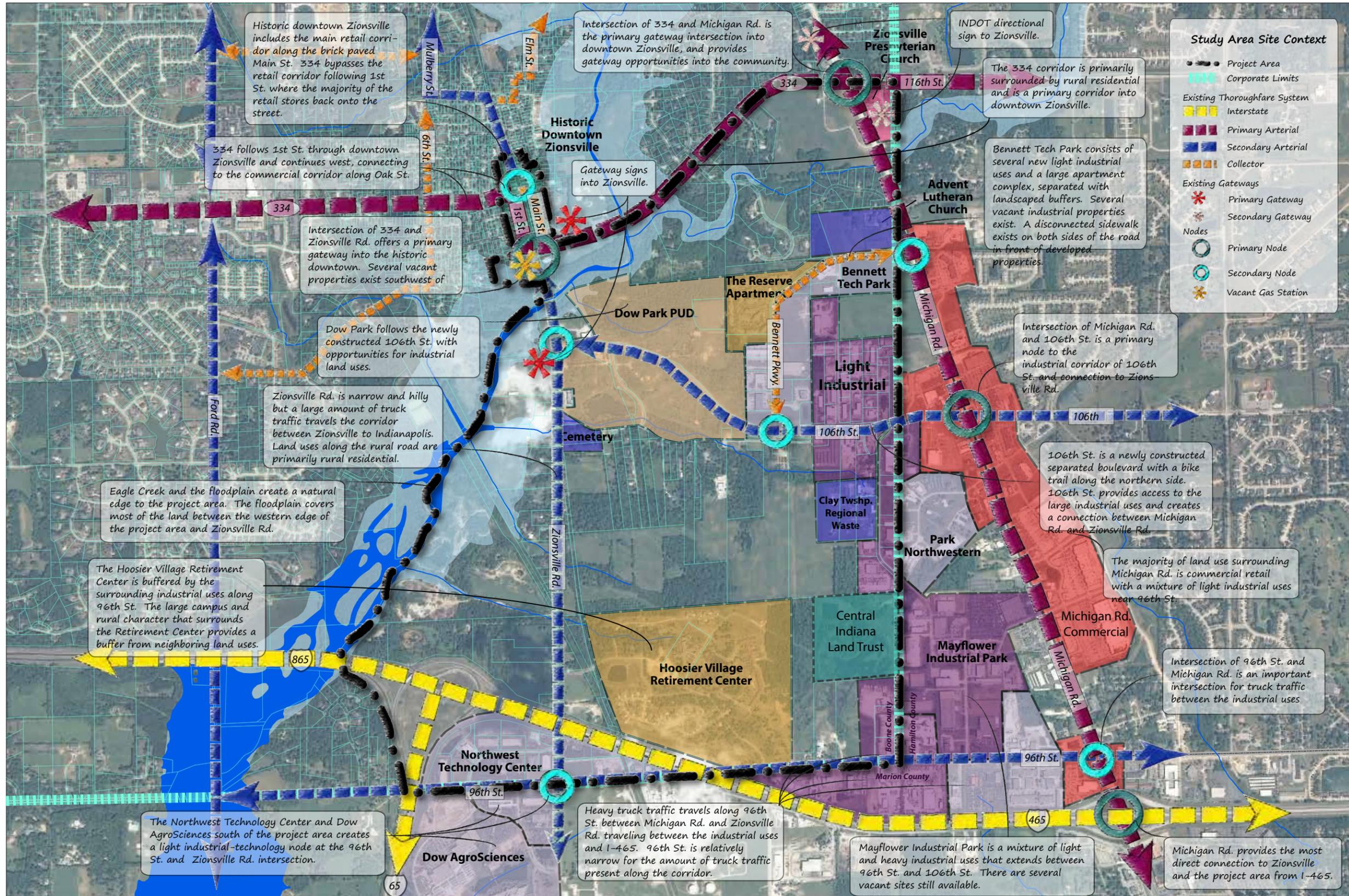
Zoning

Zoning

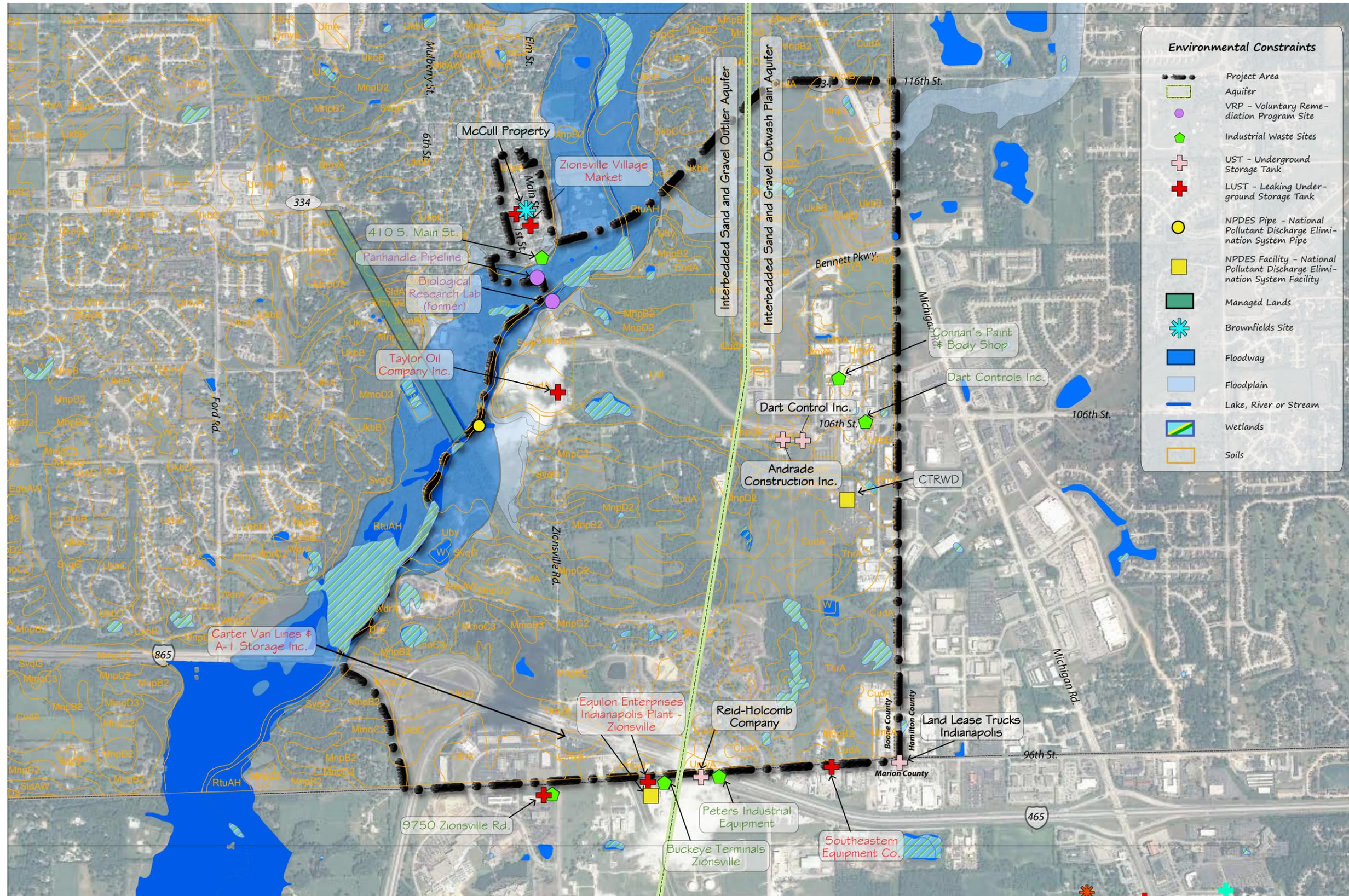
- R-SF-1: Urban Single-Family Res.
- R-SF-2: Urban Single-Family Res.
- R-2: Low Density Single Family and Two Family Residential
- R-MF-2: Urban Multi-Family Res. District 2
- B-0: Urban Office
- B-1: Urban Neighborhood Business
- B-2: General Business
- B-3: Urban Outdoor Business
- VBD: Urban Village Business
- I-ORT: Urban Office/Research/Tech. Industrial
- I-1 Rural: Rural Light Industrial
- I-2: General Industrial
- I-3: Heavy Industrial
- SU: Urban Special Use
- DOW PUD
- OPEN LAND
- Project Area
- Corporate Limits
- County Boundary

This map is based on numerous sources of data and the accuracy of which is not guaranteed by the Town of Zionsville. Data was obtained through IndianaMap (<http://inmap.indianamap.edu/viewer.htm>) and Town of Zionsville.

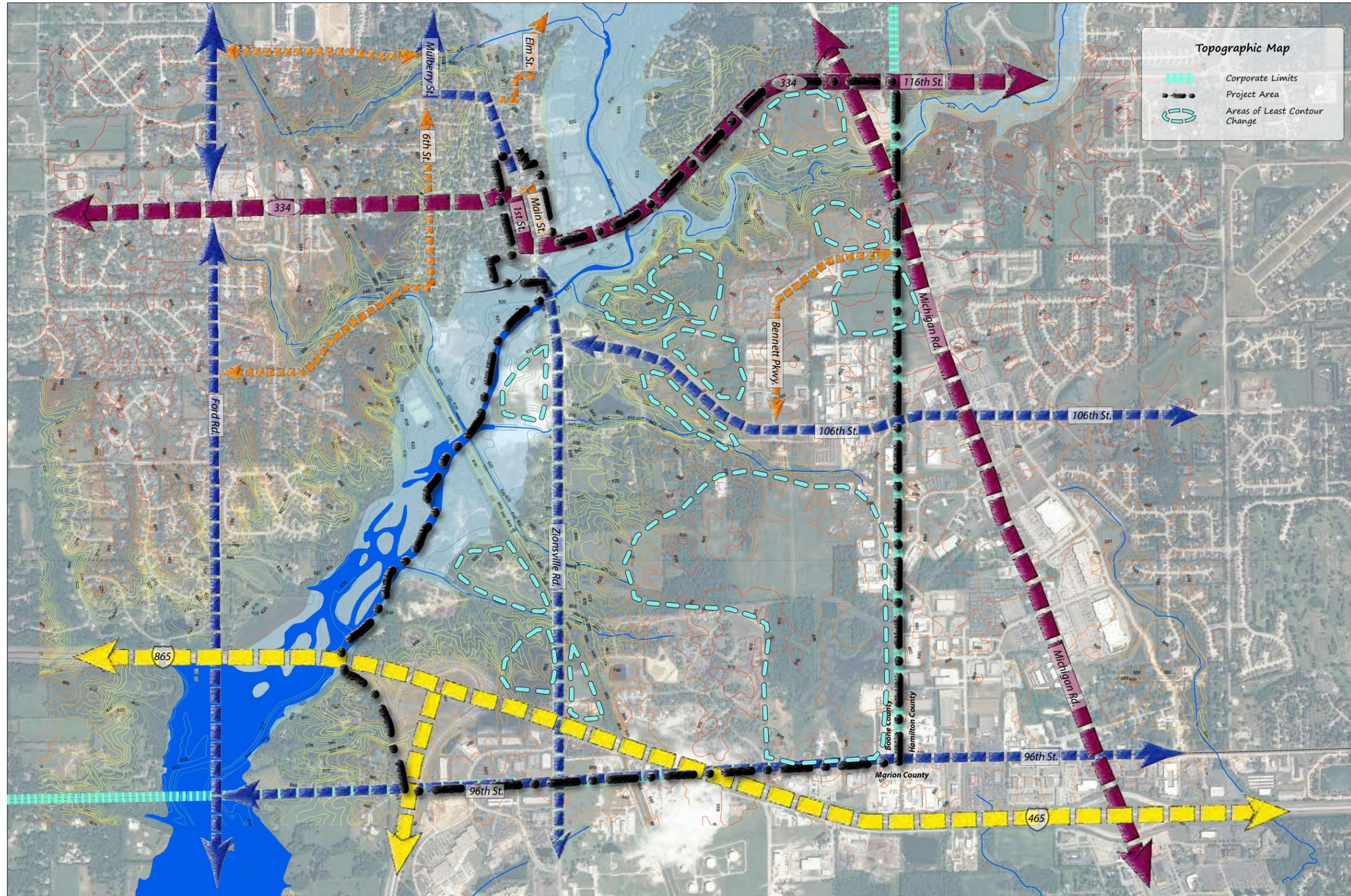
Zoning data from Town of Zionsville.



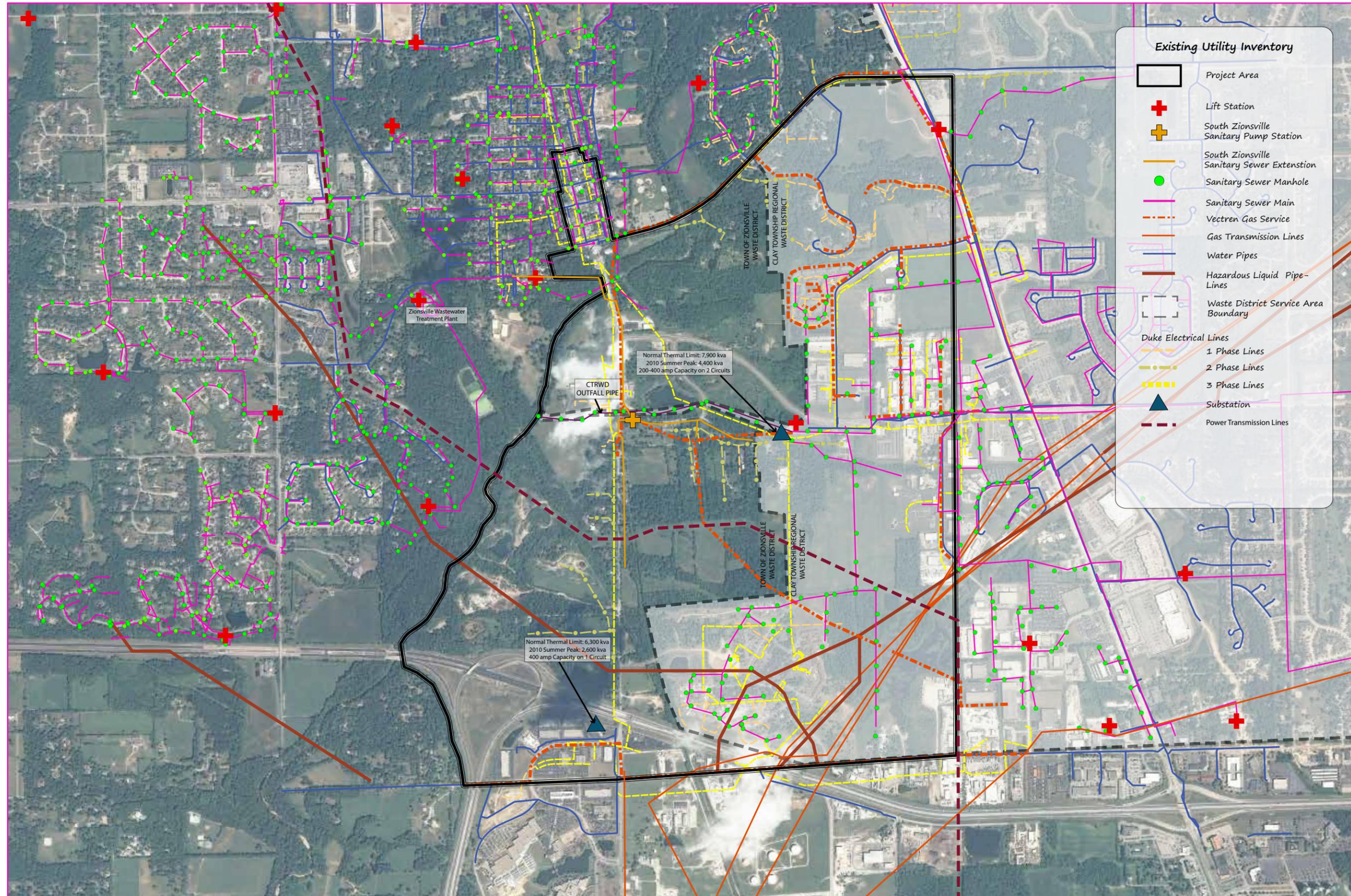
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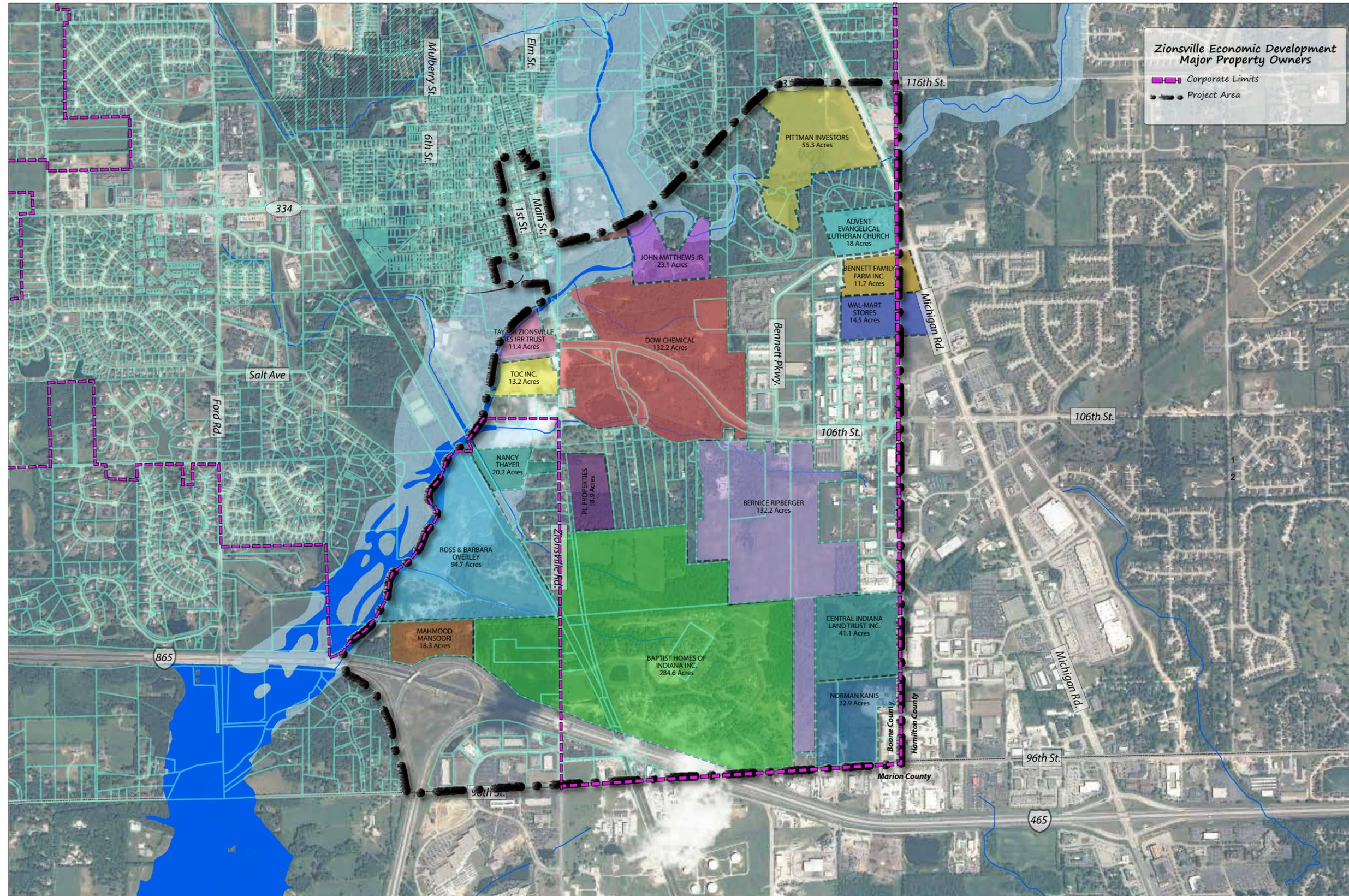


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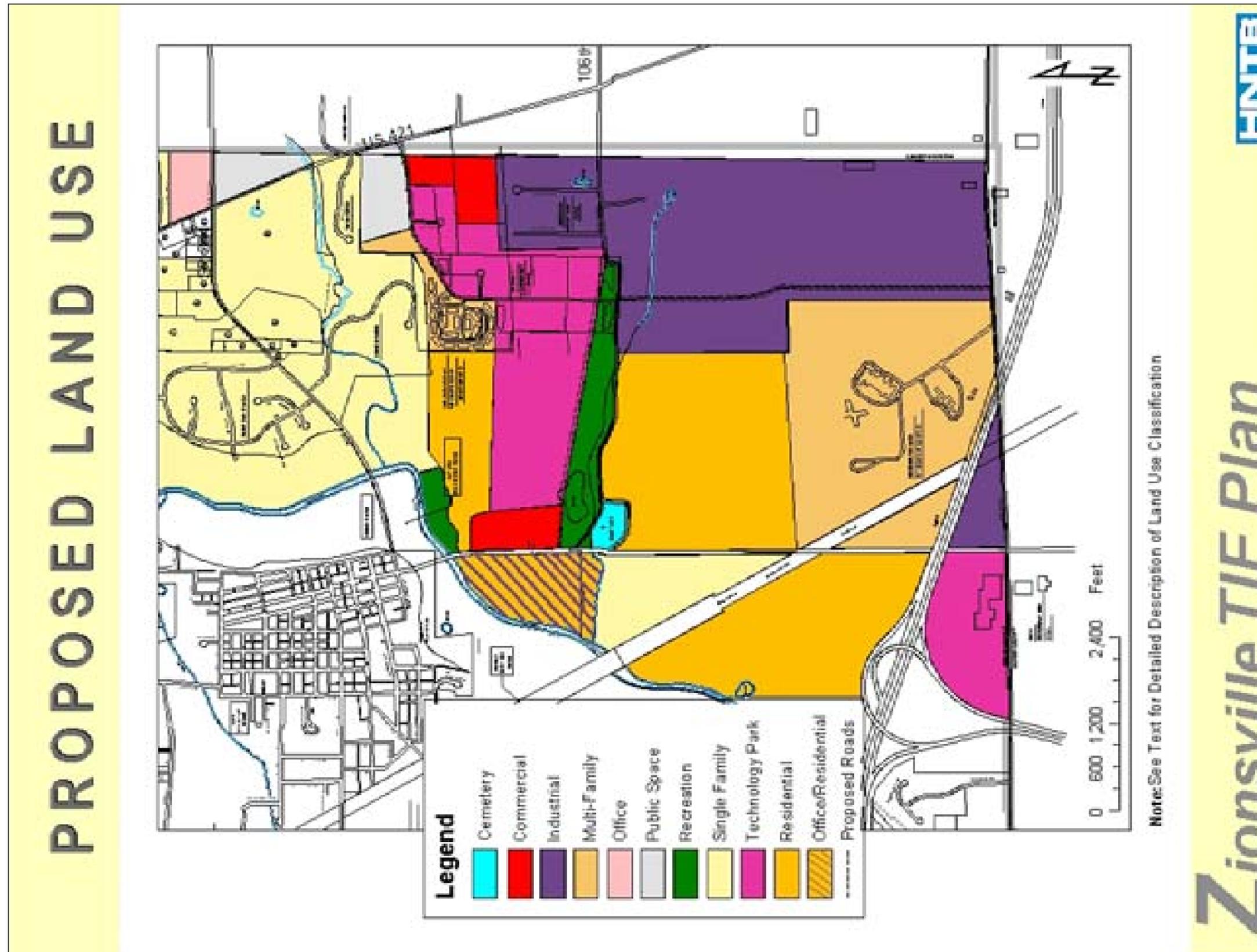


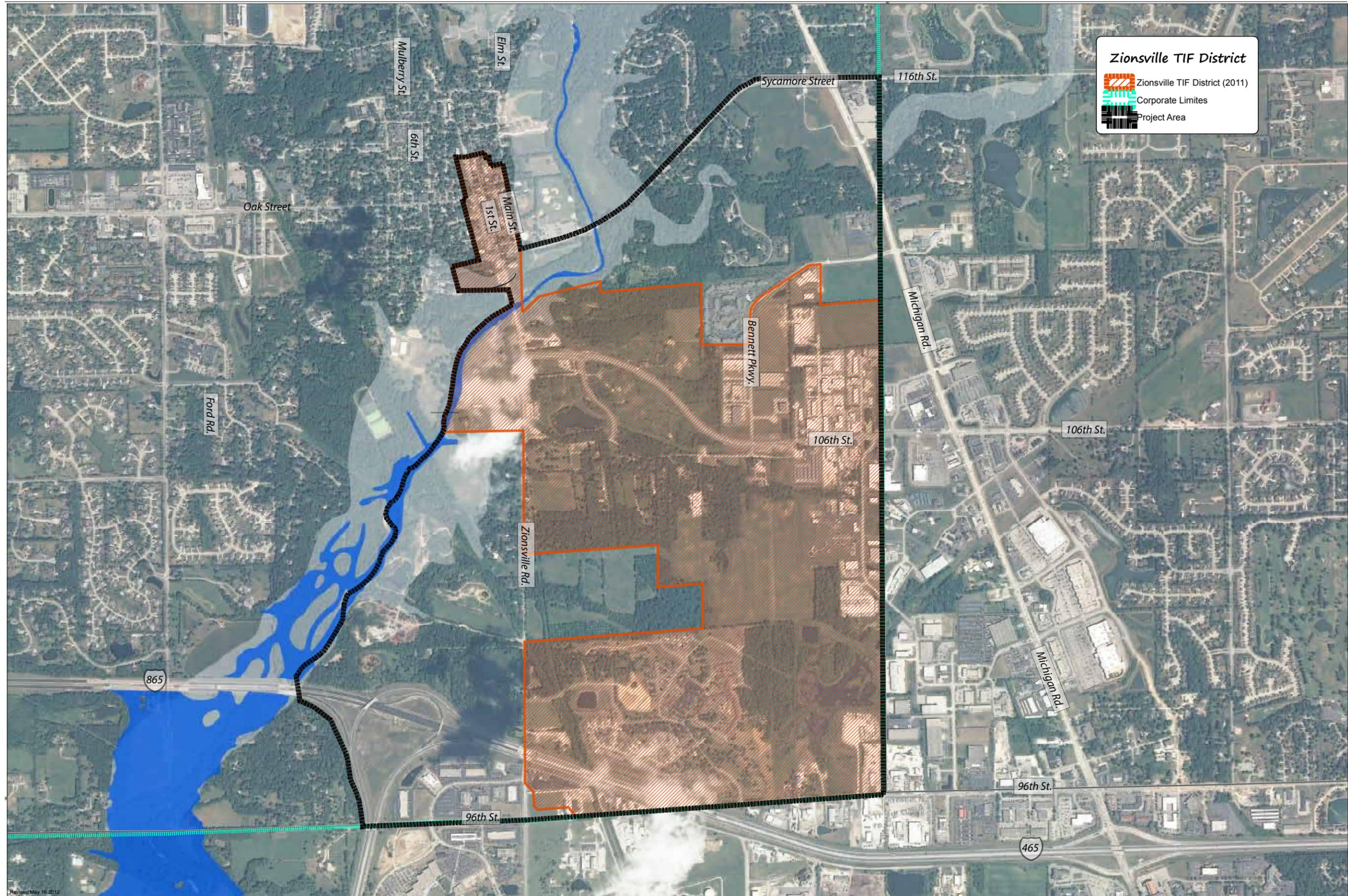
This map is based on numerous sources of data and the accuracy of which is not guaranteed by the Town of Zionsville. Data was obtained through IndianaMap (<http://inmap.indianamap.edu/viewer.htm>) and Town of Zionsville.

Composition of Land Ownership



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APPENDIX E

FUTURE LAND USE PLAN MAP



APPENDIX F

COMMUNITY COMMENTS – RAW DATA

(IF NOT INCLUDED IN THIS HARD COPY, SEE TOWN FOR DIGITAL VERSION. IT MAY HAVE BEEN EXCLUDED DUE TO SIZE)

Town of Zionsville

Economic Development Strategic Plan

Meeting Notes

Public Meeting December 14, 2011

Town Hall Community Room

Meeting Attendees: Over 150 people including some of working group.

Summary:

The meeting was called to order at 7:00 pm

Chris welcomed everyone. He explained format of evening: (Presentation, Q&A, Station Participation). Purpose of the meeting is to:

- To outline the importance of the Economic Development Strategic Plan
- To assist in the development of the *Plan*
- To allow participants to share ideas
- Present current findings
- Create an interactive environment for focused community input

Charlie Edwards gave a brief background to initiation of the study.

Chris presented the prepared PowerPoint presentation.

Q&A and comments/statements

1. What is a TIF district?
2. What are the advantages & disadvantages?
3. Who controls the TIF money?
4. What is the impact of the TIF on schools?
5. Will residential units be in the TIF?
6. Will the development result in money for schools?
7. Why is the Redevelopment Commission in charge if they aren't elected?
8. Does the Town Council have to approve whatever the Redevelopment Commission proposes?
9. Are the village shops in the TIF district?
10. Is Zionsville Road included in the TIF district? East of road? West of road?
11. What is the TIF process?
12. Is the intent for business and commercial to be located in the TIF district?
13. What is the future of the TIF (district boundaries and rules)?
14. Is the Dow property privately owned?
15. What happens when the TIF expires?
16. Clarification of tax collection of TIF and established assessed value?
17. Are bonds required in the TIF?

18. Are TIF's used for incentives elsewhere or in the TIF?
19. Are bonds paid with TIF dollars?
20. What does the TIF do to bond repayments?
21. Will abatements be given in the TIF?
22. What is the tax impact of specific development types (land uses)?
23. Are there specific land uses and densities that are more beneficial?
24. Do apartments and condos, etc. make taxes go up?
25. Will TIF money go to school corporations?
26. What is the debt vs. funds of TIF?
27. Is the state statute maximum on total assessed value 2%?
28. What has been the involvement of the school board?
29. How much of the plan is residential?
30. Does residential increase student enrollment?
31. Is there a new statute that proposes RDC limits on bonding?
32. What is the assessment of the DOW property?
33. What is the probability that the town will buy the DOW property and subdivide?
34. Why are you proposing different land uses on existing residential?
35. What is the difference between zoning and land use?
36. Is the plan sensitive to existing land uses?
37. What stakeholders were involved?
38. Were any property owners in this area involved before now?
39. Was any current resident of this area approached?
40. Were any residents in the Focus Group meetings?
41. Who are the stakeholders?
42. Who were the homeowner representatives?
43. Was any human capital analysis done?
44. How do Zionsville demographics differ?
45. What is the percentage of the different land uses?
46. Is there less industrial than before?
47. Why is this plan only focused on this 1000 acres and not the entire town?
48. What are the specific uses?
49. What is the financial impact on the residents?
50. What is the projected balance of the TIF revenue? \$2.5M
51. What is the outstanding bond balance for debt service? \$500K
52. What is total debt? \$6.5M-\$7M
53. Concern about 'build it and they will come' scenario.
54. Important to be prepared for opportunity to not miss out. (Chicago Mercantile Exchange)
55. There is too much residential in TIF.
56. Some residential developments don't break even until \$300K in value.
57. Would rather see condos instead of any apartments.

- 58. Multi-family housing puts a strain on the schools.
- 59. The schools can't have any increased enrollment.

Charlie Edwards wrapped up the Q&A and invited everyone to participate at each station and get the contact info sheets at the back of the room for web addresses of surveys and instructions to provide comment.

Attendees visited the stations and participated in the activities. Completed land use worksheets, surveys, SWOT, vision & goals, general comment cards were collected.

General Comments Results as of January 18, 2012
(web comments, notecard comments, emails, general comments from stations)

Please provide any comments, questions or concerns regarding the Zionsville Economic Development Strategic Plan. - Open-Ended Response

I hope all the meetings, feedback, and debate culminate in an actionable plan, and not merely a plan to do more planning.

I'd like for the Econ Dev Comm to please show the public the financial modeling that has been done on how the TIF will work -- perhaps using 3-4 different scenarios. This would be very helpful to see the flow of the money back to the developer/builder/company, as well as the revenues returned to the Town over x, y, or z period of time. Within reasonable expectations, I would like to see what the Econ Dev Comm thinks a realistic contract might look like re: financing terms of the bonds.

I want to comment on what type of development we add to our town.... I appreciate and want economic diversity....I am not talking racial diversity at all.

_____ More apartments = over crowding of our schools and more schools needing to be built and more teachers needed (with funds we don't have) More apartments = more transient students in our schools.....which leads to..... Transient students in our schools = less one on one teacher attention due to catching up transient students... Transient students in our schools = lower attendance rates and lower standardized test scores in schools... Lower attendance rates and lower test scores in our school = lower rating of our school (number of stars and ranking in state)... Lower rating for schools= lower status for schools... Lower school status= lower property value... Lower property value= ?? _____ This is what has been proven to happen all across our country. I am not anti development. I would simply prefer to keep the population of zionsville as it is and add industrial or commercial businesses. So when rezoning all the areas... which is being brought up in the plans right now for zionsville, let's not rezone for multi family or multi use land.

The plan claims to be consistent with the town vision. But the language of the plan suggests a different vision. It mentions threats from Carmel and Westfield, but seems to have no understanding of the Zionsville brand and its uniqueness from those communities. It mentions lack of diversity. Is this a Zionsville vision or a politically correct vision? It's nice to have diversity, but what is the point here -- in this context? Would a change in diversity help or hurt the Zionsville brand -- and why? Another "threat" is the lack of courage to take action and change. Change to what, I ask? There are implied beliefs that underly this plan that are suspiciously not in the interest of the Zionsville brand. A weakness is said to be that the town vision does not fulfill the "need." What need is that? The plan does not articulate a specific need that is compelling. Vague references to lack of change, need for economic success, good jobs, etc. is not compelling. The list of weaknesses seems to revolve around the assumption that we need to change and that change is growth. No case is made for why that will enhance and not destroy the Zionsville brand. And whenever I see a weakness listed in a public venue that says "some are intolerant of other point of view," it raises a red flag. Usually those who make that accusation have a point of view that they don't want others to disagree with. And saying that the community has this as a problem puts the accuser in the dock.

If it can be determined that local officials are being influenced by developers in their decisions to go along with things like an ugly concrete bridge at 96th and Ford instead of the appropriate and aesthetically appealing truss bridge that has been planned, I will personally make sure they get in the headlines and are driven from office in disgrace, as well as being prosecuted to the fullest extent of the law. Making decisions about bridge projects to make the flow of trucks to developers Union Township plans is exactly the kind of improper influence I am talking about.

Zionsville has allowed itself to get into this situation by supporting uncontrolled growth. No growth is an option...we do not live in Zionsville because of the low property taxes and I am certain that the property taxes are not a draw...raise taxes on property owners...slow or STOP development. The town will be fine...People come to town, live here for a few years and think they know better...they try to change things that do not need changing. Leave the town alone...

General Comments Results as of January 18, 2012
(web comments, notecard comments, emails, general comments from stations)

Please provide any comments, questions or concerns regarding the Zionsville Economic Development Strategic Plan. - Open-Ended Response

Concerns: 1. That development interests designated to provide tax revenue toward Zionsville schools will not be doing so. This is a breach of trust according to the promises made by the Zionsville Town Council. 2. That the town of Zionsville is selling out its character--the very things that differentiate it from Carmel or Indianapolis as places to live. Zionsville needs to repair its economy from the Village center out. 3. That the town council will continue to act irresponsibly to the point at which Zionsville simply becomes another Indianapolis "neighborhood" of commercial strips instead of what it has been and should be.

Try to attract offices, medical complexes, etc. Our schools are already too crowded for more apartments considering we let 16 teachers go last year due to budget problems.

still waiting to see some drawings; folks are necessarily suspicious

I feel that the focus should be on the Anson area before starting a new development area along Zionsville Road. Also if the plan truly calls for several apartment buildings to be built it will drive up the number of residents and decrease the quality of the town.

Love the idea of extending the Main St. Downtown south on Zville Rd. to 106th St. Love the potential development of the Dow PUD with commercial/office/medical. Love the continued industrial/commercial/office/medical development along Bennett Pkwy. Not in favor of any high density housing or single family homes under \$150thd. Not in favor of changing the existing residential land uses. Not in favor of increased tax revenue going into a separate fund for redevelopment - at least a certain percentage of that revenue should be committed to going into the Town's general fund. Thank you!

Please stop inferring that Zionsville must change to be desirable. I moved here because it is desirable, I believe that is still true. When I am constantly told we must make a change to become desirable it only makes me want to move. Please provide the Model Towns that everyone wants us to change into. Give examples of successful growth, zoning, planning etc. We should be following an example: Aspen, Greenwich, Clayton, Atherton, Vail, etc. Show me what you want us to be and how they got there.

I would really like to know exactly who (individual or group) decided that the EDC working group should only build the plan around the TIF area, and not the entire community--the entire consolidated 52 sq miles. Can someone please answer that publicly?

I am very disappointed in the limited scope of the plan and the emphasis on high density housing and focus on Zionsville Road. High density housing will overload the school system requiring more schools to be built. Zionsville Road is not designed to handle more traffic, while Michigan Road is designed for it. The intersection of Zionsville Road and 334 is a particularly bad design with Main Street, 1st Street, and Sycamore Street all adding to the confusion. Foot traffic in this area would be a tragedy waiting to happen. Instead, focus should be along Michigan Road and routes planned from there to the TIF area. Speaking of TIF, since this does not offer any immediate tax income benefits to the town, we should be very careful to prevent over development of infrastructure before it is actually going to be used. The town is liable for the bonds that the TIF issues and this should be tightly controlled. Zionsville is essentially a bedroom community with great schools and a small unique shopping district. We should not convert our town into a Carmel or Fishers. All of the big box stores, entertainment, and services we need are conveniently close by and we do not need to duplicate them in Zionsville. This town sells itself to anyone looking for a small town, low crime, good school, residential community and we should not rush into the arms of greedy developers who only want to make money without concern for the people who already live here. We moved here for a reason, because it was not like the other growth-oriented towns around Indianapolis. Let's keep it that way! If we want to dramatically increase our tax base, let's start merger talks with Whitestown.

General Comments Results as of January 18, 2012
(web comments, notecard comments, emails, general comments from stations)

Please provide any comments, questions or concerns regarding the Zionsville Economic Development Strategic Plan. - Open-Ended Response

I believe the Plan should explain what will trigger the construction of the Bennett Parkway extension, the construction of the connector from Michigan Road to Zionsville Road, and the upgrade of Zionsville Road. Also, once the upgrade of Zionsville Road is started, will it be done as a single project or will it be done in phases. I assume it will be done as a single project but that is not clear from the information provided so far.

Has anyone considered copying the Envision process that the Broad Ripple Village Association has used with great success? It's taken several years to come to a consensus (but after all, hasn't the current plan under fire taken that long); while it's still a work in progress the direction has made all the difference in every stakeholder feeling like their voices are being heard.

I have to say, what happened this week, should have been done the last time. Also, someone needs to start being the time keeper. The meeting was hijacked a couple of times. Also, clearly, the Working group needs representation from Village residents, Zionsville Road residents, 106th St. residents, and probably someone from Rt. 334. you should get at least one of each. It also would be helpful if these meetings were in the evening. Those of us with young kids (a silent majority in Zionsville, if you haven't noticed by all the children around and overpopulated schools) could only dream of coming to one of those meetings at 8am in the morning. Some day cares don't even start that early! Let alone find a sitter. It's not that we don't care. We just can't physically make it! That alone has biased the group. This is important. Make it appear that you think it is as well. Also, that engineering firm. How did we choose them? Someone in the audience with experience with this, made some very interesting comments about the missing pieces of information from the analysis. Also, I think we are giving him too much control. I'm not clear as to the arrangement with this company.

I think the impact on the village has not been taken into consideration, the methods of interviewing stakeholders, that did not include any village residents, has shown that real estate development is paramount, and because so many of our council members and supporters have tight connections to MIBOR etc We also have to consider all the ramifications ie having to build new schools etc that have not been mentioned. It seems that this plan was designed to be rushed through without residents knowing until it was too late. No way to lead.

Why was the "Citgo" corner changed from commercial zoning to residential?

1. I don't like the way the planning process has been handled. I am in favor of some development, but the way in which information had been released and the manner in which information has been gathered from Zionsville stakeholders is shameful. I no longer trust this development committee. 2. The plan thus far has given artistic rendering to initiate conversation the vetting process and is no way "set in stone" as it has been said several times. Residents are concerned about this plan in other ways too. Several have asked about the impact on schools from a financial and capacity perspective. Discussions are always quashed by saying that hypothetical cannot be addressed. I believe they can and I would be willing to accept any disclaimers. For instance if there were 50% single/multi family homes the school burden may be such and such. A good example with hypothetical outcomes based on extant data will help quell fears (or raise awareness). 3. Same as point #2 - only a series of hypotheticals regarding residents' taxes and where that money will go. 4. Please tell me there is a way we can start over with this. The trust of the town's citizens has been lost. Again, I am not opposed to development, but please do so with the help of the Village and not just with wealthy developers and its most powerful residents.

concerned about additional air traffic to airport and road traffic on 32 and 1100 east.

General Comments Results as of January 18, 2012
(web comments, notecard comments, emails, general comments from stations)

Please provide any comments, questions or concerns regarding the Zionsville Economic Development Strategic Plan. - Open-Ended Response

While taxes and debt were concerns mentioned in last night's meeting, I think we should also consider traffic flow and architectural coordination. Having lived in Raintree for over 32 years, I have seen the traffic on Hwy 334 increase significantly. And it is my opinion that any multi-family expansion would only intensify this problem. I also have concerns that extending the downtown would bring more architectural hodgepodge as demonstrated by the new banks that are now located on main street. I have been a resident of Zionsville for over 32 years and many of the reasons that brought me here have already been negatively affected by excessive growth. I am now afraid we are about to double down on this trend. I truly realize that light commercial growth should be seen as a positive. However, I can not see where additional residential growth, especially in the form of multi-family, has any benefit to the current residents. Thanks for the opportunity.

I feel Zionsville Rd, 334 and Michigan Road are already at capacity. The development planned seems to cluster the new growth in these exact areas, which will only exacerbate this condition. I am strongly opposed to any new apartment buildings in this area. Also some of the new development tax dollars must go toward the schools and general expenses of Zionsville. TIF must be used carefully. Residents must not be left "holding the bag" on bonds issued for new development. Developers must accept some of the risk. Homeowners and HOA boards must be included in these discussions not just developers and special interests. Thank You!

I view the addition of high density housing as a very serious negative in the plan. As a Raintree resident I could potentially have 5 condos/apartments within 1 mile of our neighborhood. These developments, no matter how "high end / luxury" attract crime, strain the schools, and add little to the local economy. Does anyone really believe the \$950 per month renter is going to be visiting the Cobblestone for \$100 dinners and hitting the boutique shops in town? I don't. My final issue with high density housing is the additional traffic burden on 334 and in town.

1) We do not need anymore low end housing development, whether it's apartments or condo. Apartments and condos take out more in services than they put in in taxes, in particular schools and police. Apartments increase crime in nearby neighborhoods. Apartment residents do not have the commitment to the town and to the schools and as a result children from lower end neighborhoods do less well in school which lowers school results which lowers interest of potential residents moving in which lowers home values for existing residents. 2) I don't see much analysis of roads/traffic. Zionsville roads are totally inadequate for handling any development. I'm particularly concerned that there is no presentation of routing 106th street over to Hunt Club road so that so much traffic does not have to jig and jog through downtown. Then there's the traffic already on Ford road. I don't have any idea what to do with that. 3) We moved to Zionsville in 1992 because of the excellent schools in a smaller school environment, compared to Carmel or Fishers, AND the small town feel while still being near the city, AND what was described to us in 1992 the PLANNED "SLOW" GROWTH THAT THE TOWN WAS AIMING FOR.

Zionsville Economic Development Strategic Plan
Survey Results as of January 16, 2012

1. Why do you like living in and/or doing business in Zionsville? - Open-Ended Response

the small town feeling

strong sense of community. Excellent schools

I like that Zionsville has a quiet, small-town charm but is close enough to Indianapolis that I can easily gain access to other amenities in the city without sacrificing the quiet, small town charm that is Zionsville. I also like the strong school system in Zionsville, and have come to really enjoy our neighbors and the Z-ville community. We love the trail system, and nature and the wonderful parks in Z too.

small town, family oriented, community involvement, good schools and services, has essential businesses we need but is not commercially driven, easy to get around quickly, open land preserving a sense of our rural history
I live in the village and enjoy the village. Beyond that, Zionsville has grown too much and has detracted from my quality of life.

schools, small town, and high population of higher income and professional families with a good balance of economic diversity The schools are the backbone of this community...take away good schools and you lower property value and businesses also suffer

Walkable town with charm and character. Distinct from neighboring towns.

Smal town, relaxed, few traffic problems, cohesive community, good schools

It's quite, quaint and not like Carmel. It is a bedroom community with village-like amenities. It has good access to the city but is an escape from the "big" that other commuities seek.

Good schools, nice neighborhoods, convenient access to highways.

Zionsville Economic Development Strategic Plan
Survey Results as of January 16, 2012

1. Why do you like living in and/or doing business in Zionsville? - Open-Ended Response

Good schools Safe Village "feel"

For the All-American small town feel.

Small Town Feel

I enjoy the small town lifestyle. The large amount of green space in the town, whether it be undeveloped fields, large yards, parks, and so on. I appreciate the calm that Zionsville offers. The quaintness of the town along with the knowledgeable and friendly citizens is what makes Zionsville unique. I also enjoy the convenience of a short commute to Indianapolis and other neighboring communities.

I like living in Zionsville because of the small town, old fashion feel that comes with living here. I like the fact that it doesn't feel commercialized. I love the walking trails, parks, and the natural wildlife.

It's quite, safe, friendly, unique, historic, etc. The town of Zionsville has a feeling like no other; a community like this could never be replicated. Its uniqueness was created by the families that have lived here through the years.

Feeling of community. Quaint village

It's a small town which means not spread out like Fishers and Carmel. I like the look of the town and the good schools.

Quaint village, rural feel, great schools, wonderful atmosphere.

small town atmosphere, especially in the village; surrounding farmland; convenience of Main St.; farmer's market; nice library

The small town atmosphere and school district

The small town atmosphere, great schools and lack of traffic.

Different than other Indianapolis areas. Has central "downtown" area. Quaint.

Because it is a quiet, small, safe slice of Americana--a day that may have already passed by the rest of Indianapolis.

Z. is a quiet, safe community.

It's a small town, easy to get to and thru, bedroom type community, Main St. is beautiful and unique and quaint, as are the Village homes. Schools are also wonderful.

Zionsville Economic Development Strategic Plan
Survey Results as of January 16, 2012

1. Why do you like living in and/or doing business in Zionsville? - Open-Ended Response

We love it here because the town has character, isn't overcrowded, is easy to get places around the city, yet away from downtown which offers more of a laid back atmosphere. We are both in our late 20's and still wanted to be close to things, but not necessarily live in the city. We also love the village which we can walk to from where we live. I love the convenience of all the essentials. (Marsh, dry cleaning, Starbucks, daycare, church liquor store...all right in one spot!)

We like the small town feel and makes us feel like we were in New England. We love being able to walk to stores and businesses

Authentic downtown feel surrounded by nature on all sides- not overdeveloped - safe surroundings - not excessively busy with traffic or overpopulated schools.

enjoy the small village atmosphere with a rural area nearby.

Small town atmosphere. Quiet.

I love living and doing business in Zionsville because it is a small sleepy town. i know my neighbors. I know the merchants I buy from--many of them are my friends and neighbors. I like to support them, as I know they support me. Living in Zionsville is more than just small town "feel"--its actually small town "real."

I like the open countryside feeling and the lack of traffic hassles plus the low crime rate.

Zionsville has always been a quiet, peaceful corner of the world away from the hustle and bustle of Indianapolis. The people in the town are friendly and well educated. The schools are the best in central Indiana. Stores, entertainment and services I need are nearby in Carmel or Indianapolis. I can relax and enjoy life in Zionsville

Schools and small town events

I like living and shopping in Zionsville because of the quaint unique setting of this town. Zionsville has not become industrialized and super sized like Carmel and Fishers and I appreciate that.

Zionsville Economic Development Strategic Plan
Survey Results as of January 16, 2012

1. Why do you like living in and/or doing business in Zionsville? - Open-Ended Response

the village feel and how it blends out through surrounding neighborhoods; access to yet separation from urban sprawl of the metro Indianapolis area; walkability; parks and forests; shops/residence mixed use

we came here because of low taxes and good location-my business taxes keep going up like crazy-my dad started the dealership in 1969-this town had no full time fire department and the schools were good-it appears to me that all the growth in zionsville has not helped me at all-all we have gotten is more government employees-more expensive schools-and the new developments have not paid their fair share-so i keep having to pay more taxes. if we invest more in our business-we expect the investment to pay off-this town is being run poorly-if it was a business it would be out of business.

Small town. No big box retail. No apartments. Different than all other Indiana sprawl towns.

Zionsville is one of the few remaining 'Communities' in Central Indiana. I can walk to the library, playgrounds at the school and Lion's Park, and restaurants and the Farmer's Market on main street. I can even ride my bike to Marsh. You can't do those things very many places.

Born here

We like the historic character and the small town atmosphere; friendly neighbors and a stable neighborhood - that is, single family dwellings and not much in the way of transient populations (i.e., apartments); close proximity of grocery store and other shops, etc.

Because it is peaceful, safe, quiet, and beautiful.

small town atmosphere while being a 20 minute drive from downtown Indy

Zionsville Economic Development Strategic Plan
Survey Results as of January 16, 2012

1. Why do you like living in and/or doing business in Zionsville? - Open-Ended Response

Schools, small-town feel, beautiful Village homes, knowing my neighbors, safety, it's quiet, active community, downtown amenities (i.e. restaurants, toy store, cafes, laundry, etc.)

we live in the village, Zionsville has an identity and culture of a small town We moved here from Massachusetts 36 years ago

small town feel. Small businesses. Very walkable.

I like living in a "small town" near a major metro area.

I love living in Zionsville because of it's size, quaintness and the historical element.

The small town atmosphere as opposed to a suburban atmosphere.

Lived here for 35 years--Realtor for 30 years in Zionsville. I have serviced all areas in the Indianapolis area but this is by far the absolute BEST place to live.

small town feel with upscale community and small schools not many apartment complexes

it is intimate, quaint, unhurried, and charming...

small town, green space priority, good schools, small businesses, arts

Zionsville Economic Development Strategic Plan
Survey Results as of January 16, 2012

1. Why do you like living in and/or doing business in Zionsville? - Open-Ended Response

I live in the village and enjoy the synergy that has naturally developed in a residential/business area. I enjoy the locally owned businesses here that provide exceptional service and quality products. The fact that many of the small businesses are also owned by community members allows them to be more involved in Zionsville and give back, where a chain store sends our money out of Zionsville or even out of state.

Smaller size, less congestion than Carmel, Fishers etc.

Special feeling of community in the village

small town living, good schools, close to big city amenities; close access to I65 with convenient/quick access to downtown Indy, airport or to Chicago.

small town feel living with big city amenities nearby.

small town atmosphere

I like the small town feeling and the diversity offered by living in the Village.

Zionsville Economic Development Strategic Plan
Survey Results as of January 16, 2012

2. Why did you choose to live and/or locate your business in Zionsville? - Open-Ended Response

grew up here

strong sense of community. Excellent schools

We moved here for the school system, and to get away from high density housing and heavy traffic as well as crime in Indy. We also enjoy the quaint village and the charm of the town. We also moved here for the nature trails and the parks.

small town, family oriented, community involvement, good schools and services, has essential businesses we need but is not commercially driven, easy to get around quickly, open land preserving a sense of our rural history

The Village and its simplicity.

same as above

See above, also the lack of big box stores.

see #1

It is upscale, while not exclusive. It is quite and beautiful. The smallness creates a community that is friendly.

Good schools and Stonegare Neighborhood concept.

Zionsville Economic Development Strategic Plan
Survey Results as of January 16, 2012

2. Why did you choose to live and/or locate your business in Zionsville? - Open-Ended Response
Same as #1
Low Crime rates and small town atmosphere. I live here because my parents moved me here 50 years ago.
Small Town Feel with a nice distance from Indy
I moved here to start and raise my family. I wanted a place with great schools and small town values.
Mainly because my wife grew up here. But also because crime is down here. The school system also played a big part. Also the property values seem to hold good.
Zionsville is a safe, small community with minor traffic issues and easy access to Indianapolis and surrounding suburbs.
schools
Moved here because of family.
All mentioned in #1
see above; also, relative closeness to work in Indy; eclectic mix of housing styles
Close to Indy, but family friendly
see above.
Good schools, safe community. Ability to walk/bike to library, schools, restaurants, parks, stores. Access to 65.
We like it's size, charm and people.
Z. has good schools and is a safe community.
Family roots are here.

Zionsville Economic Development Strategic Plan
Survey Results as of January 16, 2012

2. Why did you choose to live and/or locate your business in Zionsville? - Open-Ended Response

We chose Zionsville because it was an easy commute to downtown for my husband and accessible to my sales territory. It is not overcrowded like Carmel/Fishers and seemed to have more character. (We both transferred for work from out of State) The schools have a great reputation as well as this will be very important in the coming years.

It reminded us of New England where we were moving from.

Safety, serenity, locally owned shops (not another village of west clay artificially created scene.)
we choose Zionsville for the small village --easy to walk or drive to all basic needs--grocery, post office, drugstore, church. Cultural activities, upscale shopping, sporting events are a short drive.

School system.

QUALITY OF LIFE.

I wanted good schools for my daughter and I liked the small town or village atmosphere. I loved the mature trees and the wildlife in my back yard.

Because it was largely residential. We found a very nice house on a beautiful wooded lot. Having moved from Chicago area 20 years ago, our taxes were 1/3 as much. Schools were good. Crime was non-existent. Town services were very good. I could get to the place where I worked easily and quickly, yet I was far enough away to feel like my home was apart from my work, a refuge, where I could recharge my energies. It was a great place to raise my family.

Schools

The same town feeling. I specifically chose the village to be able to walk to Main Street.

Zionsville Economic Development Strategic Plan
Survey Results as of January 16, 2012

2. Why did you choose to live and/or locate your business in Zionsville? - Open-Ended Response

small town footprint; historic architecture or historically sensitive infill; walkability; scale of size of its buildings that retains a relational quality like that of a cozy booth at a restaurant as opposed to something larger/clammoring

see above question-

It's small, it's quaint. It's exclusive. I do have a business here too, and I located it here b/c it can shine here and not compete against Walmart...for now.

Schools

The Community feel. So many local run options in walking distance. I know my neighbors, unlike where I previously lived where everyone had privacy fences and didn't speak with each other.

Born here

We moved here 30+ years ago because we wanted to live here, have children and raise them here, hopefully allow them to walk to school, ride their bikes through the town (and we enjoy walking through the town too!) etc.

For the schools and to live in the village where there is more diversity and community than anywhere else in Zville. Also to be safe enough to walk my dog at night.

because it's a safe and quiet place for our children to grow up, while still being within walking distance to everything we need

Zionsville Economic Development Strategic Plan
Survey Results as of January 16, 2012

2. Why did you choose to live and/or locate your business in Zionsville? - Open-Ended Response

Preserve our investment. We felt that buying a home in the Village vs. a subdivision elsewhere that could be Anywhere, USA would be a bad decision in a downward economy. Given equal school districts (Zionsville vs. Carmel), which was equivalent in value, THAT was the decision maker.

we wanted a small town, where our kids could walk downtown and to the park, original architecture

The Village of Zionsville fit my values. We would have moved to Carmel or Eagle Creek area if the Village of Zionsville wasn't here.

The school system, and the small town atmosphere

Same as above.

Community Activities The Village

Livability and location along the Northwest corridor from Indianapolis.

Lived here for safety, pleasure and an excellent place to be at home., Small town atmosphere in this crazy busy world where people care!

town not cheapend with too many apartment complexes and cheap builder projects

wanted a small town where it was possible to walk to restaurants and stores and talk to neighbors walking by while I sat on my porch

same

Zionsville Economic Development Strategic Plan
Survey Results as of January 16, 2012

2. Why did you choose to live and/or locate your business in Zionsville? - Open-Ended Response

I choose the village for it's walkability, closeness of neighbors and safe, quiet enviroment.

Schools and same as #1

Away from the hustle and bustle of 421, etc, yet still has nice restaurants and neighborhoods.

above items plus we were told Zionsville was tightly controlling growth so that the area wouldn't get that large real quick.

great small town schools

I am a realtor. I have been here for 30 years.

I had a brother who lived here and visited him on occasion. I like the small town feeling and the diversity offered by living in the Village.

Zionsville Economic Development Strategic Plan
Survey Results as of January 16, 2012

3. What would you like to change about Zionsville? - Open-Ended Response

people trying to make it like other towns instead of keeping oujt small town feeling

resistance to change for the sake of resistance to change

I would like more upscale retail and restaurants. I would also like to pass a referendum in this town to shore up the tax gap so we can better fund our schools and the increasing number of children attending those schools. I do not want to increase traffic or density in Zionsville.

It is much more about what I would like to preserve. We do NOT want to become another Carmel or Fishers - densely populated and full of strip malls.

The traffic. The need of some people to have "the best and the biggest (ala school system and buildings).

more industrial growth to support schools and small businesses

More small businesses, retail, casual restaurants.

Suburban sprawl-already happened!

Limitations on growth. This is something that is part of our town vision, but not a part of the development plan as it is presented.

I would like to see an East-West bike trail that would provide access to the village and the rail trail. And I'd like residents to acknowledge that if you want a town that is different from Carmel or Fishers, you'll have to pay for it.

Zionsville Economic Development Strategic Plan
Survey Results as of January 16, 2012

3. What would you like to change about Zionsville? - Open-Ended Response

Slow down the apartment and lower cost housing developments

Less emphasis on things that have to do with real estate development plans.

Work on better support of current businesses and structures with some very thoughtful planning for growth.

I would like for the traffic issues of main street and the village to be resolved. I would appreciate a more transparent and published governing body (town council, zoning, EDC,...any and all working groups).

Very little!!!

Nothing!

more of a commercial tax base=more money for schools

That we limit the amount of development.

Improve town revenues with more commercial tax base

institute an historic district in the village; more stringent controls on take-downs and oversized infills

Businesses open later

The infighting. I believe in controlled development. I do not believe any of our current leaders (elected and non-elected) know what or how to accomplish this.

Better access to highways, would love a public transportation system, focused areas where business use is encouraged, restrictions on what business can build and what they look like.

I would like to see it become an even better version of exactly what it is--without traffic and apartments at the entrance to town. It could and should be a picture postcard--remain small.

We could add some businesses along 106th street.....not public housing.

Nothing except the traffic at rush hour.

Zionsville Economic Development Strategic Plan
Survey Results as of January 16, 2012

3. What would you like to change about Zionsville? - Open-Ended Response

We love the restaurants here but would like maybe a good Mexican restaurant and some other options. We find ourselves always going to the same places, which again are good, but would like a little more. Also, the town seems to shut down pretty early, so some later options would be great. I think the coffee shop is only open during the day, so it would be nice to have something in the village that stays open a little later. Also would like more shopping that appeals to a bit of a younger crowd. I transferred from a city where the boutiques would carry designer label jeans, (Seven, Citizens, Paige, etc) I'm a professional woman who likes professional clothing, but nothing too old. My husband also likes designer clothing as well, so again, some more options for the late 20's/30's crowd. These types of places would attract more people to Zionsville because they could find unique clothing that not everywhere necessarily carries.

I would like to find a way to divert truck traffic from Oak St. I would like to keep the small town feel. I would like to see better communication between town boards and residents.

Shopping that appeals to younger professionals.

NOTHING except many parks are being built with minimal usage but huge maintenance.

More thought put into how Zionsville can be a great community to age in for a lifetime, i.e. crosswalks to allow for safe navigation of streets, improvement of sidewalks in downtown area for improved safety, etc.

The attitude from town "leaders" that any development is good development. I would like to eliminate the thought process that we need to develop at any cost to the community, and that we need a lot of high density housing. We need to stop looking to our neighboring communities as role models and build vision based on our core. One of our town councilmen said that they wanted Zionsville "to be a force to be reckoned with." WHAT DOES THAT EVEN MEAN?

I would like to slow down development. The roads are not able to handle the traffic very well now and it will only get worse with the multi family dwellings that are springing up and being proposed.

Very little. I would like any growth to be slow and tightly controlled to preserve the character of the town. We do not need more shopping. We do not need large apartment complexes. These will detract from the uniqueness of the town as a place to live.

Traffic problems and lack of tax base other than residential.

I would like to see the green space and wooded areas along the creek preserved. We have the designation of being a 'Wildlife Habitat' and I would like to see that preserved. There is little consideration for the environment and natural habitats in the proposed plans.

Zionsville Economic Development Strategic Plan
Survey Results as of January 16, 2012

3. What would you like to change about Zionsville? - Open-Ended Response

entry points need to be beautified in a way that retains historic architectural feel; traffic control including getting some traffic in patterns that do not take it through the village; greater ethnic diversity; bigger core of shops/restaurants while retaining current integrity; lower speed limit in village; enhanced identity as a pedestrian friendly community; would love to see a Trader Joe's type grocery at the intersection of 334 and Zionsville Rd

when ever you guys try to build a new project-you should have an independent accounting run the numbers-any new growth should help lower taxes for all of us not raise them

Nothing, we have the highest property values in the state. We are doing something right. Why are you trying to change something other towns are copying? People buy here and know they are paying a premium. Staggered terms for the council would be good. Then if we see they are all pro-development like it appears they are, we can get rid of some early.

Better traffic flow on 1st street. More non-high end businesses.

I'd like to see attempts to attract more local business, retail or commercial to enhance the largely residential tax base, but done carefully so that the character of the Village is preserved- it should not be done in a manner which would allow a new 'commercialized' Main Street on Zionsville Road which could force long standing Main Street business to close their doors.

More business dedicated to serve the local population-not the tourists

We would like to have an administration that is more sensitive to the quality of life the town offers, and realizes that we are on the verge of losing that forever.

Did not move here to change it. It would be nice to have train for downtown though.

empty buildings and businesses are distressing - it's too bad there isn't some incentive for

Zionsville Economic Development Strategic Plan
Survey Results as of January 16, 2012

3. What would you like to change about Zionsville? - Open-Ended Response

I would like to see more office-type businesses to support our economy. I also wouldn't mind seeing less galleries. Who buys there and how often? It is not a practical business for residents. I also would like to see our schools become top priority because they should be. That's a big reason why new money will locate here, in my opinion. That's what keeps pulling people into Carmel, despite their size. No one who's paid over \$25K/year (AT LEAST) for graduate school, with kids, wants to move to a bad school district.

a Town Council that is more responsive to their constituents desire to keep Zionsville the small town it is

Slow down vehicular traffic. Fewer empty storefronts by promoting what we have to small businesses that could thrive in the area (natural food grocery, less expensive eateries, general store)

nothing...I like it the way it is.

I would like to see less traffic through town on 334 and Zionsville Road.

Add a pedestrian/bicycle path connecting to Traders' Point. Connection to Indianapolis public transportation.

I would and have fought for over the years quality, slow growth. We have a special place here that would not be abused by developers greed. It is a prize and should be treated so!

less influence by developers and fewer low end developements like anson rentals and Eagles Nest

the village itself needs a "family" restaurant where people could go after ballgames and events in the park, the village could use an upscale grocery store (whole foods, etc) and a drug store, none of the stores in the village are open after 5...on weekends, at least, if they could stay open until 8 it would attract more people to the town and to restaurants....the town doesn't really cater to the schedules of working professionals who live there...

manage growth, transportation problems

Zionsville Economic Development Strategic Plan
Survey Results as of January 16, 2012

3. What would you like to change about Zionsville? - Open-Ended Response

The town council! But seriously, I'd like to see our leaders be more aggressive at looking for unique local and small business, instead of always looking for a big home run. Our community is going to thrive if we can expand on a vision of quality over quantity. I believe our current leadership has a severe lack of vision and looks to our neighbors (Carmel/Fishers) to "borrow" a vision. We should focus on what is good for Zionsville, instead of constantly comparing ourselves to our neighbors. This is especially apparent when it comes to development-the town leaders quest to play with "the big boys" or as one council member put it "make Zionsville a force to be reckoned with" is short sighted and not in the best interest of the long term sustainability of the community.

The building department makes it very difficult for folks to improve their property.

property taxes skyrocketed during the 2000's. they have come down as forced by the new 1% tax limit (thank God). We need to reduce expansion that costs current taxpayers money for new schools and infrastructure as well as overcrowding the roads (and there hasn't been anything done with roads other than the 106th extension.) Also, we need to develop a way to get around having to go thru downtown when commuting like linking up the 106th street extension to Hunt Club road. Upscale business, like what Carmel attracts, is the best way to develop as it won't add that much to service demand while eventually contributing to taxes reducing the current owner load. EXPANSION NEEDS TO COME WITHOUT A BURDEN TO CURRENT RESIDENTS. EXPANSION SHOULD NOT COME AT A COST TO RESIDENTS EITHER IN HIGHER TAXES OR A LOWER QUALITY OF LIFE, ESPECIALLY THROUGH INCREASED CRIME.

stop building apartments and condos. high density projects cost existing taxpayers money over load city services (schools, sewers, roads) and increase crime. Also, packs schools, lowers school performance which in turn lowers existing home values

Nothing!

Increasing traffic and growth.

Zionsville Economic Development Strategic Plan
Survey Results as of January 16, 2012

4. What kinds of land uses are best located in the study area and why would you consider those locations as the best use of land? - Open-Ended Response

Green space Affordable housing like condos/apartments that would bring more young professionals to the area.
A

If you want to use the 106th Street Corridor on the SE side of Z for commercial use, then go for it. If you want to build commercial on Pittman's farm, then go for it. But please do not load up the town with multi-family housing and put more stress on a school system that is already in significant debt and cannot get relief from a town that used to support its school system with higher property taxes than it does today. The 3-2-1% tax step down has significantly decreased tax revenues in this town and 81% of the town voted that they do not want to step up to help the difference. They'd rather increase tax revenues through more development. But before you do all of the develop, please show the town in great and critical detail how the revenues will flow back to the town in the TIF district. Please tell me the town has run some financial models by an objective 3rd party and you are not only using the models developed by the developers themselves. I want to see how the \$\$ makes it back to the general fund. I have done a a TIF for a former employer --- they benefit the land owner, developer and company, I hope we could preserve nature in this area as much as possible and put in low density development that would blend with the land. Such land, once developed, cannot be reclaimed, and it is an incredible asset not to be squandered.

industrial growth and commercial growth, but not multi family buildings

Residential and/or boutique retail. These keep the character of the Zionsville brand.

Commercial development. It seems like a natural corridor to develop and enhance the village with the least amount of disruption to the village.

Zionsville Economic Development Strategic Plan
Survey Results as of January 16, 2012

4. What kinds of land uses are best located in the study area and why would you consider those locations as the best use of land? - Open-Ended Response
dog park - Zville needs one to be competitive parks - Improved living environment small business - Improve tax base
Read answer number 3. when the local town government fancies themselves as real estate developers, bad things happen.
It seems 106th street would be a nice place for development but I am concerned growth (shopping that is) there might pull away from the current locations. I guess allowing more diverse businesses that aren't store fronts would be best in that area.
residential, because that is what exists there now; I can see some business or light industrial along the new 106th St. corridor
Well with Eagle Creek running through Zionsville, there are some areas that are flood plains. It think parks and recreations dept. has made great use of these areas. The abandoned railroad track being converted to a walking trail was also a great use of the land as well.
I would recommend developing the areas surrounding Historic Zionsville (Anson, Carmel) and leave the community as it is.
commercial and retail
none. Traffic is a nightmare already and don't need to add new business to the area.
office, retail, residential and light industrial
spacing of current residences on Z'ville Road is just fine; love that it is not straight and that it has character which many other town roads do not; would prefer that as the signature 'front door' to the town versus commercial and strip malls
nature center and Lions park area
We obviously will need to consider development. Do we really need multi family housing. It also makes no sense to me to offer TIF programs. We need development for the tax money, we will all be gone when we can finally collect it.
Professional offices (doctor, dentist, attorney, cpa, etc), unique (not chain stores) retail stores, restaurants. These type of businesses could be closer to the existing Main Street, then as you get closer to 96th Street - warehouses and other businesses that need easy access to interstate.
I don't mind retail or even some light industrial. I am very opposed to large high density apartments. As long as the land under consideration is in the 106th St. corridor and not further congesting an already overwhelmed 334 into and out of Zionsville
Business and offices for the 3% tax
An extension of Main St. south on Zville Rd. to 106th St. of retail shops and offices with similar architecture would be very suitable and lovely. Industrial and commercial East of Zville Rd. on 106th St. would be very suitable. Leave the residences as residences on Zville Rd. and Old 106th St.

Zionsville Economic Development Strategic Plan
Survey Results as of January 16, 2012

4. What kinds of land uses are best located in the study area and why would you consider those locations as the best use of land? - Open-Ended Response

Not sure if this is where this belongs but we do not need development all the way from 96th Street. One of things special about Zionsville is that you have a pleasant approach to the town. Preserving fields and residential along Zionsville Road is a good thing. I think that we should develop 106th Street first and then consider what is best for Zionsville Road--or have some brain-storming with residents about what they would like to see besides retail.

Left for nature or very strategic, professional businesses - already attempted construction of Anson area has shown not well utilized once built up.

Michigan Road is dual lane to accomodate business traffic--so research park, small industry would be a good fit.

Uncertain.

A mix of light industrial/office on 106th. Allow growth of hoosier village. mixed used--office, retail, condos, low density apartments--along west side of Zville Rd from 116th to Taylor property. Mixed use at 116th & Michigan with huge tree buffer so the "gateway" to the town isnt some faux gate, but looks like you are entering a park. All these developements should have a LOT of setback and A LOT of TREE cover to maintain the rural feel.

Preserve the natural beauty. Don't knock down the trees as if they are big weeds. The Dow property is rolling and the prettiest area in Zionsville it was suggested that it will be leveled off to put in buildings. There is wildlife that is about to loose its home and very life. Why are they not given any thought? What about a wildlife corridor?

Light industrial and small businesses south of 106th Street with access to Michigan Road. Care should be taken to avoid putting more traffic onto Zionsville Road as this is at capacity during rush hours. The intersection of Zionsville Road and 334 is particularly problematic due to the structure of the road system and more cars and foot traffic should be avoided. I would suggest the area where the Citgo station is be limited to low traffic professional offices. Putting apartments into that area would be a big mistake for the town. Expansion of Hoosier Village is right for the south end of Zionsville Road. Small shops and professional offices would be OK in the Pitman Farms area if the were well landscaped. Government subsidized housing has no place in Zionsville.

Commercial such as corporate offices and/light industrial.

I do not agree with apartments in the village. The density of apartments is not something that the infrastructure of the village can support. Lower density, higher quality condos would be more desirable and less burdensome.

Zionsville Economic Development Strategic Plan
Survey Results as of January 16, 2012

4. What kinds of land uses are best located in the study area and why would you consider those locations as the best use of land? - Open-Ended Response

careful locaiton of commercial/office/industry; residential from low density single family units to medium density single and multi-family units all with radical sensitivity to liveability/green space/walkability characteristics

across from our bentley dealership i don't want apartments-note: that we also own white barn across from citgo-this shoud be retail, office,hotel or high end condos-the only reason the developers are pushing apartments is because thats the only thing banks want to loan on right now-THAT WILL CHANGE-but for now i think that's whats going on-call peggy rohrman at old national-becase they are across from citgo-maybe they might loan on retail project

Business and light industrial. NO housing. The Town Council should be out there yelling that from the rooftops - they ran on "business development". And that is what we all agreed on.

I think that it is necessary to add some light industrial and commercial/office space.

Residential upscale homes. Residential The topography of this area makes it ideal for large

We would prefer to see single family dwellings in appropriate areas, and are not opposed to some commercial and / or light industrial development in appropriate areas. We are opposed to multi-family dwellings in the area, and any proposed or suggested re-zoning that would backhandedly result in people having to sell their homes.

Why not sell huge lots for all the mansion builder? Just kidding sort of. It would have been smart to have some of the school smore centrally located in this area now wouldn't it? Retail would be better than any high density housing. Light industrial and technology is also more desirable than high density housing.

I suppose light commercial or small business, but really would leave that up to the EDC. However I strongly feel that there are reasons against heavy residential/apartment (no real tax benefit in relation to the negative impact on schools), against big retail (no need - storefronts in the Village are empty and unless they are maxed and there is demand for additional retail there is no need to build more).

Zionsville Economic Development Strategic Plan
 Survey Results as of January 16, 2012

4. What kinds of land uses are best located in the study area and why would you consider those locations as the best use of land? - Open-Ended Response

I don't want to see additional residential. Our schools are strapped enough for resources. Affordable housing is not something I am concerned about. If you want to live here, then, that's your cost of entry, in economic terms. If you can't afford it, you have to go somewhere else. Go to Carmel. In your housing price here you inherently pay for the environment, including the schools, safe streets, parks, events, good neighbors, etc. If you want that, you need to pay the piper, in my opinion. We chose that. We could have paid less elsewhere and would have gotten more house, BUT WE DIDN'T. We didn't pay close to \$1/2 million on our house just to have it diluted by lower cost housing surrounding it. What's the point of lowering housing costs? That is not a benefit, in my opinion, for current residents/voters and property owners. Therefore, maintaining our housing value is a TOP priority. On that note, diversity, schmernicky... I am that 1% racial diversity in Zionsville, and it doesn't bother me one bit. So, I'll say it for those who afraid to say it. Don't do it for that reason alone. It's not a good one. I give

single family residential on relatively large lots, the gateway to the village needs to be preserved, leave the small business and light manufacturing on Bennet parkway and 106th St etc

I think little building should take place on the discussed area. We have empty storefronts without tenants and more half empty buildings will do nothing for anyone except the builders. Some limited light industrial or industrial/commercial mix just off of 106th St is all that would be needed. A new building at the Citgo property, too.

keep office/commercial along major roads, and everything else should be residential, single family homes. We do not need more apartments.

North of 96th street light industrial and heavy commercial. Reason Tax Income. 334 south 2/3 of the way to 96th street: Light Commercial, restaurants, shopping, strip malls NO Big Box Stores NO high density housing NO Apartments High density housing and apartments DO NOT carry their fair share of the School Tax burden. I don't want to carry their load.

Industrial parks along 106th Street and along US421.

Not apartments but individuals having complete say so in the development and develop only vacant land. Incorporate homes that have a TRUE village feel in a small pocket--no throfares or roundabouts to look like everyother place but keep the town feel as if it was developed over time

Parks, green space, small businesses and corporate centers or secondary education, not big box or warehouses or apartments with tax abatements or over burdening schools for non taxable apartments

a metropolis type mall parks a PUD

office complex, light industrial - bring in business without creating high density traffic problems

Zionsville Economic Development Strategic Plan
Survey Results as of January 16, 2012

4. What kinds of land uses are best located in the study area and why would you consider those locations as the best use of land? - Open-Ended Response

I believe low impact, office and commercial (not retail) are the best for this area. Although the planning team has not spoken with the parks department, I believe any planning should be extremely clear on the integration of green space-possibly even purchasing some of this land upfront. Once the green space is gone, there is no way to get it back. A sustainable business district needs to remain attractive over time and integrating parks before a developer comes in is the only way to ensure that happens.

No additional apartments, possibly condos or townhomes plus business.

Low density residential and carefully planned commercial properties fit very nicely in this area. This does not include retail close to the street. (I do not think areas north of 116th should be included in the study area....the properties along main st and 1st st are very unique and should receive special attention.

Hi quality business and making lower quality into higher quality. We could take a lesson from Carmel. They require new construction to be of very high quality. Case in point, the Lowes lumber company in Carmel cost \$34million. The average Lowes costs only about \$8million. We have Lowes in Zionsville; it did not cost anywhere near \$34million. Once Carmel and Fishers fill up, which isn't all that far off in the future, developers will be forced to come to Zionsville and we can write the ticket like Carmel does now.

very high end commercial and light industrial. no residential. Example: the lowes in carmel cost \$34M to build. The average lowes costs only \$8M. The zionsville Lowes is a lot closer to average than to carmel. As carmel runs out of bond, good projects wil have to come here.

Houses - let it flow - develop new road first! 106th.

I would like to see Zionsville Road retain its large lot single family homes. I would avoid apartments. Development on the east side of Zionsville should be directed traffic-wise to Michigan Road as much as possible. I do not want to see Zionsville turn into a Carmel or yuppie shopping strip

Zionsville Economic Development Strategic Plan
Survey Results as of January 16, 2012

5. What are the most positive aspects of Zionsville, and why? - Open-Ended Response

Main Street

Strong sense of community

The residents of this town have above the avg household income in this state, and they have a greater percentage of college-educated residents than most of the state. This is a town that takes education seriously and it shows in the strong reputation of our school system. This is also a community that appreciates conservation of nature. We enjoy outdoor recreation and that shows in our many parks and trails. I like that Zionsville is far enough away from Indy that we can get away from the traffic, etc... but we are a short enough drive to commute to work and enjoy the amenities of Indy WHEN we need them.

It is still small enough to have character and is not yet filled with chain stores, apartment buildings, and eateries that make one community seem just like another. It has also not yet allowed itself to go overboard with spec building.

same as questions 1 and 2

Family friendly events, parks, outstanding library - all of these are great for community building and thriving in a learned society

Small town feel, easily accesses amenities-groceries, gas stations, dry cleaners, pharmacies,

Zionsville has not been too caught up in the "bigger is better" myth. It has kept itself small, unique and desirable as a retreat from the rush of big box commerce and traffic.

The schools and the village. The schools are great and the village gives Zionsville a distinct and unique feel.

Zionsville Economic Development Strategic Plan
Survey Results as of January 16, 2012

5. What are the most positive aspects of Zionsville, and why? - Open-Ended Response
Same as #1
The sense of community.
The small town....physical - the brick road, the older buildings and the feel (everyone knows your name). I feel like so many places want to escape from (or even apologize for) the small town. I've always been a fan of being proud of what you are and finding ways to support it. Main Street is Amazing. I've always loved it.
the village area (brick street), location relative to Carmel, Indianapolis and Interstate 65 (Chicago), great schools, small town living atmosphere, numerous amenities such as parks, high household incomes
1. Community 2. Safety 3. Schools 4.Property Values
Location, Safety, Small Town feel (hard to find this day-in-age)
schools, village, people
Small town charm and that we are unique and not like all other nearby towns where there is alot of commercial developement.
Still a small town with out the expanse of malls, traffic, etc that comes with the likes of our neighbors
compactness; not (yet) overdeveloped; mix of residential and agricultural; that it does not look like Carmel or Fishers; brick Main Street; interesting mix of housing stock in village
small town feel, we have 3 children and enjoy the park and nature center
I love the people!!
Good area to raise a family and live because the community has good schools, parks, very liveable, a quaint shopping area, cute restaurants. It is a community, not just a suburb.
Low traffic, small, slow, quaint, safe, friendly, well maintained.
good schools, educated home owners
Bedroom community. We don't have neighboring communities coming to Zville to do major retail shopping, which keeps the traffic down and makes it easy for residents to get around town. Schools are also a huge plus. High residential property values due to high quality single family housing.

Zionsville Economic Development Strategic Plan
Survey Results as of January 16, 2012

5. What are the most positive aspects of Zionsville, and why? - Open-Ended Response

It has CHARACTER and isn't extremely cookie cutter and generic. Not too many strip malls/chains. Indianapolis has way too many chains and that is why Zionsville is unique. Keeping it local is better! Great FREE schools for down the road. Not too crowded so the traffic isn't bad at all and you don't have to fight crowds everywhere you go like you would in Carmel or Fishers. When we transferred here we looked at 60 homes in Geist, Carmel, Fishers, Meridian Kessler...and ended up here! We are very happy here and would like to see it maintain its charm and unique offerings that other suburbs don't necessarily have.

The people, the parks, the uniqueness of all the homes and village shops. There are many smart people in this town and we need to utilize our resources in a more creative way.

Safety, small town feel (not like overgrown Carmel and Fishers), size of high school, activities around town

excellent schools, low crime, great family neighborhoods, family oriented

Small geographic area but close to and easy access to large city.

QUALITY OF LIFE. People. Parks. Unique old farm town.

Small town feel and friendliness. Wooded land plus open areas. Beauty for beauty's sake.

The small town atmosphere, the schools, the pleasant residential neighborhoods, the proximity of shopping and medical services, the growth of the parks system, the trees and green areas, the slower pace of life.

Small town community events and feel.

Main Street, Lion's Club, Lincoln Park, the 'Village'. This is what exemplifies the 'Mayberry' feeling of Zionsville. Zionsville is a preserved area amongst the mass construction and development of the greater Indianapolis area. I moved here because I did not want the development of Carmel, Fishers.

Zionsville Economic Development Strategic Plan
Survey Results as of January 16, 2012

5. What are the most positive aspects of Zionsville, and why? - Open-Ended Response

the village footprint with its multi-use base that fits the historic integrity of an old Indiana town; the boutique feel of our businesses; walkability; trees;

the old town is what it is-don't be in a big hurry to change it-you will never get good traffic flow thru the town-put in the bypass at cooper road

It's unusual, and not urban sprawl. The people, green space. No traffic. Nice homes, great schools.
Schools, small community.

Our history and identity as a small community that has taken since the 1860's to become what it is now. Look at Carmel's Main Street Arts District and downtown, West Clay, and even Anson and Stonegate near by- they are all attempting to mimic the feel of Zionsville but that sort of thing can't be built and planned, it has to grow naturally.

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Zionsville has been a great place to raise a family and establish friendships with neighbors and be a part of the community - through service, social interaction, etc. We have served in many organizations.

Quiet and quaint especially the village- a hidden gem when compared to Fishers, Carmel and Westfield which are now major suburban blobs. We are still a TOWN and they are just suburbs (did not spell wrong but on purpose)

it's an extremely unique place - what most people picture as Norman Rockwell's ideal: quaint houses, sidewalks everywhere, kids can play in the streets and Trick or Treat at every house without worrying about being hurt. Shops and restaurants aren't chains but completely unique. It's not for everyone, but it's so rare to find a town like this so isolated from the encroachment of major metropolitan living, where everything a person *needs* (not wants, but needs) is within reasonable walking distance. And we're still a 20 minute drive from downtown! Less than that to a major mall.

Zionsville Economic Development Strategic Plan
Survey Results as of January 16, 2012

5. What are the most positive aspects of Zionsville, and why? - Open-Ended Response

Again, schools, quiet neighborhood, safety. This is a family-oriented Village, not a party town. That's what we bought into... a NEIGHBORHOOD to raise a family. Many neighborhoods across the country have been destroyed by so-called "development". Don't do it. Think of this as a neighborhood first and THEN continue.

small town, friendly people, good schools interesting shops and restaurants on Main St and environs why kill that with you current plans, PS your council members need to come clean with all their connections to real estate developers etc, very suspect

It isn't a suburban, chain store sprawl like most surrounding areas. Reminder of precommercialized excess.

lots of green space

My friends from outside of Zionsville tell me the most positive aspects of Zionsville is the charm, restaurants, architecture and it being historical.

Trails Lions Park The Village Youth Sports The School Corporation Festivals and Parades

Sophisticated small town atmosphere.

Not a fake city as Carmel, etc have tried to duplicate over the years what we have here. Attracts visitors, people wanting to live here, redoing older homes

not many apartment complexes and controlled growth

Zionsville offers small town living within reach of a large metropolitan area, it has not fallen prey to the bedroom community model which has hit Brownsburg, nor the satellite city model being followed by Carmel...it is unique, intimate and needs to protect that core

diverse, small town feel, emphasis on trails and pedestrian access to business and parks

Zionsville Economic Development Strategic Plan
Survey Results as of January 16, 2012

5. What are the most positive aspects of Zionsville, and why? - Open-Ended Response

I can only speak for my particular area-the village is a close knit neighborhood, with extremely active residents. The town's history is important and the historic appearance should be maintained. We have a unique thing in the village-business and residential-and that should be maintained and enhanced.

Schools, lower density housing, smaller size

Main st is awesome, the library is very special, and the village residential area is unique and deserving to be preserved.

The small town feel and a much smaller school system that you get with Carmel or Fishers.

schools, small town living, up until lately, not too much congestion.

Everything

Main Street with its locally owned shops and restaurants. The Village with its diversity. The ability to access I-465 in short order.

Zionsville Economic Development Strategic Plan
Survey Results as of January 16, 2012

6. What are the most negative aspects of Zionsville, and why? - Open-Ended Response

the attitude of our Town Council and how they try to do things without the feeling and thoughts of others

Resistance to change for no particularly good reason. Small group of older citizens who resist attempts at innovation. Many main street businesses are run more like hobbies: very limited hours-yet they resist influx of larger stores that better serve busy citizens

The increasing traffic is a real problem. The community seems to be in a real upheaval politically, as well. There is a real division between those who are pro-development and those who want Z to be as it has been. I agree with the planning efforts so we do not end up with cheap product across the town in a patchwork fashion. However, I also want to see a transparent process that is inclusive and considerate to those who do not want development. I would ask that the Town Council please carefully consider the transportation plan and decrease the speed on 334 and through town. As you develop Pittman farms and 106th to Zionsville Road, you are going to increase traffic and density, including truck traffic to supply stores. I beg you for the safety of pedestrians and especially the kids, please be mindful of that increased density and speed as it impacts the kids - cyclists and pedestrians on trails, sidewalks, etc...

It is already becoming crowded to the point of losing its small town character. It is already a place of traffic backups during morning and late afternoon peak periods.

Traffic.

struggling to support our schools...the main back bone of our town.

Rundown yards and houses in the village

Suburban sprawl, strip malls

Traffic between Anson and Carmel.

Residents who feel that Zionsville should be stuck in 1970, who don't support the schools, and stick their head in the sand to progress.

Zionsville Economic Development Strategic Plan
Survey Results as of January 16, 2012

6. What are the most negative aspects of Zionsville, and why? - Open-Ended Response

Lower income growth

Town council members who let themselves be influenced by Developers.

Rush in decision making and losses like the Anson project. Allowing new structures that don't support the older town feel. I love the Toy museum building. It would be nice to fix up our town hall and make the boundaries of Zionsville more obviously marked.

traffic issues in and around the village (brick street), non-transparent and minimal communication from the town governing bodies

Cost of water

Vacant buildings, possibly due to lack of support of local and small businesses

longtime residents are WAY to resistant to change. need more \$ for schools NOW

We need another outlet for traffic flow. Not add Roads from Zionsville Road to Michigan Road. That is a really dumb idea. Sorry Chirs! You need to look closer to the Anson project for development area.

tax base is supported almost totally by residential property tax base

lack of any guidelines regarding historic preservation; ugly intrusions on 1st Street - Dairy Queen, for example; toy museum building is way oversized for the downtown, and quite hokey

businesses closing early and over priced

The government. I moved here because I like it, do I really need to change. I could have moved to Carmel. I guess I should have looked at Sheridan.

Traffic during rush hour. Overall Zionsville area is somewhat thrown together, no central plan, disorganized.

I have no complaints.

promoting large apt. complexes on Main Street and Zionsville Rd. and needing 3 % businesses for the school budget

Traffic at rush hour due to the addition of so many subdivisions in the last 15 years. That's all!

Zionsville Economic Development Strategic Plan
Survey Results as of January 16, 2012

6. What are the most negative aspects of Zionsville, and why? - Open-Ended Response

Ha, each and every time I shop at Marsh they are out of certain foods. Also, we have gotten expired beer twice from both Marsh and the liquor store across the street. Not really the City of Zionsville's fault, but more the businesses. After 8 month's of living here that's really the only thing that has bothered me!

Division of folks who think that we should look like Carmel or Fishers. We need to create our own identity

No good coffee shop or sandwiches shop after Eagle Creek closes. Little shopping appealing to younger folks in 30s in the village.

none

Lack of awareness of the need to create a more elder friendly community. No local transportation availability for those who no longer drive.

Lack of vision to keep the core integrity of the town intact. -people think we are "snooty" because we love our community the way it is and want to keep its uniqueness. -People keep coming to Zionsville because they "love it", only to push to change it.

it is getting too spread out. Real estate people are self centered and trying to make big bucks at the expense of the area.

The desire of greedy developers to pillage the town by putting in excessive apartments, and housing developments with small lots. The impact of population growth on the school system. The tax increases and liability risks associated with supporting the TIF area. The increasing traffic congestion.

Traffic getting in and out of town is horrible and need to be addressed soon.

There is no historical preservation act in place to preserve the uniqueness of Zionsville's Main St and village.

Zionsville Economic Development Strategic Plan
Survey Results as of January 16, 2012

6. What are the most negative aspects of Zionsville, and why? - Open-Ended Response

too much traffic; it undermines the village feel and detracts from the destination shopping/dining that attracts so many people from outside the village; streetscapes for entry points don't stand out as architecturally significant--they are simply by-products of the usual growth patterns of suburbia; while we've maintained many wonderful qualities, we've also gained a reputation of elitism; it sometimes appears there is an old guard that doesn't really think creatively within the confines of quality of life issues we all hold as importantt

if you allow a bunch of apartments where the old gas station is the traffic in the morning and at 5 pm will be crazy-this old part of town needs a very high end-project to fill it-this way people will say wow when they drive in to town-it won't be apartments

I love it the way it is. The pro "any development is good" group is not going to help us maintain our property values in the future.

Traffic on 334 and 1st street. 1st street back of buildings ugly!

Lack of public transportation options connecting Zionsville to other northern suburbs and down town. The recent focus on trails in town is wonderful, but what if I want to bike to Carmel or commute to work on bike on the north side. There are not safe routes that connect into existing major trails in other communities and there is no significant plan for east-west transportation channels among in the region's northern suburbs. I believe that the majority of people living north of 465 spend 80% or more of their time in Zionsville, Carmel, Westfield, Fishers, Castleton, Keystone, etc. Why not make public transportation available along these corridors that allow people to leave their cars in the garage and commute for work, pleasure, or retail via public transportation.

The most negative aspect of Zionsville is what the administration is trying to ram down the throats of the citizenry. The development in the works is not cautious, thoughtful development at all. The entire approach has been reprehensible, beginning with the way the current administration go into office, and continuing with the ties to developers.

Snobby people, but not much remedy for that.

The encroachment is starting. Along Michigan Road what used to be farmland is now major developments. Zionsville Road that used to be a "breather" for me driving home from work - a stretch of road that made me feel I was leaving the hustle and bustle of my work life and entering the quiet of my small town home life - is being threatened with extinction along with the prospect of major development in areas that had previously been untouched. It's sad to see happening when there are plenty of other Zionsville areas rife with development opportunities instead (why can't the EDC look further north by the subdivisions?). It's hard to convince someone to move here when there's so much prospective development on the line.

Zionsville Economic Development Strategic Plan
Survey Results as of January 16, 2012

6. What are the most negative aspects of Zionsville, and why? - Open-Ended Response

Physically? The least attractive area of this area is 1st street. I would make that more attractive. We need a light at Oak and 1st. The Citgo site? Sure. Should go.

absence of business in the business parks, I think it is due to the economy right now, but we need to focus on those areas before we trash our open land, once it is built up, we can't easily reclaim it

Developers have deemed Zionsville a money maker and want to rape the citizens of our town.

I don't find negatives here

I think Zionsville is comfortable, growing at a slow, steady pace and is keeping up nicely with the growth.

With one party political system, political agendas are hidden from most of the voters.

I can see none!!!

Many strong current influences backing agendas for quick profits and challenging controlled positive growth. Danger of Zionsville being changed to resemble Fishers uncontrolled growth with apartment complexes, low income over built homes and big box stores and warehouses

very little diversity of income population could be more diverse parking is awful in the village stores aren't open at convenient times

transportation - 334 managment

Zionsville Economic Development Strategic Plan
Survey Results as of January 16, 2012

6. What are the most negative aspects of Zionsville, and why? - Open-Ended Response

Lack of cohesive vision for the town. Poor leadership-the town needs a mayor.

Traffic, multifamily housing in TIF's,

It's very expensive to live in Zionsville. Due to the closeness of the community some issues (school funding) can become very contentious.

Way overbuilder certain infrastructure, at great costs to current residents, including schools, fire stations, parks, while not doing a thing about roads. SR334 is still a sleepy two lane east-west road. 96th street, Zionsville road and Ford road are STILL old farm roads. Only the 106th street extension and the Michigan road widening up to 121st street are all that we have had in roads.

Till the property tax cap thing, property taxes were going through the roof as schools and other gov't (sewers, fire protection) were listening to developers an building new infrastructure thru the roof forcing current resident to pay 'dearly' for future growth.

None until tonight. People on Zionsville Road NOT on board to make decisions.

Traffic down Oak Street and through the Village area. I am alos concerned that the Town government and advisory boards are adopting an attitude that any growth is good growth.

Zionsville Economic Development Strategic Plan
Survey Results as of January 16, 2012

7. What issues would you like to be addressed in Zionsville's Economic Development Strategic Plan? - Open-Ended Response

Lets fix up andconcintrate on what we have first.

Make sure plan is integrated with traffic planning and green space planning. It appears the traffic division is understaffed-they struggle to maintain the few traffic lights we have-case in point the light at zionsville rd and 96th street which can back up traffic for miles. And that is before more economical development. :-)

I want to see exactly the public policy/fiscal policy models you've developed to show how revenues return to the general fund in a TIF district. I dont want some 50k ft high crap. I want to see a damn model put together by a CPA and/or tax attorney. You have smart folks on the Econ Dev Comm -- have them develop this and I want to see it and have it explained in a public forum.

We need something that will put tax revenues into the town coffers from beginning to end rather than a plan where revenues revert back to developers, even for a specified time. We should not sell ourselves to those who are primarily about their own economic development at the expense of Zionsville.

Traffic--especially on Zionsville Road at rush hour and on S.R. 334/Oak Street.

NO more apartments or multi family housing. I appreciate and want economic diversity...a good balance... ..I am not talking racial diversity at all

_____ The schools will suffer....The schools are the backbone of this community...take away good schools and you lower property value and businesses also suffer More apartments = over crowding of our schools and more schools needing to be built and more teachers needed (with funds we don't have) More apartments = more transient students in our schools.....which leads to..... Transient students in our schools = less one on one teacher attention due to catching up transient students... Transient students in our schools = lower attendance rates and lower standardized test scores in schools... Lower attendance rates and lower test scores in our school = lower rating of our school (number of stars and ranking in state)... Lower rating for schools= lower status for schools... Lower school status= lower property value... Lower property value= ??

Keep Zionsville unique by keeping out generic, big box stores

I don't think we need to force development. Everything we should attempt to attract-businesses, restaurants, etc should be high-end, boutique, not chain stores. Any new business should add to a fair tax base.

Land use zoning limitations to keep growth at a minimum and consistent with the character of a small community. The plan should have as its center piece the protection and enhancement of the unique Zionsville brand.

Bike paths. It's not a parks dept issue, it's an economic issue. People and businesses want to have access to trails.

Zionsville Economic Development Strategic Plan
Survey Results as of January 16, 2012

7. What issues would you like to be addressed in Zionsville's Economic Development Strategic Plan? - Open-Ended Response
business tax increase
Maintain aesthetics and natural beauty of the environs.
A growth that helps everyone in our community...make sure taxes support our schools, bring businesses that support successful communities, use of land that supports exercise but is sensitive to the environment. Nothing is worse than having new development that destroy all the trees in an area only to plant more dinky ones. Why not work within the boundaries of nature? Mulberry park would be so much more beautiful if that were done.
the traffic issues in and around the village; working closely with the Schools in maintaing the high level of academics
Protection of high paying jobs Preservation of land and natural wildlife
architecture and density
Remove all current residential from the proposed development area.
selectivly find ways to gain desireable businesses into the community to minimize traffic disruption yet generate greater town revenues
to have representation from citizens not linked directly or indirectly to the real estate/developemnt world; what will be the impact on schools, emergency services, etc.? at what point do new businesses create a problem for the town?
more business for younger couples and children that are not toddlers.
I think the process has to be more open!! I also feel that the public officials sort of "put down" the people. If you zone it they will come.
Traffic issues, how to bring more business tax revenue into Zionsville to relieve the burden on residential tax rates.
I would like to see the store fronts on Main Street populated and successful
attracting businesses along 106th street
Determining what the residents want the community to be. Do they want to keep it as a bedroom community? Or do they want to increase the offices and shopping opportunities?

Zionsville Economic Development Strategic Plan
Survey Results as of January 16, 2012

7. What issues would you like to be addressed in Zionsville's Economic Development Strategic Plan? - Open-Ended Response

I had heard that the city is against building large chains. I really would like for the city to keep this philosophy. Also, I have heard of other cities putting in low income apartments which has lowered graduation rates dramatically. I would hope that the city would keep these things in mind before putting up certain types of housing.

traffic; apartment density and affect on schools and tax rate; also would like to have discussion about why some people want Zionsville to be just like Carmel, Fishers. This is not what I want. We don't have to be just like every other Indiana town. We don't need a round-a-bout--leave those to Carmel! Find another way to work with traffic.

Tearing down and replacing abandoned spots like citgo station.

to create zoning along Michigan Road conducive to small business.

Sidewalk improvements in the "village" for safety and crosswalks with signals that allow for safe navigation of pedestrians throughout town.

Other areas of the town aren't even addressed. I think that if we are going to look at a long term plan we should be looking at commercial development up north on 421, or out near Anson. If this is truly part of the 25 year comprehensive plan, focusing only on the area currently addressed is a disservice to the residents.

Road problems and the lack of roads period must be solved.

I would have like to see a more comprehensive plan with much less focus on Zionsville Road. One of the primary reasons the town consolidated was to control the planning for the Eagle and Union townships. Then the town turns and focuses all effort on the southeast corner ignoring the rapidly developing areas along Michigan Road and 334 near Anson. The proposed plan ignores the impact on quality of life and traffic congestion that it would cause. It pretty well ignores the towns vision and would destroy much of its character, converting it into another Carmel or Fishers.

Bring commercial development that would help tax base and add good jobs.

The impact of the development on the local business owners and homeowners in the village. The infrastructure of the village cannot handle what is being proposed and what will have to done to support the proposed development, traffic, strain on utilities, etc

Zionsville Economic Development Strategic Plan
Survey Results as of January 16, 2012

7. What issues would you like to be addressed in Zionsville's Economic Development Strategic Plan? - Open-Ended Response

how to enhance the village feel in every single aspect of land use; no one/business should be allowed to do less than the optimum in terms of what a particular property is used for and how it will look; everything should add to the unique character of Zionsville not detract from it or just settle for something that "works"

1. cooper road bypass 2. don't give away too much stuff under the tiff to get business in here-business will come anyway and they will pay the taxes-i think the old town board ran business off with excessive rules and the way they talked to developers-if you try to have a permit system that is easy to understand and you make them feel wanted they will come without giving away a bunch of tax breaks-if your going to give new business a bunch of breaks what are you going to do for us old business owners?-trust me they will pay! forget about big business try to get small and medium sized companies. this way one big outfit doesn't leave the tax payers holding the bill-remember when indy gave a bunch of tax breaks to get united airlines maintenance facility-then united left anyway. When you sell an exclusive product you de-value it when you discount too much. (slow controlled growth is what you want) it will come when the economy gets a little better-just tighten your belts for a couple more

You need to look at all of Zionsville, not just a small section.

Better traffic flow, more scenic streets and walkways

Ensure that green space and wildlife are considered. There isn't enough green space left in the plan zone. One of the primary points in the town's overall vision is to enhance the Urban Forrest. This plan appears to be using nearly every acre of space in the plan zone for new development which could eventually completely strip the forrest area south of town. Ensure that there is not enough continuous commercial space that would allow for a large strip of national big box stores to pop up turning Zionsville road into the next Castleton or even the next Michigan Rd at 106th St.

more business useful to the local residents

We would like the EDC listen to the citizens!!! Please slow down and listen to what people really want. The administration has totally forgotten that it was elected to represent the people of the town, not developers who want to develop in the area of the town, not people who may want to move here in the future, etc.

Find another spot for an interstate exchange and do not destroy the village. Maintain greenspace much more than neighboring areas. Fully anticipate impact of growth on schools and public safety. Tear down Carter's moving company and put in a high speed rail to downtown

They seem to be spinning their wheels and are contradictory. The EDC states that most businesses want to move into an existing space, yet they complain that there's no money to build such spaces, yet there is

Zionsville Economic Development Strategic Plan
Survey Results as of January 16, 2012

7. What issues would you like to be addressed in Zionsville's Economic Development Strategic Plan? - Open-Ended Response

Beautification of 1st street. Maintain/protect the neighborhood. Maintain housing prices, not lower/diversify them. Again... why? Maintain/expand our green space heritage. Protect those older trees lining Zionsville Road. That's how I always know I'm finally home when I go somewhere far away. I take a deep breath and enjoy the foliage.

any plan should have residents of the affected area (village) represented in any plan the fact this has gone as far as it has, is unconscionable, your credibility is being called into question

Not what should go in the area around the Village... but if and how much of the land should be slated for development!!!!

Keeping large scale projects out- both commercial "big box" stores and overly large residential projects too.

How do you manage to keep the Zionsville charm, uniqueness and slow growth?

With all the apartments and high density housing being built at the west end of Zionsville I feel very strongly that we don't need or want any more in the michigan road, 334, 96th street, Zionsville Road Zone. I would like to see the "brick street" theme carried in new shopping areas I would like to see more parking added for the village.

Economic development, that is, how each aspect of the plan will affect tax collections, utility costs, etc. How to avoid the appearance of suburbia.

To keep it simple, allow the people on Zionsville road to be in the process and the Village. This will effect property values in the Village and the commercial charm of the old Town

how apartmet complexes and new builder communities will benefit anyone except the comercial developers

all of the above

transportation - 334 management

Zionsville Economic Development Strategic Plan
Survey Results as of January 16, 2012

7. What issues would you like to be addressed in Zionsville's Economic Development Strategic Plan? - Open-Ended Response

Green space. Commercial development-not high density residential.

Traffic on Zionsville Rd, 334 and Michigan Rd

More focus on preservation, and less on growth. more green space along roadways. Limiting traffic "through" the village area by not making it too convenient/fast.

While developers love to build apartments and those crummy three level condo which are guaranteed money losers to the first buyers. We need to avoid high density projects. There's nothing in high density development for current residents---only higher taxes, more conjection, and higher crime and lower property values for current homes. Nothing in it for us current residents. Oh, on those condos, the price deteriorates, that eventually forces owners to go toward renting them out when they can't sell or end up in foreclosure which then causes another downward price spiral. Not good. Avoid approving these projects. Only good for the developers.

1. Cost of developme to current residents 2. Road congestion 3. ZEDCP development should at least reduce overall tax burden to current residents a little. 4 control population growth while stimulating high quality business.

I think the people most impacted by the plan should have been a part of the process from the beginning rather than being presented with a plan in which they played no part. This is going to generate a great deal of animosity and distrust.

Zionsville Economic Development Strategic Plan
Survey Results as of January 16, 2012

8. What businesses (or business types) would you like to see move to Zionsville? Why? - Open-Ended Response
Grocery stores, Ladies clothing, better dining
A few more restaurants. More health care or technology related businesses. A nice gift store.
Retail, restaurants. I dont want 24/7 community. I want a bedroom community to Indy. So, I am not in favor of a lot of daytime traffic through the town. If you want a life sciences company to move to Z, and you're using that as a mechanism to get folks excited, let me share with you some probabilities on how life sciences companies actually work. It costs about \$1.1B and 14 years, on average, to get a molecular compound to bedside. There are not alot of investors sitting around ready to put that type of capital to work. Major pharma is buying phase 3 approved companies today with 3-5 year windows, not early start up biotechs. So, if you're chasing that dream, you better do some homework on the odds of those companies from 2002-2012.
Local businesses and business owners are important to Zionsville. I would like to AVOID all types of big box stores and limit chain and fast food businesses.
?
locally run retail (similar to Lesley Jane or Ballerinas and Bruisers), an ice cream shop, bakery, a village grocery store
Professional-law, accounting, biotech, technology R and D, information industries,
Arts and crafts, unique boutiques. Zionsville could work to recruit more unique retailers. Unique artistic goods will attract regional tourists and support restaurants and other local small community businesses. For those who want a bigger community, this is a big yawn. It is out of the flow of how communities are "developed." But Zionsville has a unique brand. That brand could easily be lost by bringing the wrong businesses in.
Biotech - take advantage of being halfway between downtown and Lafayette. Unique restaurants - not chains. Movie theater.

Zionsville Economic Development Strategic Plan
Survey Results as of January 16, 2012

8. What businesses (or business types) would you like to see move to Zionsville? Why? - Open-Ended Response
Gift shops Dog Park
Whichever ones fulfil a need and provide tax base. It is none of the towns business as long as they are lawful and meet ordinances.
I am not sure. I'd hope a community plan from someplace else would be used as a guideline...I'm thinking some formula probably exists. Fishers would be an example of what NOT to do. Personally, I love Peach Tree City in Georgia. They made the choice to incorporate paths for golf carts and exercise. The high school kids all drive golf carts to school and they have rows of outlets where they are all parked. It is really an amazing picture to see them all parked. Mom's drive to the grocery!
small life science companies, entrepreneurial businesses, family focused restaurants
Small businesses Less big box stores Higher paying jobs
independent home decor store,
more family oriented restaurants and recreational options
ok with what we currently have. What we don't have we can easily drive to.
clean light industrial, office, professional with supportive retail to these businesses
a small supermarket in the village; a better-located post-office; a pharmacy downtown like we used to have; a few specialty food stores, stationery/card shop, etc.
moderate priced clothing stores that gear toward professionals in their 30-50's
At this point none. Next in line would be any not requiring TIF.
A little market for locally grown foods. Better quality women's clothing store and gift stores. Hip restaurants/bars, as well as quality retail stores. Overall I feel we need to move away from the "old fashion/victorian" image to a hipper image that embraces the past.
A small village can only support so much. A Fresh market type of grocery on the 106th Street area would be nice.
offices
Really, just restaurants! Michigan Rd. and Clay Terrace are so close and they have pretty much all of the shopping most people need. We are close enough to Downtown Indy to have plenty of job opportunities.

Zionsville Economic Development Strategic Plan
Survey Results as of January 16, 2012

8. What businesses (or business types) would you like to see move to Zionsville? Why? - Open-Ended Response

As I stated earlier, more places that appeal to the late 20's and 30's crowd.

Downtown meat market/deli; smaller businesses that help keep the village feel.

Whole foods, Workout areas, especially expanded ymca, breakfast brunch restaurants (ex. patachou), boutiques like in broad ripple with clothing and home decor that appeals to late 20s, 30s. We need to attract Businesses with highly professional workforce like DowAgro; examples include energy sector, technology, medical, and education. Do not want to just extend sprawling office parks like down zionsville rd near pike area

small start up companies, research businesses, tech corp, --this type of business takes little from the town, but pays well and are good community partners.

Fabric store.

Commercially, I don't think it matters what the businesses are as much as that they are good neighbors and understand what living in Zionsville is all about. As far as the retail, we need to get more small businesses, and small local chains. Even the current marketing plan, which the town paid for, talks about "escape the mall, shop & dine in zville". THAT is the baseline to build from.

Professional and speciality businesses.

Small businesses, professional offices, light and clean industrial, mostly along and with access to Michigan Road. Similarly near Anson area.

Corporate offices. They would benefit from our housing base, low cost of living and location between Indy and Lafayette/Chicago. This use would also be a good mix of a commercial use and lower impact on the community.

I would like to see more support for the present businesses before adding more.

Zionsville Economic Development Strategic Plan
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8. What businesses (or business types) would you like to see move to Zionsville? Why? - Open-Ended Response

near downtown grocery of a size and scope and style that fits and adds to the existing village; shops/restaurants/businesses that use relatively small footprints; while understanding the need for expansion of economic base that would bring in more revenue while holding taxes down, we must not give away scale/beauty in the process related to any additional business/development

anybody that sell high end products or services-we need the business tax base

Corporate headquarters. More unusual businesses like the Creamery.
shops with more affordable merchandise.

Locally owned business- no chains. Art and antiques are nice and draw people here, but it would also be nice to see more local retail and other independent shops added to diversify the people visiting Zionsville. Why not make a pitch to have Zionsville be a locally owned mecca and fill the area with local shops that are being forced to close in more mass commercial areas because they can't compete with a big box store near by. Keep Zionsville Local and those that want to support local can do it all in one place.

retail stores such as target, wallmart etc,

We think that Zionsville could designate appropriate business parks and make a serious attempt to attract a cluster of businesses in an industry already represented in the area - such as agricultural research (e.g., Dow AgroSciences). check out Princeton, NY as an example. the town is charming, and just east and west are HQed some of America's best companies, but you would never know it driving through the town.

Would love to see high tech companies move here as their employees could actually afford to live here and they would be more invested in the community.

candy shop (penny store), a soda shoppe that's open past 4pm, book store, maybe 2-3 more family friendly restaurants (like Patricks, Greeks or Boondogglers) but with a strong limitation on chains. The uniqueness of shops in town is why people come here. In regards to commercial business, something that wouldn't negatively impact the land use, water or air but would allow a small number of people to work there. A marketing or medical R&D facility seems like a neutral option - plus that increases visitors to Zionsville.

Zionsville Economic Development Strategic Plan
Survey Results as of January 16, 2012

8. What businesses (or business types) would you like to see move to Zionsville? Why? - Open-Ended Response

I would like to see more retail so that I can just walk to about everything I need. A supermarket with underground parking would be great, with a pharmacy, even better. An outpost of the post office would be nice. A real ice cream shop. Offices of a biotech company or a high tech company where maybe I can work at later using my overpaid for graduate degree. However, I don't want to see a strip mall next to the Village though. One Boone Village is bad enough. It is not an attractive real estate, in my opinion, not even halfway. All in all, more things that would continue to make Zionsville charming and make living in this neighborhood even more valuable, not less, while keeping our streets safe for our children, which in the end is the ONLY priority and why all the other priorities exist.

things that pull in tourist and visitors, Zionsville needs to play up is individuality instead of trying to be like Fishers and Carmel, we need to be a destination for uniqueness

Natural grocery, general store supplies (socks, underwear, envelopes, printer paper, school supplies)... something between a CVS and a Target. A good midpriced clothing store for men, women, and children.

I don't care if we get more businesses in town; light office would be nice but nothing "too big"

I would prefer no 'big box' businesses move to Zionsville. It's unique and loved because so far, we have managed it to keep it's charm, have kept commercialism out and have promoted small business.

See #4

Electric vehicle component manufacture, windpower component manufacture, solar power component manufacture. Medical device manufacturing.

Let it happen at its own pace with a very informal growth that FITS !!!!

corporate head quarters, White collar businesses, colleges and secondary educational schools etc. Equestrian or sports related corporations and groups

upscale grocery village drug store more diverse restaurants small business no "box" stores - target, lowes, home depot are enough and close by

more small retail business, maybe more diverse artist (sculpture, pottery)

Zionsville Economic Development Strategic Plan
Survey Results as of January 16, 2012

8. What businesses (or business types) would you like to see move to Zionsville? Why? - Open-Ended Response

Small local businesses. In the commercial arena like engineering firms, medical related businesses, life science, law firms, etc. On the retail front-small local, unique businesses-not big chains that create a strain on our infrastructure and send the money out of Zionsville.

Any that add to tax base and not only placed into TIF that doesn't pay into the general funds of Zionsville

Some very carefully planned commercial/office buildings could add to the tax base and provide local employment.....but must fit into the context of the village, and provide a buffer from the type growth on Michigan Road.

high end commercial - tech, medical, legal, management, consulting

Develop slowly

I'm fine with what we have.

Zionsville Economic Development Strategic Plan
Survey Results as of January 16, 2012

9. What special qualities or assets does Zionsville have that make it a good place to live and do business? -
Open-Ended Response

the small town feeling

Education, Arts, community enthusiasm

Schools, public library, parks, trails, decent to good housing product, safety of citizens, village charm and boutiques, quiet streets, small-town living, good commute distance to Indy, can get to Indy for shopping/work without living in that density and traffic and subsequent crime.

We know our neighbors and our business owners. We still interact with them on a neighborly basis.

?

Good housing, schools, small town feel with sophisticated community

It is a small community that has limited growth, has a unique village and is away from the high density of most suburbs.

Schools and village and neighborhoods with character

Zionsville Economic Development Strategic Plan
Survey Results as of January 16, 2012

9. What special qualities or assets does Zionsville have that make it a good place to live and do business? - Open-Ended Response
Same as #1
Small town atmosphere.
I love the tree lined streets, the curvy roads, the lots of open air spaces. I love the rural nature of Zionsville...when I pass the farms with horses, cows, sheep I feel a huge sense of peace that overcomes me. I also love the small family based businesses. Those are my favorite to frequent because the service is great and we all know each other.
great location - access to 65 for Chicago, access to Carmel and Indianapolis; caring, knowledgeable community; great schools; high household income (wealth)
The quaint feel The family oriented events
its a one-of-a-kind community because to date it hasn't been over developed
village, schools, people, distance to amenities
Family friendly area, nice homes, nice downtown area and great schools
still small enough to feel like a unique town--not just an expanse of homes, malls, offices space that is void of character and charm
this question is redundant; see answers above
it is safe, centrally located and great teachers at the schools.
It is a great place to live, raise a family, go to church, play soccer. My guess is that residents are loyal to residents of the town.
Unique, quaint area, with great walk-ability. Good park/trail system. Brick street.
Familiarity between residents and merchants, multi generational residents, great fire and police departments, great schools
small town atmosphere, good schools, next to a city with cultural opportunities
Good place to live = small, quaint, charming, easy to get around, nice restaurants, gorgeous Main St., Rail Trail, low crime, high residential property values. Good place to do business = close access to Downtown, upper middle class residents.

Zionsville Economic Development Strategic Plan
Survey Results as of January 16, 2012

9. What special qualities or assets does Zionsville have that make it a good place to live and do business? -
Open-Ended Response

Excellent schools and friendly people.

Small town authentic feel, activities and festivals, very safe, great trails and walking. Historical feel - not engineered like Carmel.

not far from airport or interstate. near the big city--but has retained villagw feeling.

As above. Quaint, small town.

Zionsville is unique. It may not be the right place for everyone to live and do business. People come here every day and walk down the street and say "oh my gosh, i love this cute little town." We need to do some preservation of this, and build from it, not just build around it. The qualites and assets that we have may be about what we DONT have! I have never heard anyone say, "if we only had a mall". People move here, at least to the village, to escape the hustle and haste of the other donut communities. Zionsville is the town where people come to live to get away, not so we can be around more of the same. Can we be the one community in suburban Indy to not surrender to more sprawl and strip mall hell?

The people are bright and caring.

The quality of life and good schools make it a great place to live. Low crime rate. Good town services. We welcome businesses that maintain their property and contribute to the community.

Surrounded by thoroughfares (acces to them is a problem), scenic terrain and educated workforce.

Zionsville has been able to effectively manage growth and preserve the 'small town' feeling. Zionsville has also maintained the wooded areas and parks.

Zionsville Economic Development Strategic Plan
Survey Results as of January 16, 2012

9. What special qualities or assets does Zionsville have that make it a good place to live and do business? -
Open-Ended Response

the old village; low traffic streets in the old village with pedestrian friendly downtown; current businesses in the village and in its near neighbors (Ford Rd, etc.); mixed use that is historic not just faux historic; people; recreation;

strong property values-you always want to have more demand than supply when it comes to zionsville-don't grown too fast

The people are highly educated and intelligent. Cater to that.
Schools, parks, pathways

repeating answers from previous questions but the main thing is the community aspect.

It depends on the type of business

We ahve already addressed that.

Lots of folks with money to burn and also creative ideas for maintaining the village

Amazing parks, fantastic schools, a ridiculously involved community. I've never before lived in a place where people cared so much. In the summer it's possible to spend an entire day out and about running errands and having family time without once getting into a car. There aren't many places on Earth like it.

Zionsville Economic Development Strategic Plan
Survey Results as of January 16, 2012

9. What special qualities or assets does Zionsville have that make it a good place to live and do business? -
Open-Ended Response

A place for a solid investment encompassing good schools, safe environment, family-friendly, engaged community, quiet, charming, beautiful homes, overall, a great place for kids, a good neighborhood.

the cachet of the Main Street, there are a lot of well to do residents, who are here for the uniqueness, I feel if it becomes too much like other towns they will take their money etc and leave

Small businesses usually mean better quality and more novel products.

small town feel and concern for each other

Same answer as #1

It's not like the towns in Hamilton County. Good schools. Tight social networking.

Special Qualities are going to be lost if people have to move not because they want to but because they have to . I owned a building on Main Street and had a Real Estate office in it ---sold the building now it is a wonderful book store. I am active in Real Estate in another wonderful location in the heart of the village. The charm is what sells Zionsville and it will be lost quickly if not done with patience and care slowly and thoughtfully

unique, upscale, small, white collar, small schools, controlled growth but good highway access. oldfashioned and quaint countryside

People move to Zionsville because they want to live specifically in that town...they share common goals in protecting the town and the environment...they are open and friendly and, above all, active in the community....it's Zionsville's population that makes it a good place to do business and to live

Zionsville Economic Development Strategic Plan
Survey Results as of January 16, 2012

9. What special qualities or assets does Zionsville have that make it a good place to live and do business? -
Open-Ended Response

High quality of life, attractive environment, high income customer base, close to urban area.

Educated, upper income and supportive residents

Sense of being something very unique and special.

superiorly located compared to any place in Hamilton county, with vey convenient access to I65/I465 with quick access to downtown Indy, the airport or most anyplace in Indy or out the other way to Chicago.

good schools, small town feel, less congestion than other communitis, close proximity to indy, easy access to downtown, indy airport, etc.

small town

Unique small town atmosphere. Main Street and the Village are the "brand" for Zionsville. They need to be preserved.

Zionsville Economic Development Strategic Plan
Survey Results as of January 16, 2012

10. What opportunities for successful economic development do you see for Zionsville in the next 5-10 years? - Open-Ended Response

If we dont fix the things that are causing us problems now it wont get any better

I only want to see commercial retail and restaurants that will benefit current residents and attract Carmel and Indy residents to come over to eat/shop and leave. Other than that, I dont want more econ dev in this town. I want it to be a bedroom community.

annex Dow :) Find some similar company that creates beautiful architecture and landscape design and creates tax revenues for the town.

?

When you say successful economic development I hear a euphemism for high density and commerce. If Zionsville remains unique and holds its brand, there is no reason this brand should lose its value in the next years. Fear talk about competition with other towns is only valid if we lose our brand. Once we do that, we are on the same footing as any other town only worse. We can't compete with Carmel on their terms. Nor should we try. Maintain our small town low density upscale village brand and we will be successful.

Anson and Michigan St corridor.

Zionsville Economic Development Strategic Plan
Survey Results as of January 16, 2012

10. What opportunities for successful economic development do you see for Zionsville in the next 5-10 years? - Open-Ended Response

continue bike paths / sidewalks keep downtown shops open on weekends

That is none of my business or the Towns.

Continuing the success of our current small businesses with our full support. Also, continuing the success of future small business owners by giving our own community members the opportunity to develop new businesses and supporting them.

the development of the new 106th St. corridor with thriving businesses or attractions (golf course/country club?); the area out by Anson and Interstate 65; the area spreading down Michigan road between 116th and 106th

One thing I think could be a great use of Lions Park would be to try and go after hosting a Little League State Championship at Lions Park.

clearly distiguish the original village while developing other dense retail areas

Any potential development should avoid the Zionsville Road area. we like homes lining the streets as you enter the downtown area. If any building is done, need to review other areas for development. Again, I am not in favor of any development.

they are great if we do a good job and plan for the future rather than take what comes our way withoug discretion in what we approve

along 106th Street; a good bed and breakfast place in town

I would hope that before trying to develop additional land there would be more visible success in developing the Anson area.

I really think what we should do is find maybe 10 model towns across the USA. Then decide on a model we like and copy!! I am not a big believer in consultants, after all the kelly school of business told us we need all these schools.

Growth potential.

looking for business development for the 3 % tax

Based on the current economic status of most of the residents, I believe nice family restaurants would survive if managed properly. Also, kid-friendly venues such as a Gymboree or a smaller version of a Monkey Joes. This is certainly a family community, and suitable (small) family entertainment places I believe could thrive here.

Zionsville Economic Development Strategic Plan
Survey Results as of January 16, 2012

10. What opportunities for successful economic development do you see for Zionsville in the next 5-10 years? - Open-Ended Response

Technology based companies

Attracting young professionals that have started families wanting the downtown feel with great schools and activities. Replicate more individualized shopping feel like on Mass ave and in Broad Ripple and NOT another Carmel or Fishers.

This will depend on the greater economy at large.

To really seek out companies who believe in the quality of life that zionsville offers, and quit swinging for the fences with every pitch. People come here for unique and small town, lets find more companies who like that. Where do you want to eat and shop? We have the real, original storefronts, we dont need to build a faux town to have great shopping.

I think Zionsville pretty well sells itself and we can be selective about how we grow. We do not have any needs to grow rapidly.

Attract corporate offices or headquarters.

No comment

Zionsville Economic Development Strategic Plan
Survey Results as of January 16, 2012

10. What opportunities for successful economic development do you see for Zionsville in the next 5-10 years? - Open-Ended Response

we can grow and do so with high standards in ways that are truly unique and nationally recognized for both width and breath of economic vitality and scale of size/quality of life

try to get small and medium sized companies-forget the big boys-when one big company leaves a town the whole town dies!

Don't be afraid to wait on the right thing. The Dow property is a plus - a headquarters could go here. Use all the well connected people that live in Zville to help.

Capitalize on location near interstate with smart development and expansion of more affordable housing and supporting local commercial and retail to have slow growth to expand tax base. Maybe one of these days we'll have enough tax base to properly support our schools (including our vacant new school)

There are plenty of opportunities but they are being approached in the wrong way.

If people can work together then Zionsville could become more of an entertainment-touristic town

The current Citgo property is a prime location, but it's also a major challenge. What the EDC decides to do with it could either damage their reputation (and change how people vote next year) or salvage the group. In my book that's the biggest opportunity for a success if the right developer and architect (big emphasis on architect) is chosen.

Zionsville Economic Development Strategic Plan
Survey Results as of January 16, 2012

10. What opportunities for successful economic development do you see for Zionsville in the next 5-10 years? - Open-Ended Response

Indiana could be a hot bed of engineering miracles, if it chooses to be. Zionsville should be top spot for location of those companies because of its assets. You should make that known at Purdue and IU.

small business and light manufacturing. The general economy will be a determining factor

I see the Village area as being in an easily accessible spot for boutique shopping if someone would spend the time on getting tenants in our current open spaces rather than planning hundreds of empty spaces. I see Anson area as being the chain store commercial area because of the interest, or lack of, in the area. It would draw people from Lebanon and Brownsburg who would drive to the location as well as the Zville and Whitestown people that want chain store shopping.

light office and residentila

Slow growth and only growing as fast as it's residents want it to grow.

Organized, Planned and Zoned Development.

Local entrepreneurs working with local banks/investment bankers to set up niche manufacturing operations (such as Dart Controls) in the areas of components for electric vehicles and nonpolluting power generation.

Slow growth with out losing its main attraction which is the old town and the Main Street--do not want an old town and then a brand new town that does not inhance the old town to deflate the value.

new elections without developer backing corporate headquarters like DOW or biotech ot IT

the area south of town is a unique open space and opportunity for expansion and increase in tax base....it also is a unique challenge in that it needs to be developed consistent with the character of the town...the town should solicit small business, "clean industry" and companies committed to "green" operations

continue to market it as is to office complex and light industrial

Zionsville Economic Development Strategic Plan
Survey Results as of January 16, 2012

10. What opportunities for successful economic development do you see for Zionsville in the next 5-10 years? - Open-Ended Response

Stop swinging for the fences and look for local start-ups and local businesses looking to expand. Our EDC appears to only take the leads it gets from the state-why aren't they knocking on the doors of successful local/regional businesses that are looking to expand?

Preservation mostly. Some very carefully planned growth.

SLOW - we have faught this for years! we will continue to fight.

I think we should concentrate on the Dow property and the land to the east as well as the Anson area.

Zionsville Economic Development Strategic Plan
Survey Results as of January 16, 2012

11. What are the biggest threats to successful economic development in Zionsville over the next 5-10 years?

Open-Ended Response

That we tjurn in to apartment city

stagnation and decision paralysis

The Town Council will have to show the public what the revenues will be for changing the character of the town. Show me how the TIF works particularly if you plan to return that bond revenue back to the building owner, developer, and maybe the company itself - but not necessarily so if the owner of the bonds does not pass that benefit along to the tenants, as I've seen happen in other TIF projects.

Developers who see an opportunity here and sell their personal vision to us as the thing that will make Zionsville a better place.

see question 7.

Business that threaten the uniqueness of the town

Enriching developers at the expense of the village feel. I fear that developers are driving this process through the city council, with at least a hint of corruption.

The mindset that big is better. Once we cross into that territory, we loose our brand. Yes, a lot of land owners will make money. Developers and their consulting industry will be happy. There will be growth. But the brand Zionsville will no longer mean anything. Once the unique brand disapears, we are in direct competition with all other surrounding communities. Our cobblestones will not longer mean anything different from the ones found in other communities.

Not having a plan. Traffic flow to the village is god awful. Parking and the First Street jog make it a place that you want to avoid on many occassions.

Zionsville Economic Development Strategic Plan
Survey Results as of January 16, 2012

11. What are the biggest threats to successful economic development in Zionsville over the next 5-10 years? - Open-Ended Response
poor advertisement and opportunities to make Zville a tourist destination
Town Council Members who are bored with their dull lives, so they fancy themselves as important developers and think they are smarter than the local populace.
Pushing too hard and too fast. Also, allowing too many big chains or big businesses where the owners and operators aren't part of our community.
the suburban sprawl that has already occurred in neighboring communities such as Westfield, Fishers, and Carmel - the feeling of a need that our local government has to keep up with or be like these communities, rather than maintaining our current character and small town living
The Big Businesses. There are so many great shops in Zionsville that have a hard time competing with Businesses.
Building structures and developments that the community isn't looking for. Which would result in people moving out
some residents resistance to change
Only threat are people who sit on town boards that have special interest in development. That is those that have an obvious conflict of interest.
becoming Carmel, Westfield or Fishers
the economy continuing to stagnate; over-zealous developers given leniency and favors by the town; be selective!!!
businesses that continue to close early, or not open at all with continued strategy of focusing on older people.
Hiring the wrong people/consultants. Electing the wrong people, and not finding a model to follow. Do we want to be Greenwich, Vail, Clayton, Buckhead lets make that choice first.
People who think that Zionsville will never change and people who believe we can stop Zionsville from growing.
Fishers and Carmel can probably offer more incentives for economic development
The residents don't necessarily want new businesses here. The traffic would increase creating the need for widened roads, new lanes, and roundabouts, all of which would totally change the feel of Zionsville. The schools may become overcrowded.

Zionsville Economic Development Strategic Plan
Survey Results as of January 16, 2012

11. What are the biggest threats to successful economic development in Zionsville over the next 5-10 years?
Open-Ended Response

Higher tax rates that keep small businesses from staying here. Bringing in apartments and housing developments too fast. Not using what we have before we expand.

Do not want to become another Carmel or Fishers-will lose it's desirable differentiation from other suburbs. Threat would also be becoming too sleepy in the village-need good bar with fun atmosphere, stays open to 1am, and eagle creek needs to stay open til 8 pm or another coffee shop needs to open with better hours. Lower income housing may compromise the safety and security with very low crime we've enjoyed. Low income housing will not relieve property tax burden, but good industry can.

Slow improvement of the recession.

That we will develop all of our greenspace, put large primary arterials through our communities and beautiful greenspaces on the basis of the short term benefits that will be promised by developers and we will end up with empty buildings and empty storefronts and empty parking lots as the developers move along to chew up the next community. In the meantime a bunch of people will have made a bunch of money at the cost of the citizens' quality of life.

Chaotic growth. Negative impacts to our schools. Traffic paralysis due to poor planning and high population densities in apartments.

Traffic and citizens opposition to any type of development.

No comment

Zionsville Economic Development Strategic Plan
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11. What are the biggest threats to successful economic development in Zionsville over the next 5-10 years? -
 Open-Ended Response

anything that takes away from or minimizes pedestrian friendly, natural beauty assets; box stores and big parking lots should be anathema

growing too fast-the town trying to build put in a bunch of infrastructure and borrowing money or raising taxes to do it. why not go slow and do a little infrastructure at a time-concentrate on the dow property-citgo and zionsville road only to the graveyard-DOUBLE CHECK-each project to see how much tax money we will get-we don't need anymore empty schools or fire stations

Down economy will bring us lots of apartments. Case in point - new apartments on Michigan. Boone EDC thinks anything is good.

Economy

Growth that is random, rapid, and which does not keep with the current feel of the community. Well thought growth that keeps and enhances the local feel of the community is critical.

The threat is the way the entire thing is being approached. Instead of attracting a company such as Novo Nordisk, our town will be full of warehouses - at best! and it would be no surprise if business were attracted that failed, and the town would be left guaranteeing the bonds, and may actually end up defaulting - which had happened elsewhere.

Decay and degradation of the lovely village area. Lack of a second exit to get into town

Probably the town council procedures overall. Look at what Broad Ripple has done over the past several years with their Envision process: the BRVA now has direction for development based on a great deal of input from every stakeholder who has wanted to participate. And no one can argue with the end result, as the meetings have been extremely well publicized and the resulting direction is based on a compromised consensus rather than a dictatorship. If you're not familiar with what they've been doing I encourage someone on the town council to look into this. I've mentioned it to two members but I think it's fallen on deaf ears. Envision is a process that could really help bridge the gap between government and the public.

Zionsville Economic Development Strategic Plan
Survey Results as of January 16, 2012

11. What are the biggest threats to successful economic development in Zionsville over the next 5-10 years? - Open-Ended Response

In my opinion, the biggest threat to success is inadvertently destroying the assets of the Village neighborhood which is what makes it so attractive today to outsiders. Once you destroy that, it's all down hill from there.

Sameness, we need to separate from the pack, not follow it, how many J Banks can one area support? The places we all go and visit and seek to live in are special, we need more creativity, than has been displayed by the committee so far

Small businesses being put out of business because of the chain store development then the affluent will stop moving in or will move away due to loss of "Zionsville" and what makes it special. Carmel is cheaper to live in and the proposed development is just another Carmel idea.

addition of projects which over-reach

The biggest threats to Zionsville is it growing too fast and the new building looking plastic and fake like Carmel Clay.

The Lack of a Development Plan!

An overwhelming compulsion by local developers to do in Zionsville, what was done in Hamilton County 20 years ago. Nothing worse than being 20 years behind the competition.

Greed bigger is not always better--put things on new road 106th first.

non controlled growth. apartment complexes and unchecked developers. the wrong businesses

Not getting hold of it before it begins...look at Brownsburg

losing identity, bringing heavy commercial and high density housing that is the reason people leave Carmel and Fishers. School funding is important but should also involve better management of school budgets.

Zionsville Economic Development Strategic Plan
Survey Results as of January 16, 2012

11. What are the biggest threats to successful economic development in Zionsville over the next 5-10 years? -
Open-Ended Response

Developers telling us what we want-instead of the citizens demanding that our elected leaders bring us what we want. The current laissez-faire attitude that seems to be present now is counterproductive.

Rush to expand, build it and they will come mentality, trying to make Zionsville the next Carmel

Too much growth, of the wrong type, could destroy the Zionsville we know and love.

Over expansion worries me the most; that is to say building things that aren't needed for years whether it's infrastructure like empty schools or empty buildings. Take for example the strip office center at 96th and Zionsville road. That building on the SW corner has been mostly empty for years. Downtown Zionsville business is starting to deteriorate, probably from the Anson and Michigan road corridor growth. We could end up developing the area, but have minimal interest for years, especially if the economy remains stagnant for years.

overdevelopment of residential especially for high density lower value property like apartments and condos.
inadequate road infrastructure, increasing taxes to support growth.

You are.

Multi-family housing - an attitude that growth = progress - a desire to make us look like Carmel

Zionsville Economic Development Strategic Plan
Survey Results as of January 16, 2012

12. What type of job opportunities/businesses do you feel are most needed in Zionsville, and why? - Open-Ended Response

A good town planner and Street dept head.

The type that brings more young professionals and families to the area-technology will be key

Again, I want retail. I dont want alot of businesses in Z. I would rather it remain a quiet, bedroom community that supports its school system.

?

I don't think Zionsville should feel like it has the responsibility to provide jobs. We should provide education to our youth, maintain a lovely town, and let entrepreneurs develop jobs. The town should not feel that job development is its job.

This question represents a misunderstanding of the Zionsville brand. While the community does provide jobs, our value does not come from creating economic growth via jobs. We want the businesses that help create the brand to be successfull and for those employed to make a good living. Other job opportunities are available at easy access in the surrounding metro area. This question seems to me, reveals a fundamental flaw in thinking. And from that flaw flows an inevitable destruction of the Zionsville brand.

Teaching positions. Small business. Upscale restaurant Movie theater

Zionsville Economic Development Strategic Plan
Survey Results as of January 16, 2012

12. What type of job opportunities/businesses do you feel are most needed in Zionsville, and why? - Open-Ended Response

Gift shops
That is none of my business or yours.
I am not sure...maybe a bike shop, a old fashion grocery store with the wooden floors. I'd have to look at other towns for more guidance. It would be nice to work on marketing the small town feel and that small town doesn't mean ignorance, lack of education, or poor culture. It means a community that made the choice to embrace the future while maintaining a comforting and beautiful setting.
I don't think anything is "needed". I could see some life science jobs, consulting firms (IT, finance,...)
Shops for kids. Granted there a lot of really great stores for kids. But maybe more candy stores. Something like Nashville, IN. Where the make the Taffy in front of you.
retail/restaurants which would bring in more money from non-zionsville residents
ok, with what we have.
professional, highly skilled ones
more practical shops, etc. in the village; we cannot live on art galleries alone; B&B downtown
more office professionals.
I am really satisfied. I think having 24 hour anything in town is stupid. If I had wanted to live next to Lowes or Walmart or the night clubs, or Abercrombie etc..... I would have bought next to them.
Professional jobs. Make Zionsville an area where you can live and work.
Most peoploe are not drawn to Zionsville because of huge availablity of jobs--it is a quaint picture post card place to live with small novelty shops and galleries.
retail along Main street and offices along 106th st.
Niche restaurants and indoor kid entertainment. All else is within 10 to 15 minutes driving distance.

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Downtown meat market/deli; smaller businesses that help keep the village feel.

Beer garden, other local young clothing shops examples: apricot lane, Frankey's, marigold, grace boutique, surroundings, empty vase, bungalow, honeysuckle home, barbaras new beginnings, houseworks, anthropologie. Coffee shops that stay open later, sandwich place.

Things that are unique and local, and that people in Zionsville really want, not just what the next developer thinks we want or that is easiest for them to bring in. Good things may be-- A Georgetown Market or other local type organic grocer. A good restaurant that is family friendly. Unique independent women's apparel for the 30-40 something moms.

Zionsville is on the doorstep of a major city who already provides jobs and business opportunities. Why do we need to duplicate? I love this little village and feel if one wants the big city then they are the who need to move closer to the action they are looking for.

Most of the people of Zionsville work elsewhere. We are essentially a bedroom community for Indianapolis. Why we would want to be like Carmel and Fishers? We moved to Zionsville because it was not like Carmel and Fishers. We should pursue small business, professionals, and light clean industrial businesses

Financial industry or biotech.

No comment

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it would be great if we could uniquely create a community that allows for many of our people to work within walking distance of their homes/apartments; this is the wave of the future for urban/center city growth of big cities; why couldn't we be pioneers in making it happen for our type of community?

the kids are spoiled and don't want to work-most of the parents work out of town-you should put some hands on classes back into the school.one thing is for sure we don't need more government jobs

Not service jobs. Professional jobs. Stores that cater to families.

All types

Local opportunities.

Zionsville is a bedroom community and will probably remain that way.

Already addressed

Hi tech jobs...and having a hospital here would be GREAT and would bring in lots of jobs. Or maybe a shopping mall out near the undeveloped Anson area

I couldn't begin to answer that question. It seems like we're fine but I'm sure others have a stronger opinion.

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High tech/biotech start ups, or established high tech and biotech businesses, or other businesses such as those. These types of businesses bring in highly educated, well-paid people that know the meaning of an investment. When they are ready for kids, this is where they'll want to be. And even if they are not, high end retail businesses can be here to support their lifestyles, as well as practical ones for the rest of us who live here day in and day out.

small business owners will dictate a lot of that, we need to encourage dynamic people to locate here

No more retail... we don't have enough uneducated people to supply the jobs for that with the exception of small businesses run full time by the owner. We seem to have a lot of medical offices in Zville as well. I would say light industrial or non-customer service businesses and maybe a few more restaurants geared towards sit-down mid price... no more fast food!!! Many in Zville severely limit fast food because of the health and environmental effects.

It would be nice for people to live and work here both, but that will happen on it's own as people feel inclined

We need another ice cream shop. DQ is the only reasonable ice cream store. I would also like another grocery store but would like it south of Zionsville. Marsh has no competition and I would like to see a Kroger, even though it's a 'big box' store.

Jobs that pay enough to owe Federal, state and local income taxes and pay enough that the workers can buy homes in Zionsville. Jobs paying less than \$16/hour produce negative economic development.

Could use a natural food store (which we do not have) Quality Stationary store, Do not need stores to be in competition with stores already here!!!

White collar, corporate and IT, like silicon valley

clean industrial jobs, additional retail (grocery/ diverse restaurants)

as stated light industrial, high tech in, small business retail nearer to the village

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Small local businesses. In the commercial arena we should look for engineering firms, medical related businesses, life science, law firms, etc. On the retail front we should look for small local, unique businesses-not big chains that create a strain on our infrastructure and send the money out of Zionsville.

Any

Businesses that fit into the current context of the Village of Zionsville..... special retail and special commercial opportunities.

jobs requiring advanced degrees whether in technology or medical or if we could get the MERC or that type or some other high quality service business.

I think we should concentrate of making sure that the existing businesses do well rather than concentrating on acquiring new business

Zionsville Economic Development Strategic Plan
Survey Results as of January 16, 2012

13. What do you feel the Town needs to do in order to create the most desirable community for you, as well as potential new residents and businesses? - Open-Ended Response

Clean up what we have, enforce the rules and codes for all, not just some.

Come up with an integrated plan for development with a real timeline and real milestones-otherwise nothing will get done. Think how long the decrepit car wash and citgo sites sat there. :-)

I think you need to do the following: 1) Seriously consider the impact you are going to have on a school system that is already in deep debt if you load the town up with multi-family housing units. 2) Carefully consider what you're going to do to the town with your transportation plan if you create feeder roads to move traffic through the town at a higher speed as the density increases with the development projects. 3) Seriously consider what it means to convert a bedroom community with a strong school system and appreciation of nature and trails into a 24.7 community with day time businesses. 4) Please decrease the speed on the roads as you increase the traffic so kids are safe on their bikes and when walking.

Scale back on housing growth. Find some businesses to share the tax burden. I hate to see the area along the new 106th Street developed, but I assume that that is the future.

?

More events that bring people to the Village (similar to the Street Dance, Art Walk).

Limit growth to higher-end businesses and housing. I am disturbed that providing "affordable" housing is part of the master plan. "Affordable" is of course always a relative term, and "affordable" housing is already , and will always be ,available within literally minutes drive from Zionsville.(Think Anson) To actually develop such "affordable" (which also always morphs into high-density housing, in spite of how it starts) housing, it will deprive the town of opportunities for development in the future that we cannot even imagine. To put it another way, to simply fill up our valuable land for the sake of putting buildings up, with no clear need, is misguided. If a great business development were to present itself in 5 years, it would be politically untenable to discuss razing apartments and relocating its residents (as it should be) . The best thing to do is anticipate this situation and keep our powder dry, ie, simply keep land undeveloped unless/ until that ripe opportunity presents itself.

Maintain its brand of a small, quaint, friendly, unique, beautiful upscale (but not exclusive) community.

Support the schools. Improve/greatly expand the bike paths and trails system. Zionsville ought to embrace and an environmentally friendly, outdoor lifestyle image that is similar to the other small towns that get national recognition as great places to live.

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maintain parks, bike paths add dog park maintain high school standards

Vigorously prosecute if necessary local government officials who are influenced monetarily by businesses and real estate developers.

Assess the community at every stage in the process (the current plan's point for community input was very late in the process), view other towns that have done it "right" and "wrong" to learn from their mistakes but also don't feel the need to follow others just because...use our own minds to make choices that fit us.

ease traffic issues in and around the village;

All in all I think Zionsville does a really good at making Zionsville very making Zionsville a pretty good job at marketing the town and making it a great place to live.

try to keep the feeling that the community has. Do not over-develop and make it feel like a cookie cutter community.

generate enough money from the commercial tax base so the schools can continue to be excellent which makes the area more desirable and increase property values.

Keep things the way the are.

Be selective about what is approved--resist the urge to seek anyone that wishes to come

better representation on town council and other boards; currently seems to be very pro-development; seek advice and comments from some who have recently moved here from elsewhere, not just the old townies

keep the small town feel, but drive businesses to the main town area and Anson.

STOP. The town was and is desirable, that is why I live here. Keep telling me how things must change to create the most desirable community and I guess I will find one that considers itself desirable.,

Keep it small and safe--not overwhelmed with traffic and unattended apartments.

not public housing

Keep it as it is, in terms of feel, charm, property values, quality of schools, etc.

Zionsville Economic Development Strategic Plan
Survey Results as of January 16, 2012

13. What do you feel the Town needs to do in order to create the most desirable community for you, as well as potential new residents and businesses? - Open-Ended Response

Communicate better with village residents and downtown businesses. Residents of Zionsville need to have more opportunities to comment and interact with town boards. Meetings at 8:00 AM do not let working folks attend.

keeping restraints on zoning--keep out large retail which is duplicated nearby. Small business which is kind to the community is needed.

Put into the strategic plan how to make Zionsville a great place to live for all ages, from young to old!

Clean up what we have and make it classy. Simple and classy. We need to fix the sidewalks. we need to fix the rain gardens. We need to simplify and clean-up the signage. Get rid of temporary signage, and perhaps even create a more stringent sign ordinance. Decisions with visual impact need to be taken out of the hands of the street dept. As we work on planning documents, we need to make sure that the core integrity of our community is held to a high standard, especially in the visuals. knowing that most upcoming development in the TIF district will be done through a PUD, there are virtually NO guidelines for how any of this should look, nor how much or what type of landscaping that will be needed in these upcoming development. I don't trust any of the current leadership to even have the vision to make sure that the buildings look good, or to adequately landscape the properties to blend into the natural feel of our community. I can almost hear the council now, "well this is the plan that the developer gave us so it must be good...I trust them to do the right thing"...or as one councilor once

SLOW DOWN RAMPANT DEVELOPMENT!! Stop letting a few people make big money at the expense of the residents who love this community!

Develop a comprehensive plan for all of Zionsville instead of one corner. Be willing to help business locate into selected areas, but be careful not to over develop infrastructure before it is needed. Be sure to assess the impact on schools, traffic and quality of life of any new growth.

Put the planned development into place so potential business know we are a community that will embrace them if they invest in a development in our town.

No comment

Zionsville Economic Development Strategic Plan
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zionsville is unique; every single thing we do to retain the village footprint/characteristics relate to walkability, added services/products/employment in a village enhancing way is a plus; anything else lessens what makes life here seem so right to everyone who visits and lives here

the new town board what's to make their mark on things-the want to change some things for the better-just slow down pick one area and work on it at a time-try to hold down taxes

Stay true to the vision. We are NOT a "whole life" community, nor do people want it to be.

Create shops, walkways, parks and entertainment venues

Absolutely do not loose the local community feel that exists here. If someone wants to live in a suburb they can move to Carmel or Fishers. For those people who want a community our wonderful town is about the only option and I would hate to see that change.

Maintain,as much as possible,the character of the town as it now is.

The elected administration has to realize they are on the wrong track.

Please do not succumb to developer interests which will drag the town down. WE are not stupid people and know it is BS to say that apartments are for "young professionals" and then have same apts post signs out front about great Zville schools. The schools are SO burdened already that we cannot maintain them and our property values are directly influenced. Why do our staff not visit some towns across the US that are getting it right like Frankenmuth MI or Haddonfield NJ or many others? The answer is NOT to become like our neighboring suburbs but to emulate those who get it right

listen to residents - not just developers and people wanting to sell their property. Hear what people who want to live and stay here desire for the community and don't quickly dismiss their thoughts and ideas. Again - look at Broad Ripple. The direction the BRVA is heading is amazing and there's no reason that Zionsville should be any different.

Zionsville Economic Development Strategic Plan
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13. What do you feel the Town needs to do in order to create the most desirable community for you, as well as potential new residents and businesses? - Open-Ended Response

Improve what we have first, by burying power lines, creating more tree-lined streets, fixing sidewalks and streets, and making Zionsville more self-sustaining. It would be nice not to have to worry that my kid is going to knock her teeth out if she trips on a bad sidewalk when she's running down the sidewalk to a friend's house or to a cafe in town.

play up the unique character of the village etc, that is what has attracted so many people from out of state because we are different and not as cookie cutter as surrounding towns, that is what drew us here, after spending a year near 75th and College

Don't rezone/plan areas that are undeveloped and will just lead to an eyesore and undesirable sprawl. Deal with the existing developed areas first! Fill the commercial spaces we already have and handle the decaying areas assuming little outward sprawl- besides what is already obvious- to happen later in the future.

leave it alone! The projects which feel most out of place are the ones that are to large scale. Cobblestone Lakes will never be as "nice" as Oak Ridge, or Rain Tree, or Colony Woods.

This community is soo desirable the way it is! That's why everyone wants to come here and build and buy! The ironical thing about that is when they start to build, they destroy everything that makes Zionsville what it is and what is so desirable. Greed takes over and bigger is not always better. The only people that want it to grow bigger are the people that want to make money off of the town. I've seen charming towns "grow" and they ended up being destroyed and almost unrecognizable 10 years later. The people of Zionsville do not want another

I believe the Town should offer lucrative tax relief to developers of upscale housing developments which in turn will provide a higher than average tax base

Forget about trying to compete like current suburbia, and anticipate what future America should look like.

look at Williamsburg and how they intregated the old with the new and cherished the old. Quaint stores. Lots of examples around the country. Strive for a Historic District to hold property values in the older part

controlled growth and no more apartments or residential subdizvisions to lower property values. Wise business selections. No vested interest projects like cooper rd extension and developers attempting to rape Zionsville and turn it into Fishers and Noblesville

I love Zionsville (have only been here 2 years)...other than never being able to find a parking space in front of my house, I have no real complaints...I believe the town itself could benefit from more diversity and could also benefit from not closing up its streets at 5...I also believe the town would benefit immensely if it could represent that it has gotten control of future growth, has a plan, and can offer a plan for the future to people who want to move in...

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Get an overall vision! I think the current approach that the town council has elected to take in which each part of the comprehensive plan is developed autonomously is wrong. Our leaders should have come up with a clear vision for the town, solicited feedback from the citizens on that vision, and then built the comprehensive plan around that vision. As it stands, the transportation plan, the sewer plan, the economic development plan, the land use plan, etc are all being developed separately and then being forced together. In my opinion, this is being done in the wrong order.

Keep the character, low density, and traditional feel and charm. Address the traffic problems that exist now and don't try to cluster growth near Zionsville and 334 and Michigan. NO new apartments!!

Preserve what we have, and grow in very deliberate and thoughtful ways (don't try to become a Carmel or an Oak Park).

new roads are a screaming need throughout the community if we are serious about expansion.

control population growth, develop high value businesses

Leave it alone. Protect what you have. Don't imitate Carmel.

Town of Zionsville

Zionsville Economic Development Strategic Plan

All Comments Regarding DRAFT Zionsville Economic Development Strategic Plan, May 18, 2012

Comments that require additional discussion

1. Amount of developable land
2. Single Family definition
3. Roundabouts
4. Site and Design Standards
5. Local committee to inform economic decisions

Q&A and comments/statements from Public Presentation discussion (6/26)

1. What is the time frame for the infrastructure/road improvements in the study area? When will sewer/water be installed at what setback depth from Zionsville Road?
 - a. The design study for the extension of 106th & Zionsville Road, construction next year
2. Why does that area need water?
 - a. Fire protection
3. Why has 106th Street been so slow to develop?
 - a. No sewer or water currently
4. Could you explain PUD and how in the future it could impact the plan area?
 - a. Areas of the study area are PUD-DOW. Others may be suitable for PUD. PUD processes provide more flexibility and control than straight zoning processes. It can be a powerful tool to implement strategies, standards of the town.
5. Is any area within the study area shovel ready? If none, when do you expect the first area to be shovel-ready?
 - a. Zero. One year, the Dow Property should be ready. Economic development is about speed to market
6. What can't TIF be used for? How is it governed?
 - a. Town council approves TIF allocations. Funds are held separate. RDC can be a bonding authority of Town Council. Town Council must approve all claims and any expenditure. The micro-loan program is approved by BCEDC.
7. Why float a research and tech district in the middle of the study area (since it requires special infrastructure and it should be shared as much as possible)? Is telecom/fiber already running down 106th Street.
 - a. Yes.
8. How does the plan define high quality architecture?
 - a. There is a brief definition. The site and design standards will have to answer that as well as the current design guidelines.
9. Does the plan recommend infrastructure investments and priorities?
 - a. Yes
10. Has Hoosier Village (CEO Dick Keenan) been contacted to define their property as office/medical?
 - a. Yes

11. Isn't it quite likely that the Town will buy the DOW property?
 - a. Possible, yes. Likely, no. Prefer private property ownership with private capital investment.
12. Will Zionsville purchase the Dow Property?
 - a. See Question 11.
13. How many active and likely leads do we have right now for businesses in the study area?
 - a. Maybe one lead for Dow Property.
14. What additional efforts will the new community development department be making to bring suitable and sustainable businesses to our town?
 - a. BCEDC will continue to do what they do best.
15. BCEDC is an abysmal failure. Why is Zionsville not working primarily through Indiana Economic Development Corporation (IEDC)?
 - a. IEDC works only with one main contact per county.
16. How will the Zionsville TIF district be different from Marion County's TIF district? (Referencing an IBJ article that discussed problems with paying their bond payments).
 - a. Prudent financial management prevents that from happening. RDC, Town council, Town manager will not let that happen.
17. When does Zionsville plan to go out for bonds? Please elaborate planning for this. Bonds/planning for water sewer projects?
 - a. Paid out of TIF revenue. No bonds associated with this project. Bond 106th, Zionsville Road, TIF revenue is paying.
18. Why does the council seem determined to widen Zionsville Road? 2 lane road? When? Roundabouts can't accommodate trucks?
 - a. This plan doesn't identify widening Zionsville Road. Scope is not known today. Similar to 106th Street, see transportation plan. This plan does not recommend width of road. Roundabouts are sometimes built too small but they can be designed to accommodate trucks. **To be discussed at the next working group meeting.**
19. Village residents are, for the most part, very excited at the prospect of a revitalization of the village business district, one major concern are the aesthetics of any development in the plan's 'site and design standards' section. States that new development is encouraged to use good design and master planning. Since words mean things why use such weak language? And who will 'evaluate" (pg 46 states this will be done) these aesthetics?
 - a. There is work to be done to define the site and design standards. This is a task that will be completed in the future.
20. How will any new development in the TIF district positively impact the cash strapped school system in the near term (3-5) years?
 - a. Timeframe of property tax payment in arrears. School Corporation understands that a deferred benefit is better than no benefit. Long-run benefit to school corporation. Non-residential means less kids in school system and more sales tax revenue.
21. How does someone know that just because this plan doesn't have multi-family that another multi-family development doesn't come into Zionsville?
 - a. All notices and agendas for meetings a on the Town's website. Go to meetings. Participate. Things will continue to happen. This plan offers some direction for your community.

22. While I appreciate Steve Mundy's attendance, where is the town council, especially the councilor who represents most of the study area?
 - a. Steve Mundy is here because he is interested in your input. The Town Council has been very engaged through this process.
23. When will the highest quality communication and public outreach begin?
 - a. It has been on-going with all working group meetings open to the public. All meetings announced and materials available on town website for review. Tonight is a great opportunity to provide feedback.
24. What about the state's plan to expand 865-465?
 - a. Transportation Plan input happened during its planning process and continues to happen. Direct input regarding strategic plan accepted. We have accepted the transportation plan as it is.
25. Who will develop design guidelines?
 - a. See Question 18.
26. How many apartment units are you trying to bring to the 1000 acres?
 - a. No additional multi-family in study is being proposed. There is an area in the study area that is already zoned for multi-family. This plan recommends a different use.
27. Why are you ignoring a considerable amount of land adjacent to Anson in Zionsville and on SR 334? Commercial opportunities, sewers available?
 - a. The area of this plan's focus is this study area. This area offers immediate opportunity. Control of this area is greater than the Anson area. Much of the Anson area is under Whitestown jurisdiction.
28. Why is privately owned land deemed open space? These are private back yards, not community open space.
 - a. Open space is a land use not and ownership designation.
29. Is Michigan Road type development what you hope to bring to Zionsville Road?
 - a. No. The development near Zionsville Road is not expected or planned to be big box retail. It is planned to be more similar to the downtown, an extension of downtown commercial type than big box retail.
30. How much population building are you hoping to accomplish with this plan?
 - a. No new residential areas. No new multi-family areas. Prohibited? No.
31. What will be the trigger that starts improvements on Zionsville Road?
 - a. Traffic flow most likely. Traffic improvements. What? Where? How? Not known at this time.
32. If developers ask Zionsville about design standards, vision, theme, etc., what will you say?
 - a. Refer them to the recommendations of this plan. There are design standards in current ordinances. They may be strengthened. There are architectural details in place now. There are mechanisms in place to give teeth.
33. Zionsville Road? New scale of road on the land use map? What is the plan for Zionsville road?
 - a. The graphic illustration of the line on the map illustrating Zionsville road shows its importance and level of traffic flow, not pavement width.
34. In addition to Director Wayne DeLong, how many staff members are allotted to the new Community Development Department? What will be the new cost to the Town for these additions? Where will the funding for this department come from?
 - a. 2 building inspectors, 1 assistant planner, 1 director. About same cost as before. Same staff as before. No immediate plans to increase.

35. 106th Street Median? Turning? Is there a plan to re-do 106th street to remove median? Businesses need their customers to be able to turn left into their stores/parking lots. The current street does not seem desirable for a business for this reason.
 - a. As development happens, curb cuts will be created. The median may be modified to accommodate new developments. Consolidation of drives will also impact specific changes to the median.
36. Has residential property values within TIF been adversely affected by inclusion in the TIF?
 - a. We do not know the answer to that. Contact a real estate agent for that information. Our guess is no.
37. What is the exact amount of developable vacant land, excluding Hoosier Village?
 - a. **To be discussed at next working group meeting**
38. Why it is 106th Street is taking so long in its development? It would seem we should be seeing some evidence of at least a start by now.
 - a. There is no water or sewer infrastructure just yet.
39. How much was the fee for this project?
 - a. There was \$100,000 budgeted.

Questions/comments received between 5/18 and 6/26 and 6/27 and 7/26.

40. Clarification of participation time frames on 'acknowledgements' page
 - a. Will add clarification of what 2011 means
41. Whole Life still appears in executive summary Vision Statement (page v)
 - a. Will remove 'whole life'
42. Vision Statement is not italicized (page v)
 - a. Will italicize vision statement
43. What is the definition of Single Family? Detached or attached?(page 6 and 43)
 - a. **To be discussed at next working group meeting**
44. Floodplain clarification of 'with property owners approval'
 - a. Will add 'with property owner's approval'
45. What are the sources of the map data?
 - a. The sources will be added to the maps.
46. What is the source of the existing transportation categories (page 10 and appendix)?
 - a. The map currently shows the proposed 2035 roadway categories from the Transportation Plan. This will be edited to show existing functional classifications, as map intends. This change is for clarification only. It has no impact on the elements or recommendations of the plan.
47. Edit the map on page 13 with current municipal boundaries of Boone County
 - a. Update with updated municipal boundaries, especially Whitestown to show that Zionsville is not the jurisdiction responsible for the I-65 interchange.
48. Landfill sites on Environmental conditions map (page 14)
 - a. The item in the legend 'Landfill Sites' will be corrected to say 'Old Landfill Sites'. Worman location will be removed from map as a location of a landfill. Thank you to Canda Worman-Smith for working with IDEM to refine the data.
49. Focus Group Meeting Dates should list #1 and #2, not #1. (page 26)
 - a. Edit as listed.
50. Floodplain clarification of 'with property owners approval' (page 44)

- a. ADD '(with property owner's approval)'
51. Edit spelling of Cultural District (page 63)
 - a. Edit accordingly.
 52. What is source of ALL Maps in appendix? (page 88- end)
 - b. Add source to all maps
 53. Build a multi-purpose facility/ice rink on DOW property
 - a. Will be passed on but will not be recommended through this plan.
 54. Expand responsibilities of Director. Recommends the Director be charged with meeting with HOA leaders and other residential leaders in order to education them on the Plan.
 - a. Continued communication with homeowners is encouraged.
 55. Numerous transportation comments.
 - a. This is beyond the scope of this project.
 56. Sycamore Street designation vs. postal code address designation
 - a. Town adoption of name change will be used vs. postal code.
 57. Why was this area the focus of this study?
 - a. This is an area that is currently the most ripe for development, has a history or planning for development in this area.
 58. Does 'Gateway District' equal mixed use zoning?
 - a. As is supported by the working group. Mix of uses is supported and encourage.
 59. Who defines 'high level of quality and design'?
 - a. This plan is not the end of the road. Additional planning efforts will need to be done. Zoning down the road? Basic parameters in this plan. Not detail. Detail should be next step.
 60. Inclusion of Pittman 55 acre property at corner of Michigan and Sycamore?
 - a. It is included in this plan as a gateway district.
 61. Add Site & Design Standards as a strategy? Recommended to be listed under 'Continue to define the brand of Zionsville' Primary responsible party would be Director or PED, Secondary would include existing architectural review committee
 - a. **To be discussed at next working group meeting**
 62. Why is there any single family included in the area designated for economic development? With property tax caps and a new pressure to have more commercial for property tax collection, why would any of this sub-area include single family residential? Is there a percentage goal for the amount of commercial land use in the Zionsville Comprehensive Plan (70 percent residential, 30% commercial, etc.)? Does this strategic plan support this?
 - a. The single family that remains in the plan is focused on the existing single family development in the area. One of the main concerns raised by the public during this process is protecting the areas of existing housing until such time as they decide to sell their property for some non-residential use (which according to some of them will be never). The plan seeks to do this, while still opening the opportunity for appropriate transitional development in those areas. It is not the intent of the plan to encourage any area within the study to be developed with significant new detached single family units.
 63. There is also a much stronger demand (especially in Zionsville where there is a lack of rental/senior housing options) for multi-family dwellings with the aging baby boomer (and echo boomer) population and desire for

relocation/downsizing near families for this population cohort. Was this considered in the planning of this economic development district?

- a. Yes, but this was the other area of significant public push back and therefore has been removed from this study area. I agree with you on the need, and believe that such uses (especially housing targeted for seniors) are appropriate and needed in Zionsville. At this point, however, these uses are not recommended in significant quantities as standalone uses in the study area.

64. The "retirement district" is located among office/medical district, light industrial/flex office space. The only adjacent property use that those living in the retirement community would utilize is the medical land use. Having retail within walking distance of this senior living area would support those living there who can no longer operate motor vehicles, while also revitalizing the area via pedestrian connectivity of the land uses.

- a. I agree and that concept was discussed (again with fervent public outcry in opposition). Ultimately I think retail uses may be incorporated as part of an office focused development in that area to meet that need. At this point, however, the retail focus has been on extending the downtown area south and promoting retail development along Michigan Road.

65. Is there any language addressing the connectivity of the land uses in this sub area plan? It seems that each district is isolated; will there be any consistent and cohesive signage, landscaping, building materials, design specifications, etc. for the strategic plan to unify these districts and support the image of the sub area to attract investment? Will this be conducted via capital improvements and additional planning/design phases? Will the Town be setting aside \$\$\$ annually for these infrastructure and aesthetic improvements via redevelopment avenues?

- a. The plan does speak to transition and coordination of uses, as well as community character through many of the connective components and design standards that you have outlined. Annual capital management of these issues is left as an item that needs to be addressed following the plan.

66. What is a gateway district land use? Will there be mixed use or a signature feature that acts as a gateway to the community at this key intersection? Not familiar with using gateway to define land use.....

- a. The plan discussed the need to create a unique development presence in that district, and presumes that to accomplish that there will be a component of mixed use there.

67. Are implementation strategies included in the plan with a timeline of attaining particular objectives and goals set forth by the strategic plan?

- a. Yes

68. There has been a recent interest in the area of economic development for "pad-ready" sites to attract investment. Is this a goal identified in the strategic plan? I understand that the Redevelopment Commission is working on sewer infrastructure along 106th Street to make the properties "shovel-ready", but in today's market this just doesn't seem to be enough to attract investment in a community. My concern is that a site selector or company may overlook Zionsville, because other central Indiana communities are working on making corporate parks/corridors with "pad-ready" sites that allow for construction/approvals to happen extremely quickly. To be competitive in today's market, this is something that the Town should consider when moving forward in the next phases of the Strategic Plan or via implementation measures.

- a. I agree, and the development of "shovel-ready" sites and product to market from a competitive perspective is a key component and recommendation of the plan.

69. I love my community and hope that this plan is the initial step in conducting economic development efforts that help to support self-sustainability and self-sufficiency via public services and amenities for the community and its residents.

70. I support highly specific and limiting requirements for any development in this new area. I do not support broad general and open interpretation zoning in this district. Overly broad language only leads to conflicts in the future.
71. Very concerned about development impact on traffic in the corridors already at capacity. Zionsville Road, Oak St/334 Street & Michigan Road intersections specifically. These roads are strained already and cannot handle additional traffic.
72. Lack of specificity re: design standards and definitions
73. Future Land Use Plan page 39-40 shows 2 single-family residential and 2 multi-family vs. page 32 says “highest and best use would seem to be something other than residential”.
74. Retail district page 41 similar to the form of retail along Michigan Road. Why would we ever want to have retail in this form?
75. Roundabouts should not be included in this plan; it is a transportation topic.
76. The idiots who are in charge have zero clue. How much did Hamm and his firm charge to come up with this plan? They wasted a lot of tax payer money and should listen to residents whom do not want this plan.
77. The Future Land Use Plan Map calls for a parcel of land near the southeast corner to be “Open Space – Nature Preserve”. It is zoned I-2. The Open Space designation appears to encompass land owned by both the Central Indiana Land Trust, Inc. and Norman Kanis. I like the idea of a nature preserve, but was wondering whether the owners of the parcels were aware of the Open Space designation and had agreed to it, or is this more in the nature of a wish and a prayer.
- a. The Open Space – Nature Preserve is based on aerial photography that shows similar environmental conditions adjacent to the Browning Family Marsh Nature Preserve (Central Indiana Land Trust Property). This was identified as open space due to the environmental condition as well as its adjacency to the nature preserve and limitations likely for development. We can talk more about this tomorrow as well
78. Maybe you will consider a new approach ---- Perhaps you might want to consider forming a new working group -- one comprised totally of local residents, many of whom are retired, with extensive business experience in corporate senior management positions. Their purpose would be to address and define what other type(s) of business, other than Biotech or Medical Devices, might be attracted to Zionsville. I am sure a group of this type of former business executive would have an extensive list of personal contacts. They also could prove valuable in defining how senior executives think & what they consider most important when determining if, when and where they might expand or relocate their business. I fully understand your desire to work through the Indiana State EDC and the Boone County ED Corporation for leads, but in this economy, I just don't see it happening on their part. Perhaps just trying a new approach is warranted. We have nothing to lose in just trying.
- a. ***To be discussed at next working group meeting***
79. “The Zionsville Post Office does not recognize "Sycamore ST" beyond 1st Street in Zionsville and still considers ST RD 334 as the correct mailing address between 1st St and Michigan Rd. I will use St Rd 334 rather than Sycamore because it is more recognized by the residents of Zionsville.
80. #2 A great deal of time and money has be spent on the Strategic Plan. The study area of 1000 acres is east of Eagle Creek, north of 96th St and south of St Rd 334. (With the Village Business District included) The eastern boundary is the Hamilton/Boone County Line. Presently, Hoosier Village owns 300 acres; approximately 150 acres are designate Flood Plain or Wetlands; at least 200 acres are developed residential/commercial properties. The Bennett Technology Park is nearly built-out with apartments (500 units?) and

warehouse/businesses. So now we are spending huge amounts taxpayer dollars to focus on 132 acres of the Dow Property and 55 acres owned by the Pittmans. The Dow Property has been on the development block for many years and recently became more accessible with the 106th St road improvement. The Pittman Property at the corner of St Rd #334 and Michigan Road is surrounded by a Church on the east; residential on the north, south and west. It is currently in agriculture to reduce property taxes to the least amount possible rather than be taxed as develop-able property on the real estate tax roles. The Town has focused on developing or strategically planning a tiny area rather than the whole Eagle-Union Township that has been annexed into Zionsville. Approximately, 300 acres of a highly publicized 1000 acre area. WHY!! Who suggested this to the Town Council and why was it framed as 1000 acres. This cheapens the whole Plan. We have 146th and Michigan Rd. St Rd 32 and Michigan Rd. There is the Eagle Township portion of Anson and the airport ground off of St Rd 32 near the Hamilton County line. We have wasted taxpayer money by not looking at the Big Picture and high lighting a tiny portion of our recently expanded town limits. Will each one of these mentioned commercial sites require a "Strategic Plan"?

81. #3 "Gateway District" equals MIXED USE zoning. Who defines high levels of quality and design. Are the new Apartments in Bennett Technology Park an example of "high quality architecture, proportion, and detail as the were presented to be at their zoning and development plan approval meetings? Is this a high-end luxury apartment complex? Is this type of use and quality what the Plan Commission will demand when the developer seeks to change from "Residential R2" which is the current zoning of the 55 acres? The "Gateway District" and the whole 55 acres of the Pittman property doesn't need to be included in this Strategic Plan. When the property is to be developed, the Plan Commission is smart enough to realize what the impact will be on the community and downtown Zionsville. By labeling this property as "Gateway District" the Strategic Plan" is pushing for MIXED USE at this location. The developers' attorney doesn't need any help. The attorney will be very good at presenting the case without pointing to the Strategic Plan and saying "look, the Plan called for this!"
82. The Indianapolis Star on Sunday, June 24h had an interesting headline, "State touted proposal to spend millions in tax dollars to lure business whose plan raise several questions- Warning Signs Ignored". Does Zionsville need a full time marketing employee for less than 300 acres to lure development? Has the TIF District paid off for the last 18 years? Without a plan for the "whole' town of Zionsville this small effort is a tremendous waste of taxpayer dollars to do very little planning and encourage much development that isn't obvious. If the objective is to raise the real estate tax base, we need to look and think bigger and more creatively than this plan does. When the economy improves a bit, my guess is that 146th and Michigan Rd develops sooner than the Dow Property. In fairness to the professional consultant, their territory and vision has been limited by the Town Councils directions. The pretty 103 page book with great pictures of our wonderful town serves to show us what a unique Village we have and how hard it will be to save it. Warning Signs Ignored! "
83. "Why is there any single family included in the area designated for economic development? With property tax caps and a new pressure to have more commercial for property tax collection, why would any of this sub-area include single family residential? Is there a percentage goal for the amount of commercial land use in the Zionsville Comprehensive Plan (70 percent residential, 30% commercial, etc.)? Does this strategic plan support this?
84. There is also a much stronger demand (especially in Zionsville where there is a lack of rental/senior housing options) for multi-family dwellings with the aging baby boomer (and echo boomer) population and desire for

relocation/downsizing near families for this population cohort. Was this considered in the planning of this economic development district?

85. The "retirement district" is located among office/medical district, light industrial/flex office space. The only adjacent property use that those living in the retirement community would utilize is the medical land use. Having retail within walking distance of this senior living area would support those living there who can no longer operate motor vehicles, while also revitalizing the area via pedestrian connectivity of the land uses.
86. Is there any language addressing the connectivity of the land uses in this sub area plan? It seems that each district is isolated; will there be any consistent and cohesive signage, landscaping, building materials, design specifications, etc. for the strategic plan to unify these districts and support the image of the sub area to attract investment? Will this be conducted via capital improvements and additional planning/design phases? Will the Town be setting aside \$\$\$ annually for these infrastructure and aesthetic improvements via redevelopment avenues?
87. What is a gateway district land use? Will there be mixed use or a signature feature that acts as a gateway to the community at this key intersection? Not familiar with using gateway to define land use.....
88. Are implementation strategies included in the plan with a timeline of attaining particular objectives and goals set forth by the strategic plan?
89. There has been a recent interest in the area of economic development for "pad-ready" sites to attract investment. Is this a goal identified in the strategic plan? I understand that the Redevelopment Commission is working on sewer infrastructure along 106th Street to make the properties "shovel-ready", but in today's market this just doesn't seem to be enough to attract investment in a community. My concern is that a site selector or company may overlook Zionsville, because other central Indiana communities are working on making corporate parks/corridors with "pad-ready" sites that allow for construction/approvals to happen extremely quickly. To be competitive in today's market, this is something that the Town should consider when moving forward in the next phases of the Strategic Plan or via implementation measures."

TABULATED RESULTS



1. Do you believe the **Zionsville Economic Development Strategic Plan** will support positive economic development in the Town of Zionsville?
 YES 1 NO 2

2. How do you feel about the elements of the **Zionsville Economic Development Strategic Plan**?

Element of the Plan	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Existing Conditions Analysis	1		1	1	
Vision Statement	1	1	1		
Goals	1	1		1	
Strategic Plan Principles	1		2		
Future Land Use Plan – Districts	1	1	1		
Future Land Use Plan – Infrastructure	1	1	1		
Strategies	1	1	1		

3. Please list specific areas of support and explain.
 a. **I support highly specific and limiting requirements for any development in this new area. I do not support broad general and open interpretation zoning in this district. Overly broad language only leads to conflicts in the future.**

4. Please list specific areas of concern and explain.
 a. **Very concerned about development impact on traffic in the corridors already at capacity. Zionsville Road, Oak St/334 Street & Michigan Road intersections specifically. These roads are strained already and cannot handle additional traffic.**
 b. **Lack of specificity re: design standards and definitions**
 c. **Future Land Use Plan page 39-40 shows 2 single-family residential and 2 multi-family vs. page 32 says “highest and best use would seem to be something other than residential”.**
 d. **Retail district page 41 similar to the form of retail along Michigan Road. Why would we ever want to have retail in this form?**
 e. **Roundabouts should not be included in this plan; it is a transportation topic.**
 f. **The idiots who are in charge have zero clue. How much did Hamm and his firm charge to come up with this plan? They wasted a lot of tax payer money and should listen to residents whom do not want this plan.**

5. How did you access the Draft Plan of the **Zionsville Economic Development Strategic Plan**?
 The Town Website 3
 A hard copy from Town Hall, Planning Office 1
 I did not access the plan prior to this meeting 0

6. How did you hear about this public presentation? (Please check all that apply.)
 Public Notice on Town Website 0
 I read about it in the newspaper 3
 I heard about it from a friend, neighbor, etc. 0
 I received the notification email directly from the Working Group 0