TOWN OF CLERMONT QUALITY OF LIFE PLAN

CLERMONT TOWN BOARD

ADOPTED MAY 2022

BACKGROUND

In 2007 and 2008, a grassroots volunteer committee assembled and hired the Ball State University Planning College to do a quality-of-life survey, charette, and community workshop, out of which came the town's initial Quality of Life Plan. In 2019, the Clermont Town Board revisited this plan, conducting a community survey and consultant-led visioning/strategy session resulting in the Clermont Strategy Session Report. In 2020 and 2021, the Town Board continued discussion of developing a formal town vision and plan through one-on-one interviews with key community stakeholders and at regular board meetings. In spring 2022, the Town Board held a special public meeting to formalize this work and at the next regular board meeting adopted this Clermont Quality of Life Plan, building upon all the previous work.

The Clermont Town Board acknowledges the achievements of the original plan's sponsors, committee members, and allies of the past. This plan is based on many of the ideas and projects they created, and the Board memorializes their efforts here by setting and enacting this new plan to guide the town in the coming years. Thus, the initial Quality of Life Plan and the Clermont Strategy Session Report are included in the Appendix to provide further context of this plan.

TOWN VISION

VISION STATEMENT

In the future, Clermont is known as a sustainable, attractive, walkable, creative, and active community that prides itself in a village atmosphere comfortable to all walks of life, including our youth, young professionals, seniors, et al. All transportation modes are fully and safely supported, including walking and biking. The business of town management is directed at economic development, community building, and quality-of-life issues such as public safety.

KEY CONCEPTS

Key concepts of the vision include the following areas of improvement:

- Developing and promoting a unique identity for Clermont. For example, doing something special at the town's Crawfordsville Road gateways with its signage, or by adding wayfinders.
- Connecting people and places. One of the most common desires of residents is to have a very walkable community. Looking to the Indianapolis Regional Pedestrian Plan, Clermont can eventually tie into Eagle Creek Park and other greenways. Another anticipated opportunity is regional transit that would link Clermont to Indianapolis via bus or rail, which could become a catalyst for redevelopment.
- Maintaining the small-town atmosphere. If the town is managed properly, redevelopment can reinforce this character by being pedestrian-oriented and walkable. Sometimes the character can be easy to create. Other times it may require taking on standard suburban development and zoning codes in order to maintain a unique small-town identity. Outdoor cafes, window shopping, sidewalk sales, trees, and awnings are characteristics of places we love to visit.
- Rethinking the core of Clermont. Clermont's main street is spread along seven-tenths of a mile along Crawfordsville Road, with the town core generally regarded as the intersection of Tansel Road with Crawfordsville Road. However, this location is far from being a positive attribute. Clermont is bordered by other municipalities, but there is still room to grow with undeveloped (or underdeveloped) land. For example, developing a courtyard of small shops and an outdoor marketplace at the corner of Tansel and Crawfordsville roads could anchor the downtown core, while racing-themed shops and restaurants at the corner of Raceway and Crawfordsville roads could capitalize on nearby Indianapolis Raceway Park. Mixed-use buildings, senior housing, a transit station, and a public park all offer possibilities to the future of town.

PLAN OVERVIEW

This plan is the compilation of many great ideas and countless hours of hard work. It is meant to capture the energy that this community has for making this a better place to live, work, and play. In this document, we present a vision of all the things our town seeks to accomplish in the coming years. We realize that some areas will be much harder to generate change than others, but if we do not talk about them or too readily dismiss ideas, we can be assured that things will not improve. Our intent is to encourage new ideas, show respect for everyone's ideas in order to build community, and know that the better ideas will rise to the top. This plan will not sit on the shelf, but will become a roadmap to guide investors and other potential partners interested in helping us accomplish town goals. The plan is meant to be revisited often so that it consistently reflects the priorities of the town.

ACTION AREAS

The plan is arranged by and focuses on the vision for the town in the following action areas:

- **Identity**
  - Identify programs and projects that help give Clermont a special identity and small-town village atmosphere.
- **Livability**
  - Provide the direction needed to improve the quality of life through clean, sustainable elements of the environment and make people feel connected.
- **Business and Economic Development**
  - Develop a healthy commercial corridor with pedestrian-friendly sidewalks and complementary streetscapes. Work closely with shopkeepers to help identify routes to success.
- **Leadership and Town Connections**
  - Identify areas of need for special skills and talents that will empower and strengthen community and get more people engaged in town programs.

THE PLAN

Disclaimer: Action Steps throughout the plan are not in order of priority or importance.

IDENTITY

Goal

- Create a unique identity for Clermont through signage, public art, landscaping, wayfinders, and other amenities that portray Clermont as special.

Indicators of Success and Baseline

- Survey of residents and businesses that indicate Clermont is improving

Action Steps

1.1 Create a unique gateway identity into town
    1.1.1   Establish a gateway team to explore possible approaches
    1.1.2   Develop a signage scheme for all the gateways and entrances, but especially the east and west entrances along Crawfordsville Road
    1.1.3   Enhance entrances with landscaping
1.2 Establish an art theme with public art
    1.2.1   Establish a public art committee
    1.2.2   Identify structures to begin a public art program
    1.2.3   Obtain necessary approvals, permits
    1.2.4   Identify interested artist sources
    1.2.5   Develop parameters and themes
    1.2.6   Develop a maintenance procedure
    1.2.7   Identify cost responsibility
    1.2.8   Establish time frame to implement
1.3 Determine feasibility of establishing community gardens
    1.3.1   Develop a plan to suggest a design
1.4 Investigate street lighting, street signs, and wayfinding signs that add character
1.5 Identify buildings of historical significance and that contribute to small-town village character
1.6 Create and identify town events that build on the town's identity
1.7 Create a façade improvement program
1.8 Utilize existing partners and business leaders, such as Robey Elementary, Miller Pipeline, and Chapman Heating and Air Conditioning to help define the Town of Clermont's brand and promote the community within the Central Indiana region
1.9 Marketing initiatives should emphasize the town's identity (once clearly defined) and opportunities for growth and inclusion
1.10   Leaders should work with the Metropolitan Indianapolis Board of Realtors (MIBOR) to emphasize marketing and branding efforts specific to the town
1.11   Collaborate with nearby communities, such as the towns of Speedway and Brownsburg, during festivals and events, with an emphasis on race season
1.12   Utilize social media outlets and existing communication pros (even volunteers) to help craft and broadcast messaging

LIVABILITY

Goal

- Create a clean, sustainable community to include sustainable elements such as trees and porous paving that are environmentally friendly. People feel connected through an offering of transportation options, from sidewalks and multiuse paths/trails to future public transportation.

Indicators of Success and Baseline

- Survey neighbors to determine satisfaction levels with parks and green space, biking, walking, litter control, etc.

Action Steps

2.1 Develop, upgrade and maintain a network of sidewalks and multiuse paths/trails that offer safe business and recreational travel options for the community
- 2.1.1 Establish a walkability team
- 2.1.2 Identify routes that are most preferred, especially high-traffic streets such as Tansel Road, 30th Street, and Crawfordsville Road, as well as connections to local schools and the towns of Speedway and Brownsburg
- 2.1.3 Develop a master plan
- 2.1.4 Coordinate implementation

2.2 Develop and maintain Crawfordsville Road landscaping
- 2.2.1 Establish a Crawfordsville Road (Main Street) landscape team
- 2.2.2 Develop a master plan for Crawfordsville Road
- 2.2.3 Prepare detailed work plan
- 2.2.4 Develop plan to monitor care of trees/plants

2.3 Develop a sustainability plan for Clermont
- 2.3.1 Create a community forestry program

2.4 Maintain knowledge of public transportation plans for West Side and indicate interest in joining

2.5 Investigate traffic control issues and challenges, and work collaboratively with local and state agencies to resolve them in mutually beneficial ways (such as INDOT for Crawfordsville Road, aka U.S. 136)

2.6 Develop a plan for street lighting that adds to the village character desired by Clermont

2.7 Begin collaboration discussions with the previously mentioned partners and include the Indianapolis Department of Metropolitan Development as a way to identify funding sources and subsequent implementation of improvements

2.8 Work with grant writers to help solicit grant funding

BUSINESS AND ECONOMIC DEVELOPMENT

Goal

- Develop a healthy commercial corridor along Crawfordsville and Tansel roads, featuring a wide mix of small shops and pedestrian-friendly sidewalks with complementary streetscapes. Encourage new infill buildings with adequate parking in a village context compatible with existing urban design.

Indicators of Success and Baseline

- Increase in business mix
- Increase in local jobs available

Action Steps

3.1 Establish a unified business plan for downtown
    3.1.1   Establish a downtown development team
    3.1.2   Develop a set of standards for downtown development, including zoning, aesthetics, town center, landscaping, and parking
    3.1.3   Focus on business retention, development, and recruitment for multiple-use small business (e.g., specialty boutique, bakery)
    3.1.4   Connect downtown with North Tansel Road multiuse path/trail
    3.1.5   Develop an inventory of targeted sites for redevelopment, especially along Crawfordsville Road and close to the town center
    3.1.6   Identify a plan for development of prime Crawfordsville Road major intersection lots within town
    3.1.7   Partner with property owners on successful reuse plans
3.2 Encourage and assist in the effort to develop new sources of revenue for town activities, charities
    3.2.1   Create opportunities to capture tourist and Indianapolis Raceway Park fan money
    3.2.2   Explore and encourage cultural opportunities (e.g., museum, art studio)
3.3 Explore opportunities for annexation of adjoining neighborhoods
3.4 Develop public parking
3.5 Help re-establish a merchants association to help drive efforts for growth and support
3.6 Be active in land-use and development petitions and projects inside and surrounding the town
3.7 Explore creation of TIF District and a Redevelopment Commission
3.8 Improvement strategies include expanding options for living, shopping, working, and dining in the area by promoting walkability, mixed-use development, and rehabilitation of buildings
3.9 Survey business owners and employees on the opportunities and challenges to business growth, including succession planning, to identify and address short- and long-term needs
3.10   Promote key milestones/special initiatives of established firms to boost town's business market profile
3.11   Utilize existing resources, such as SCORE, the Indiana Small Business Development Center (ISBDC), Indy Chamber, and the local office of the U.S. Small Business Administration to help develop effective surveys and deploy resources
3.12   Establish solid partnerships with existing entrepreneurial resources, such as the Business Ownership Initiative (BOI) through the Indy Chamber, the ISBDC, Level Two Coworking in Plainfield, and other assets in neighboring communities
3.13   Survey businesses and residents to identify the needs and desires of business owners and aspiring entrepreneurs, and map available resources
3.14   Market support programs, financing options, and technical resources, and provide connections to effective networking opportunities
3.15   Partner with schools and regional civic organizations on entrepreneurship in schools

LEADERSHIP AND TOWN CONNECTIONS

Goal

- Encourage members of the community to share their talents and skills to support needs of the town as addressed through open channels of communication. Town management operates from servant-leader position acting in advisory and support role on quality-of-life matters. Youth focus is highlighted.

Indicators of Success and Baseline

- Feedback from residents and businesses
- Increase in participate at civic meetings and events

Action Steps

4.1 Town management attends training, such as elected/appointed officials taking training for effective economic and community development policymaking

4.2 Identify local recreation opportunities through creation of a parks/recreation master plan

4.3 Foster intergenerational community strategies for youth and seniors
- 4.3.1 Develop mentor relationships
- 4.3.2 Design and implement intergenerational service projects in community gardens and neighborhood parks
- 4.3.3 Develop a neighborhood history project for youth to capture historic stories from interviews with seniors
- 4.3.4 Develop other programs in collaboration with Robey Elementary School

4.4 Establish an official volunteer program with ongoing opportunities

4.5 Connect with and tour communities that exhibit aspirational qualities for the Town of Clermont

4.6 Connect with peer leaders in town/city councils, economic developers, tourism officials, and community development leaders to learn how they successfully implemented vision plans and strategic objectives with key ingredients.
- 4.6.1 Engage neighboring communities to help identify best-practice engagements when working and communicating with state and local agencies (e.g., INDOT's director of economic development)

4.7 As needed, develop new forms of culturally competent outreach, such as Spanish-speaking publications and public service announcements

4.8 Utilize existing cultural "ambassadors" to help craft collaborative forums that bring people from different backgrounds and cultures together to discuss issues and share solutions

4.9 Contact partners, such as the Town of Plainfield, to learn of ways other communities have engaged in cultural competency training and education

4.10 Connect with community members at places of play, work, shopping, or worship as a way to engage and participate in the development of plans and policies, including property maintenance, in a way to provide access to contribute to the decision-making process

4.11 Community forums, perhaps led by the faith community, are encouraged to increase collaboration and volunteerism across a range of ages and cultures

4.12 Partner with schools and local community centers to target youth in civic engagement activities, including the development of a Youth Council

4.13 Encourage young professionals to become engaged in civic leadership. Program support is needed for such efforts and should include partners such as AIM Youth Council, plus area high schools

4.14 As a means of encouraging strong engagement, particularly for families with children, integrate arts in public spaces as a key element to encouraging connection

4.15 Promote increased partnerships between schools and local talent, including engineers, carpenters, artists, and craftspeople to help bolster Clermont's identity and regional presence

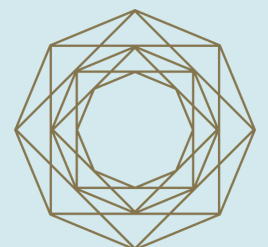4.16 Encourage tactical urbanism. This can create a dynamic place to live, work, and play

APPENDIX

CLERMONT STRATEGY SESSION REPORT (2020)

CLERMONT QUALITY OF LIFE PLAN (2008)

CLERMONT STRATEGY SESSION REPORT

Plaka

Prepared by: Plaka + Associates

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INTRODUCTION

This report is a summary of the collaborative effort of the Clermont leadership to define economic and community development goals and strategies. On Monday, December 2, 2019, five members of Clermont's Town Council, the Clerk Treasurer, and three community/business leaders who have a critical connection to it, gathered for a four-hour strategy session facilitated by Courtney Zaugg of Plaka + Associates (Plaka). The session's approach was guided by careful consideration and respect for the local and regional leadership, businesses, residents, and assets. Plaka acknowledges the insight provided by the committee and the multiple stakeholders who provided feedback and thoughts for the visioning session.

In 2007, town officials and the Clermont Community Development Committee partnered with Ball State College of Architecture and Urban Planning – Indianapolis Center to develop a Quality of Life Plan. The goal of the plan was to build community, improve property values, enhance existing businesses, and attract new revenue sources. The four main action areas include identity, livability, business and economic development, and leadership and neighborhood connections. While the implementation of all recommended action steps was partially initiated, many recommendations align with the perspectives offered during the 2019 Strategy Session and general economic development best practices.

In addition to the planning session's summary, case studies and interesting articles from communities of similar composition to Clermont are provided in this report, offering examples for the leadership to adapt and customize to its own needs and goals.

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STRATEGY DOCUMENT COMPOSITION

While this strategy session is the base of systematic and sustainable economic prosperity for Clermont, great strides were taken in previous studies/work to build consensus among stakeholders. The motivation for creating a community vision emerged from a desire to generate broad descriptions of the quality, spirit, and values of Clermont, as well as to provide a way to divide these concepts into focus items that can serve as long-term targets for future planning efforts. This report is designed to be a 'living document' that should be revisited and updated on a regular basis, such as monthly or quarterly, through annual goal-setting and budgetary appropriation processes. A portion of the strategies falls within the established roles and responsibilities of the Town of Clermont. The remainder will rely on the engagement and leadership of the City of Indianapolis, Develop Indy, and/or strategic community partners. Decisions regarding who or what organization should champion which strategies, as well as what action steps will be required for successful implementation, needs to be addressed in an additional phase by way of conversations with key leaders.

The development of this document, including information on lead and lag measures, will assist the Clermont community with measuring progress and achieving each of the goals by providing a roadmap for leaders to follow and adjust as needed. Additionally, any future fully developed strategic plan should be created in consideration of many known environmental opportunities and threats, with the awareness that adaptations and shifts may need to occur should unforeseen state or federal changes come about.
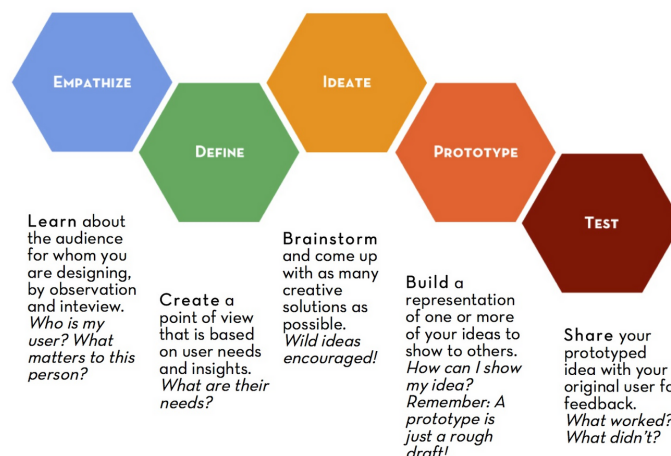
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SESSION ACTIVITIES AND DISCUSSION

Ice Breaker

The session began with an ice breaker to magnify different ways of thinking and brainstorming. The exercise specifically focused on the dynamics of collaboration that showcased the difference between an open and closed mindset. This allowed participants to generate ideas as opposed to jumping straight to the final answer, as well as setting the expectations and the overall tone of the session.

Design Thinking Principles Overview

After the icebreaker, the group reviewed Design Thinking principles as a set up to approach problem-solving with a certain mindset. Design Thinking is an iterative process in which we seek to understand the user, challenge assumptions, and redefine problems as an attempt to identify alternative strategies and solutions that might not be instantly apparent with our initial level of understanding. The participants reviewed the five main attributes of Design Thinking (empathize, define, ideate, prototype, and test) before moving into the brainstorming phase.

We are all DESIGNERS!

Empathize

Define

Ideate

Prototype

Test

Learn about the audience for whom you are designing, by observation and inteview. *Who is my user? What matters to this person?*

Create a point of view that is based on user needs and insights. *What are their needs?*

Brainstorm and come up with as many creative solutions as possible. *Wild ideas encouraged!*

Build a representation of one or more of your ideas to show to others. *How can I show my idea? Remember: A prototype is just a rough draft!*

Share your prototyped idea with your original user for feedback. *What worked? What didn't?*

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During the initial start of the brainstorming or ideation phase, participants were asked to establish their current knowledge base about Clermont (both positive and negative). Examples of questions asked to prompt reflection and definition of problems included:

• What does Clermont 'sell' to attract residents, visitors, workers, and businesses? Who buys it?
• What problems does Clermont solve for people? Solutions offered?
• What benefits will people enjoy living, working, visiting here?
• Why do they 'buy' from you and not your competitors?
• What motivates you to work on the town's services and/or amenities?
• What is the town great at doing?

Responses Shared:

Perceptions/What You Know about Clermont
• Traffic perceptions include traffic is both too slow or too fast; perceptions of cops strictly monitoring traffic and speed
• US Highway 136 is dull and could use more landscaping, building façade upgrades, street repairs, and welcoming signage
• There is a good mix of businesses that are strong assets, but additional and diverse retail and restaurants are desired
• There is a transient population moving into the community, but there is a lack of community cohesion
• Miller Pipeline and Chapman Heating and Air Conditioning are major anchors in the community and are very respected
• There is a desire for residents to take better care of their properties

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What do you not know and would like to know about the community?
• How many residences are rentals versus homeowners? If a rental, who are the property owners that live out of state?
• For business owners, how many have or are in need of succession plans?
• How can we help elderly property owners maintain their properties more effectively?
• What grant funding is available to help implement our vision?
• What are the top sites for redevelopment and new construction of commercial/industrial business?
• What partnerships can help us succeed?
• What resources exist for the leadership to learn more about economic and community development?
• How do we provide more opportunities for the younger generation to get engaged in community/civic activities?

Next, in following Design Thinking principles, participants were guided by inquiries to help them question existing assumptions about Clermont. Knowing that we all carry assumptions -- about what is and is not possible, about what people want, what will work, and what won't work – the exercise was crafted to help develop fresh ideas and identify knowledge gaps.

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Questioning Assumptions

• US Highway 136 is a travel corridor, not a destination of businesses
• There is a lack of access to parking in the business district
• The town is not vibrant and is dying
• There is an abundance of "starter" housing that is available (people can get more quality for their money elsewhere in the region)
• The town seems 'affordable' while the amenities are not
• Local residents and employees patronize local businesses, while visitors are lacking
• Generally, an unwillingness and/or inability to care for one's personal property (both residential and commercial)
• Indiana Department of Transportation (INDOT), Indianapolis Department of Metropolitan Development (DMD), and CSX Railroad are unwilling to engage on economic development goals
• No clear identity exists for the town
• There is an assumption that only older housing stock is available, while statistics offer an alternative perspective
• The town is generally not walkable
• There is a lack of collaboration with anchor property owners
• There is a strong desire to preserve the small-town feel, the safety, and the appreciation for the community
• There is lack of engaging conversation with incoming populations and cultures
• People choose to live here
• The community is quiet
• There is a strong desire to not increase taxes
• Citizens do want a variety of business/retail options
• There is a wish for more family-friendly activities and retail options

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• The elementary school has a great reputation, while both Pike and Wayne Township high schools do not (how to change this?)
• The community loves the local parks and trail, as well as its proximity to downtown Indianapolis

Based on these perspectives, the participants were then asked to define what the 'Clermont Product' should be. Participants were asked to divide their thoughts into categories for which the product should be 'less about' one characteristic and 'more about' another, more positive characteristic. The responses guided the following goals and action steps.

VISION FOR ENHANCING THE TOWN OF CLERMONT 'PRODUCT'

A. KEY STRATEGIES FOR ENHANCING A VIBRANT COMMUNITY

A1. Infrastructure Investments
• Maintain and upgrade existing sidewalks and trail systems
• Connectivity to regional partners, such as the Town of Speedway, Town of Brownsburg, and local schools
• Begin collaboration discussions with the previously mentioned partners and include the Indianapolis DMD as a way to identify funding sources and subsequent implementation of improvements
• Work with grant writers to help solicit grant funding

A2. Transportation Corridor Improvements
• Work collaborative with INDOT to find mutually-beneficial solutions to traffic challenges along US 36
• Engage neighboring communities to help identify best practice engagements when working and communicating with state and local agencies, e.g. INDOT's Director of Economic Development
• Highlight corridor gateways into the town with signage and potential lighting

A3. Build Targeted List of Redevelopment Properties
• Develop an inventory of targeted sites for redevelopment, especially along US 36 and close to the town center
• Improvement strategies include expanding options for living, shopping, working, and dining in the area by promoting walkability, mixed-use development, and rehabilitation of buildings

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VISION FOR ENHANCING THE TOWN OF CLERMONT 'PRODUCT'

A. KEY STRATEGIES FOR ENHANCING A VIBRANT COMMUNITY

A4. Branding and Marketing

• Utilize existing partners and business leaders, such as Robey Elementary, Miller Pipeline, and Chapman Heating and Air Conditioning to help define the Town of Clermont's brand and promote the community within the Central Indiana region

• Marketing initiatives should emphasize the Town's identify (once clearly defined) and opportunities for growth and inclusion

• Leaders should work with the Metropolitan Indianapolis Board of Realtors (MIBOR) to emphasize marketing and branding efforts specific to the town

• Collaborate with nearby communities, such as the Towns of Speedway and Brownsburg, during festivals and events with emphasis on race season

• Utilize social media outlets and existing communication pros (even volunteers) to help craft and broadcast messaging

• Use volunteer "brand ambassadors" to help communicate internally to residents regarding current initiatives and events that will impact business and residents. Brand ambassadors can be used to amplifying messaging supporting the promotion of business attraction/retention and community amenities such as trails, parks, and other assets

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VISION FOR ENHANCING THE TOWN OF CLERMONT 'PRODUCT'

B. KEY STRATEGIES FOR ENHANCING THE BUSINESS DISTRICT

B1. Local Business Support
• Engage local businesses to retain and support growth
• Survey business owners and employees on the opportunities and challenges to business growth, including succession planning, to identify and address short- and long-term needs
• Promote key milestones or special initiatives of established firms to boost the community's business market profile
• Utilize existing resources, such as SCORE, the Indiana Small Business Development Center (ISBDC), Indy Chamber, and the local office of the U.S. Small Business Administration to help develop effective surveys and deploy resources
• Revitalize the defunct Clermont Merchant's Association to help drive efforts for growth and support

B2. Small Business/Entrepreneurship Development
• Establish solid partnerships with existing entrepreneurial resources, such as the Business Ownership Initiative (BOI) through the Indy Chamber, the ISBDC, Level Two Coworking in Plainfield, and other assets in neighboring communities
• Survey businesses and residents to identify the needs and desires of business owners and aspiring entrepreneurs and map available resources
• Market support programs, financing options, and technical resources and provide connections to effective networking opportunities
• Partner with schools and regional civic organizations on entrepreneurship in schools

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VISION FOR ENHANCING THE TOWN OF CLERMONT 'PRODUCT'

B. KEY STRATEGIES FOR ENHANCING THE BUSINESS DISTRICT

B3. Model Communities

• Connect with and tour communities that exhibit aspirational qualities for the Town of Clermont
• Connect with peer leaders in town/city councils, economic developers, tourism officials, and community development leaders to learn how they successfully implemented vision plans and strategic objectives with key ingredients
• Encourage training opportunities for elected and appointed officials for effective economic and community development policy-making

VISION FOR ENHANCING THE TOWN OF CLERMONT 'PRODUCT'

C. KEY STRATEGIES FOR FOSTERING COLLABORATION AND ENGAGEMENT

C1. Cross- Cultural Education and Inclusive Outreach
• Develop new forms of culturally competent outreach, such as Spanish-speaking publications and public service announcements
• Utilize existing cultural 'ambassadors' to help craft collaborative forums that bring people from different backgrounds and cultures together to discuss issues and share solutions
• Contact partners, such as the Town of Plainfield, to learn of ways other communities have engaged in cultural competency training and education

C2. Collaboration and Partnership
• Connect with community members at places of play, work, shopping, or worship as a way to engage and participate in the development of plans and policies, including property maintenance, in a way to provide access to contribute to the decision-making process
• Community forums, perhaps led by the faith community, are encouraged to increase collaboration and volunteerism across a range of ages and cultures

C3. Youth Engagement
• Partner with schools and local community centers, target youth in civic engagement activities, including the development of a Youth Council
• Due to the number of officials eligible to enter retirement in the coming years, it is critical to encourage young professionals to become engaged in civic leadership. Program support is needed for such efforts and should include partners such as AIM Youth Council plus area high schools

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VISION FOR ENHANCING THE TOWN OF CLERMONT 'PRODUCT'
C. KEY STRATEGIES FOR FOSTERING COLLABORATION AND ENGAGEMENT

C3. Arts Collaboration in Public Spaces
• As a means of encouraging strong engagement, particularly for families with children, integrate arts in public spaces as a key element to encouraging connection
• Promote increased partnerships between schools and local talent, including engineers, carpenters, artists, and craftspeople to help bolster Clermont's identity and regional presence
• Encourage tactical urbanism. This can create a dynamic place to live, work, and play

Tactical urbanism is civic mindedness with a DIY execution, an activity that is done outside of the auspices of a standard structure. When done correctly, it is civically-focused and to the benefit of the community, not an attempt at vandalism or criticism. Ideas and projects can be led by volunteer groups who establish temporary spaces and displays around the community that lead to long-term change in neighborhoods and specific districts, such as the business district. The town and tactical urbanists can experiment is with short-term improvements that can be tested and refined over the years. Elements such as seating, outdoor cafes/beer gardens, public art, striping of crosswalks and pedestrian havens, community gardens and murals are examples of improvements that can be accomplished in a short time and on a small budget. To do this, the Town must engage, learn from, and accommodate citizen-led tactical projects; promote temporary projects to highlight opportunity, and develop a communication plan to share with all stakeholders to lead and modify future projects.

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NEXT STEPS

Several strategies need to have additional information, data, and research before moving onto refining the action steps. Discussions with the strategy session participants should continue on a frequent and consistent basis, building on this initial report. For background, a final action plan is recommended to have established goals and strategies which define leading and lagging indicators in order clearly outline the path toward successful implementation. This report is to be used as both a call to action and guardrails for new/refined policies and initiatives enacted upon by the Town.

Leading and lagging indicators are two types of measurements used when assessing performance in a business or organization. A leading indicator is a predictive measurement. For example, the percentage of people wearing hard hats on a building site is a leading safety indicator. A lagging indicator is an output measurement. For example, the number of accidents on a building site is a lagging safety indicator. The difference between the two is a leading indicator can influence change and a lagging indicator can only record what has happened.

There is a cause and effect chain between lead and lag indicators. Both are important when selecting measures to track toward your business goals. A lead indicator without a lag indicator may make you feel good about keeping busy with a lot of activities but it will not provide confirmation that a business result has been achieved.

Lead indicators are always more difficult to determine than lag indicators. They are predictive and therefore do not provide a guarantee of success. This not only makes it difficult to decide which lead indicators to use, it also tends to cause heated debate as to the validity of the measure at all. To fuel the debate further, lead indicators frequently require an investment to implement an initiative prior to a result being seen by a lag indicator.

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CASE STUDIES AND ARTICLES

One important outcome of the strategy session is a clear understanding that more data, research, brainstorming, and consensus building is necessary prior to finalizing a full strategic plan. Because of this, Plaka has conducted additional research on case studies and best practices for Clermont leaders to consider and calibrate to local needs and desires.

Business Retention and Expansion (BRE)
Business Retention and Expansion Case Study
Grants Pass, Oregon:
Population: 36,687 (2017)
Median Household Income: $38,544

Through the process of constructing an economic development strategic plan, the Town of Grants Pass conducted interviews with 100 local businesses to determine the direction of the plan. Through those interviews and partnering surveys, a demand for additional industrial real estate was unveiled. Several local businesses needed to expand immediately, which led the town to work with the local chamber of commerce and private developers to establish the Spalding Commerce Park. The town formed a BRE Committee focused on working with private developers to build out the commerce park and identify tenants for the pending development. The committee helped secure one of the first major tenants which eased developers' concerns about spec development and helped the community leverage grants to build out the necessary infrastructure. The first tenant secured for the project has since

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dramatically improved their efficiency and subsequently doubled their employment to 200 workers.

Lessons Learned:

1. Building a Bridge between Developers and Businesses: Developers' concerns about speculative development were eased by the BRE Committee's prior research identifying five local businesses in need of immediate expansion. Without these specific examples/contacts already identified, the developers may have passed on this project due to high risk. The committee was able to build a bridge between businesses and developers in the community.

2. Importance of the First Buy-In: The current trend of cluster-based economic development made the first major business to buy into the industrial park critically important. Once a major local electronics manufacturer expanded into the park, it set off a cascade of development in the park.

3. BRE is a Team Sport: Working collectively with local partners to gather the BRE data was critical. Then, showcasing the community's comprehensive assets to local and regional developers/businesses expands the reach of the Town's marketing initiatives. The BRE program could be used to showcase unknown (or slightly known) opportunities to help existing companies grow.

Source: https://drive.google.com/file/d/1XdR0VNmNF8bHAJWfsLYZArQT7YbYFO-Z/view

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Business Retention and Expansion: Best Practices

While communities across the country are focused on putting together incentive packages to attract companies like Amazon, they are missing out on opportunities to keep and expand the businesses already in their backyard. According to Louise Anderson at the International Economic Development Council, a strong BRE program has four components:

1. Visitation: Making site visits to understand pain points and develop relationships with local businesses.
2. Surveys: Surveys not only show the community is listening, but it can help identify businesses ready to expand, or help prevent disgruntled businesses from leaving.
3. Clearinghouse: A service or one-stop-shop for local entrepreneurs to obtain assistance in hopes they are able to be one of the businesses in need of expansion in the future.
4. Networking: Whether it be business "After Hours" or Mayor's breakfasts, networking events show the community's interest in local businesses, and provides another opportunity for staff/leadership to understand what's happening in the community.

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<u>Business Retention and Expansion: Interesting Article</u>
A survey of 363 family-owned, small to mid-size manufacturing companies in the Chicago area found that about three-quarters had owners nearing retirement age, and half of those had no succession plans (Chicago Tribune). Companies without succession plans are more likely to close or get bought by firms that move them out of the region.

To address this challenge, the Chicago nonprofit Manufacturing Renaissance is launching the Ownership Conversion Project to match retiring manufacturers with entrepreneurs who are interested in keeping the companies local. The project will provide business analysis of the companies and vetting of potential buyers to ensure a good match, as well as training and ongoing support to new owners.

The Chicago Federation of Labor, one of the project's partners, will use its extensive union and civic connections to be part of an "early warning system" to identify companies at risk of succession issues and people who might be interested in acquiring them. Ideally, companies will be identified long before owners begin considering offers from private equity firms that often prioritize profits over jobs.

Early warning also allows time to prepare manufacturing workers to become owners, either by grooming a manager or supporting a group of employees to go in on it together. Terry Iverson, the third-generation owner of a machine tool company, has an informal apprenticeship program to cultivate future leaders whom he hopes will continue his family's way of doing business.

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Housing
Housing Case Study:
North Branch, Minnesota
Population: 10,241 (2017)
Median Household Income: $73,932

North Branch, over the last 40 years, has grown from a small town of 1,500, dotted with large lot executive level homes, to a bedroom community of 10,000+. In response to this growth, community leaders have focused on developing affordable and workforce/attainable housing to serve residents across the different stages of their lives. These efforts resulted in two targeted housing developments:

- 48 unit townhouse development (1-3 bedrooms) designed for families making up to $56,000/yr in household income.
- 20 unit supportive apartment complex specifically aimed to serve residents with a history of health challenges.

Creative funding mechanisms (state housing funding, federal tax credits, etc.) and partnerships between local/state government, development corporations, and social service agencies made both of these projects possible. Local funding mechanisms (TIF) were also key, as many federal and state grants/programs require matching funds.

Lessons Learned:
1. Guiding Community Out of NIMBYism: While neither of these projects stated specific push back from the community, many affordable/attainable housing projects are halted when residents say "Not In My Backyard". This is where bold leadership is required to show current residents how these projects will benefit the community overall.

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2. Importance of Tax Increment Financing (TIF) : TIF not only provides a relatively flexible funding mechanism for development projects, it also forces a community to view the TIF area comprehensively. A successful (i.e. growing) TIF district needs to have a mix of uses (commercial, industrial, high density residential) and therefore must be zoned accordingly.

Source: https://extension.umn.edu/community-research/minnesota-rural-housing-study-north-branch

Housing: Interesting Article

After 10,000 applications, 1,000 semifinalists, and 500 finalists, 100 people have been selected as the first participants in Tulsa Remote. A dozen people have already moved to the town, with the rest expected this summer (Forbes). Funded by the Tulsa-based George Kaiser Family Foundation, the program offers $10,000 cash, a $1,000 housing stipend, and free coworking space to attract those who have full-time employment (or are self-employed) and have the flexibility to work from anywhere.

One of Tulsa Remote's first residents is Javier Ruiz, an education content writer relocating from New York Town (and first-timer in Oklahoma), who likes it so far. But the success of the program will be judged by how well new arrivals integrate into the community and how many choose to stay in Tulsa beyond the first year. Another measure is the national exposure the program has brought Tulsa. Says Tulsa Remote executive director Aaron Bolzle, "Obviously, $10,000 got a lot of attention. But the focus on community was really what got people to apply, and that's something that Tulsa has in spades."

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Workforce

Workforce Development Case Study:
Grants, New Mexico
Population: 9,094 (2017)
Median Household Income: $35,671

The "solo-work" economy (freelancers, sole proprietors, contractors, etc.) is a growing trend in the modern economy. Grants, NM is no exception, with 35% of its workforce falling within this category. CELab, a nonprofit economic and workforce development think tank, created a pilot program from 2012-2016 aimed at providing job training for "solo-workers" and setting up telecommuting opportunities for participants. The program, aptly named "SoloWork Center", is an alternative to, or hybrid form of, workforce development and business attraction.

SoloWork Center allows communities to focus its efforts on training citizens and placing them in the type of work environment needed instead of expending funds on wooing businesses to a community.
After showing success over a 5-month period during the pilot program (12 new economic base jobs), the New Mexico state legislature appropriated $1 million in 2017 and $1.5 million in 2018 to begin expanding the program statewide.

Lessons Learned:
1. Responsiveness to Community Trends: SoloWork Center provides an excellent example of a community responding to the needs of their workforce. Rather than sticking with traditional economic and workforce development practices, SoloWork innovated and

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created a viable program to build up a telecommuting workforce.

2. The Job Isn't in Your Community, So What?: It is of course still important to have businesses located within a community, but building up a community of telecommuters is just as valuable. It provides work to those who need flexible scheduling and allows people to stay in a community rather than needing to relocate for work.

Source: International Economic Development Council

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Workforce: Interesting Article

More than 3,800 young people participated in the inaugural summer of San Francisco's Opportunities for All program, an initiative in which companies give back to the community by providing or facilitating paid internships, job training, and mentorship opportunities.

Opportunities for All offers career exploration and workforce development for San Francisco's youth, ages 13 to 24. The initiative includes internships, mentorship, career training, and apprenticeship. This summer, participants took part in workforce tours and workshops in accounting, law, tech, and small business. Teens and young adults were hired under the program by about 100 businesses, nonprofits, and town departments this summer. Companies not able to take on interns could help the town pay $15/hour wages for positions at government departments and nonprofits. "Kids our age tend to limit ourselves," said Jaida Clark, 17, who is interning at Airbnb. "[Opportunities for All] is a big step towards helping kids think outside the box." (San Francisco Chronicle). "Some kids in our community aren't as confident," said fellow Airbnb intern Kaylani Kelley, 16. "People underestimate us and you start to underestimate yourself, especially being African American and female. Taking an opportunity like this, doing it, it shows so much. Take the opportunity while you can."

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Quality of Place/Community Development
Quality of Place Case Studies
Greenville, Kentucky
Population: 4,340 (2017)
Median Household Income $27,415

As with many rural communities, Greenville's downtown has deteriorated over the years of residents migrating to more populous urban areas. In 2006, community members grew tired of complacency, and its new administration took an aggressive approach to revitalizing Greenville's downtown. Through focusing on storefront façade renovations, walkability, and tourist attractions such as their popular music series "Saturdays on the Square", Greenville was able to leverage partnerships with a regional planning organization, redevelopment granting organizations, and invested community members to help Greenville's downtown become regularly filled with double their population for various events.

Lessons Learned:
1. Strong Leadership to Activate Community Pride: For any of the redevelopment efforts to take place, Greenville needed strong leadership to build consensus, form partnerships, and ultimately take action/accept risk. No economic/community development effort will be successful without strong community leadership.

2. Focus on Tourism: Transforming the physical appearance of Greenville's downtown was a major step, but giving people outside of Greenville's population of 4,000 a reason to fill the streets was equally as important. Citizens supported a restaurant and hotel tax establishing an active

Tourism Commission. This tax helped to fund the façade improvements, but it has also made free festivals and concerts (major regional tourist draws) a possibility.

Source: https://www.nado.org/facades-festivals-and-footpaths--greenville-kentuckys-downtown-redevelopment/

Paducah, Kentucky
Population: 24,879 (2017)
Median Household Income: $35,581

In 2000, leaders in Paducah chose to solve the problem of their deteriorating downtown with the arts. Instead of just focusing on the aesthetic aspects of arts in economic development (i.e. murals, sculptures) Paducah focused on the artists themselves, establishing an artist relocation program. This program targeted deteriorating historic properties and partnered with a local bank to provide artists from around the world with funding to purchase/rehabilitate the homes and establish studios/galleries within them.

Ten years after the inception of the Artist Relocation Program, Paducah has leveraged a total of $30 million in private investment, attracted 70 artists, rehabilitated 80 properties, and constructed 20 new buildings. This transformation of a downtown and creation of an artist community has placed Paducah on the world stage as an artist haven. Paducah now observes long time residents who avoided downtown purchasing homes, starting small businesses, and buying local art.

Lessons Learned:
1. Valuing Artists as Conduits for Transformation: Artists may often not have the resources to purchase homes or studios independently, but once planted in a community they can spark cultural growth or rebirth. Communities who value and incentivize artist residency in their

community will see economic development follow.

2. Flexible Zoning Enables Growth: While Paducah changing their zoning ordinances to allow mixed uses in their historic district did not single-handedly create change, it enabled it. Communities need to be flexible with their zoning in order to allow for creative land uses not possible in traditional zones.

Kalamazoo, MI
Population: 75,833 (2017)
Median Household Income: $37,438

As with many Midwestern cities during/after the Great Recession, Kalamazoo experienced a wave of foreclosures and vacancies. Vacant residential and commercial properties place a drag on a community's economy in several ways: tax base, aesthetic impairment, business attraction, etc. While the ultimate goal is to fill these vacancies, Kalamazoo used creative placemaking to bring vibrancy into affected community nodes. In the Edison neighborhood of Kalamazoo, three creative placemaking projects were deployed to turn a potentially deteriorating section of the town, into a vibrant community hub.

The first project was leveraging the existing monthly "Art Hop" to bring life to vacant commercial spaces. The simple fact of hosting Art Hop in these spaces gave local businesses a chance to have a "pop-up shop" that eventually led them to (re)locating into the vacant spaces.

The second project was an event/competition between local food businesses with the prize including a built out store front (from an existing vacant commercial space), a graduated rent schedule, and business support services. The competition brought the community together, filled a vacant space, and helped local entrepreneurs take their

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first steps. The third project was a community mural called "We Are Edison" (pictured previously) containing portraits of more than 100 neighborhood residents. The portraits were taken within a vacant storefront and helped make Edison residents feel represented and apart of something bigger.

Lesson Learned:
When Life Gives You Lemons: Vacancy can present a unique opportunity for a community to turn a drag on the local economy into a catalyst. It takes responsiveness and effective partnerships to make it possible (i.e. permission to use space), but it has the potential to create a refreshed identity for a community.

Source: https://www.arts.gov/sites/default/files/CreativePlacemaking-Paper.pdf

Marketing/Business Attraction: Interesting Articles
Site selectors answer questions about the process
GIS Planning recently held a webinar focused on what site selectors want economic developers to know about location analysis. In a Q&A following the webinar, the speakers offered some additional insights:

• EDOs should be prepared with information for two different audiences: site selection consultants and companies that are conducting the site selection process themselves.
• EDO websites should contain data and information specific to the community or region, including property tax rates and maps of Opportunity Zones.
• About 75–80 percent of (the speakers') clients are seeking existing buildings, and 20–25 percent are looking for greenfields.
• If your EDO can afford it, consider creating drone videos for larger, shovel-ready sites or projects.

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• EDOs can set themselves apart by providing some client "hand holding" for sites that don't already have zoning permissions.
• Tax credits, training, and tax abatement seem to be the trifecta of incentives.

Do people really know where your community is?
When marketing your community, it's smart to reference the nearest nationally recognizable major town, rather than a town that may only be familiar within your region (Brand Acceleration): Ask yourself, "Will a person from another part of the country know where this town is? What about a person from another part of the world?"

This can be humbling if you're from a mid-sized town. When you step outside your regional bubble and take an honest look at how your town fares on the national level, you may realize you're not major enough.

Other good advice: Avoid regional names that not everyone may recognize, or that more than one region may use, such as Tri-State Area, Upstate, or Bay Area. By mentioning a major town, you can:
• Use their existing brand to aid your marketing efforts;
• Claim proximity to their workforce, educational institutions, airport, transportation, entertainment; and
• Position your community as the less expensive, less congested, less bureaucratic option.

Quick tips for search engine optimization
If you want your website at the top of search results, you have to know what your target audience is looking for – that's search engine optimization in a nutshell. There are lots of sophisticated tricks to make your EDO's website stand out, but there are a few basics that every page should include, according to economic development consultancy AdyAdvantage:

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- The name of your nearest metro area, not just your town's name
- The industries you are trying to attract, and information on why you're well-suited for them. (Note: Data that's only accessible in spreadsheets and PDFs will not be picked up by an internet search.)
- Not just a list of available properties, but what industries are ideal for that real estate

Business ambassadors: A "horse's mouth" marketing strategy

According to a 2017 Development Counsellors International (DCI) survey (PDF), 42 percent of business owners see dialogue with industry peers as the most trusted source of information when assessing a region's business climate. (News articles were cited by 34 percent, and meetings with EDOs by 23 percent.) That's why many EDOs use business ambassadors to influence perceptions about their region. Ambassadors are local business executives recruited to act as boosters for a town or region across their professional networks. Though programs vary in size and scope, there are a few best practices (DCI).

First, it's best to keep the group small and manageable, recruiting only the most passionate personalities. This ensures a personal relationship is established with each representative and their messaging stays on track.

Second, make it easy for ambassadors to promote the region. The town of Richmond Hill, California, developed a Business Ambassador Toolkit, which included templates for social media posts, links for networking events, examples of email signatures, and other promotional materials. Additionally, Richmond Hill provides easily accessible data about the region, including demographics, education, workforce, clusters, housing, recreation, and business parks.

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Third, keep ambassadors constantly engaged and motivated. Think of ways to thank them for their work. Many EDOs recognize ambassadors on their websites, including bios, contact info, and social media links. The Greater Tampa Chamber and the Frederick County, Md., Chamber offer yearly or quarterly awards for high-performing ambassadors. Networking events and dinners are another way to thank them and share successful strategies.

Finally, consider taking ambassadors online. Digital ambassadors may lack the personal touch, but they can reach a wider audience. The Vermont Department of Economic Development sends ready-made social media posts to an email list that Vermonters can sign up for to share positive news with their networks. (ED Now highlighted several additional examples in a 2013 article.)

What others say about your area is more valuable than what you say about yourself. A team of passionate business ambassadors is a low-cost investment to generate buzz that will resonate among corporate executives.

For reference, here are the items that were ranked as the top 3 priorities from the participants at the strategy session:

- Marketing/branding of assets
- Increase capacity building and networking for small businesses and entrepreneurs
- Increase community engagement, especially with diverse groups and the faith community

Additionally, here are great resources regarding a wide variety of topics on economic development. I would encourage members to sign up for their newsletters to stay informed.

[Indiana Economic Development Association](#)

[Prosperity Indiana](#)

[Indiana Housing and Community Development Authority](#)

[International Economic Development Council](#)

[Governing](#)

[National Association of Development Organizations](#)

QUALITY OF LIFE PLAN

CREATING A FUTURE IN CLERMONT

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Clermont Community Development Committee

ACKNOWLEDGEMENTS

Sponsors:

Miller Pipeline Corporation
Chapman Heating and Air Conditioning
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Lundin & Associates
A Childs World Day Care
TEPPCO
NuStar Foundation
Buckeye Pipeline
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Clermont Shoppes
Wall & Associates
Hot Rod Café
Raceway Pub
Speedway Super America
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ALLIANCES

The CCDC recognizes that in order to successfully implement any of the programs and projects identified in "The Work Plan", it is critical to have established alliances or partnerships with one or more agencies, businesses or organizations. While the CCDC may play a leading role in some cases, in other situations the CCDC will play an advisory or supporting role.

The following list of organizations or entities have been identified as those currently assisting or anticipated to be asked to form an alliance with the CCDC to support the work plan. As work progresses and new programs materialize, it is certain that the list will expand.

. Ball State College of Architecture and Urban Planning – Indianapolis Center
. Ben Davis High School – Youth program consulting
. Clermont Businesses and Business Property Owners – Main Street improvements
. Clermont Town Council – Review, endorse, and approve town programs
. Department of Metropolitan Development (DMD) – Zoning, land use issues
. Department of Public Works (DPW) – Infrastructure improvements
. District 6 City-County Rep. – Infrastructure program support
. Indianapolis Arts Council (IAC) – Art advise, e.g. murals
. Indiana Department of Transportation (INDOT) - Main street improvements
. Indianapolis Neighborhood Resource Center (INRC) – Study group, leadership training
. Indianapolis Power & Light (IPL) – Main street lighting
. Indianapolis Parks & Recreation – Greenways and recreation support
. Keep Indianapolis Beautiful (KIB) – Trees and landscaping programs
. Lions Club – Family activity consulting
. Mayors Neighborhood Liaison – Provide direction for city support
. Robey Elementary School – Youth program consulting
. Small Business Development Corp. – advice for attracting businesses.

"Never doubt that a small group of thoughtful, committed citizens can change the world.
Indeed it is the only thing that ever has." – Margaret Mead

EXECUTIVE SUMMARY

On the far western border of Marion County, almost 1500 residents reside in the small town of Clermont surrounded by an ever-growing city of Indianapolis. Before Clermont was incorporated as a town in 1903, the settlement provided an overnight stopping point for travelers on their way from Indianapolis to Crawfordsville. Today, Clermont is a drive-through community by folks on their way to the nearby auto racing park or to the growing residential and retail areas of Brownsburg.

Residents have stated that they like the small town feel of Clermont, but few shop here, e.g. the one grocery store went out of business years ago, and as a result the commercial area is very weak.

The dilemma for Clermont is how to slow down the traffic and create an interest that is worth stopping for and offering a walkable destination. In consideration of this, a Merchants Association was started around 2004. Although it had the best of intentions, this organization did not last long primarily due to lack of a solid plan on what improvements should be pursued. Then, in 2007, a new approach was proposed that encompassed the idea of hiring the Ball State University Urban Planning College to perform a Quality of Life Survey.

In the summer of 2007, a grassroots, volunteer steering committee consisting of 12 people with diverse occupations was assembled to assist the BSU Urban Planning team with a quality of life survey. The results were shared at a public meeting in the Fall where it was revealed that while the general consensus was that life is pretty good in Clermont, there was a desire for a more attractive downtown shopping district. This led to the next phase of the program – the charrette – an exercise by 20 BSU Urban Planning students to interview businesses and residents and produce drawings of areas in Clermont that could be made more attractive – and intuitively provide economic benefits. The result was a three day community workshop in the Spring of 2008. In May of 2008, the results were presented at a public meeting with high praise for the work of the BSU students. The common question now is "what's next?"

Since May, the Steering Committee has grown to 20+ members and been renamed the Clermont Community Development Committee. Meetings are held on a regular monthly schedule where the focus is to develop and implement a comprehensive plan given the many scenarios of the BSU presentation. We are also cognizant that it is important to do something of value, in the near term, thus the recent submission of a KIB/IPL grant application to add vegetation along Main Street.

This MISSION Statement is our guide: "The Clermont Community Development Committee will operate with a highly diverse membership to work in collaboration with all entities in the community to promote positive change in quality of life aimed at building community, improving property values, enhancing existing businesses and attracting new revenue sources."

THE VISION

In the future, Clermont is known as a green, attractive, walkable, "artsy" community that prides itself in a village atmosphere comfortable to all walks of life including our youth, young professionals, seniors, et al. All transportation modes are fully and safely supported including walking, biking, and public transportation. The business of town management is directed at economic development and community building.

THE PLAN OVERVIEW

The comprehensive plan is arranged by and focuses on the vision for the community in the following four action areas:

1. Identity – identify programs and projects that help give Clermont a special identity and village atmosphere.

2. Livability – provide the direction needed to improve the quality of life through clean, green elements of the environment and make people feel connected.

3. Business & Economic Development – develop a healthy commercial corridor with pedestrian friendly sidewalks and complimentary streetscapes. Work closely with shop keepers to help identify routes to success.

4. Leadership and Neighborhood Connections – identify areas of need for special skills and talents that will empower and strengthen community and get more people engaged in neighborhood programs.

SOME UNIQUE ISSUES

There will be land use and zoning implications as a result of the quality-of-life plan. Some recommendations we anticipate include but are not limited to:
. Overlay district of design guidelines in key areas
. Development of greenways
. Reuse of rail corridors for mass transit.

ASSETS & OPPORTUNITIES

Businesses

A-1 Discount Flooring	A-1 Vacuum Cleaner	Admiral Gas
Allstate Agency	Best West Auto Sales	Bicycle Outfitters
Changes Styling Salon	Chapman Heating & AC	Chicago Pizza
Clermont Liquors	Clip & Art Hair Salon	Computer Store
Cottage Friends	Crown's Sports Bar	Dairy Queen
Edy's Hair Salon	Halo Salon	Hot Rod Café
Laundromat Huff & Fluff	Lee's Dry Cleaner	Leslie & Co Salon
Lundin & Associates	Marathon Gas Station	McGuire Auto Center
Miller Pipeline Corp.	National City Bank	Raceway Auto Repair
Raceway Pub	Stanton's Auto Detail.	The Costume Cage
The Jewel Shop	Tina's Alterations	Wall & Associates

Churches

Charity Baptist Church
Church of the Nazarene
Clermont Christian Church

Celebrations

Clermont Rodeo	Old Fashion Days

Daycare

A Child's World Daycare

Organizations/Agencies

Clermont Lions Club	Clermont Police Department

Department of Metropolitan Development
Indianapolis Neighborhood Resource Center
Keep Indianapolis Beautiful Inc.
U.S. Post Office

Parks

Robey Park	Lions Club Park	Miller Park

Recreational

O'Reilly Raceway Park

Schools

Robey Elementary

Voluntary Associations

Lincolnwood Neighborhood Association

BACKGROUND INFORMATION

BACKGROUND:

In early 2007, a representative of the Ball State University College of Urban Planning was invited to speak at a town hall meeting about work the college has done in helping cities and towns of various sizes develop revitalization programs. At the end of the evenings meeting, a survey was taken to gage the interest of attendees to pursue such a program for Clermont. The results were strongly in favor of working with the school to develop a plan for Clermont in spite of an estimated cost of up to $5,000. It is well to note that the 5k contract was paid through sponsorships by business, residents and friends of Clermont.

Through a discussion with the Director of the College of Urban Planning, a representative of the Department of Metropolitan Development, and a town resident in the summer of 2007, it was suggested that Clermont needed to identify a Steering Committee in order to perform a Quality of Life study. This initial Steering Committee was comprised of 12 people from diverse segments of the community. While BSU prepared the Quality of Life survey, the Steering Committee reviewed it and helped to distribute 1000 copies in and around Clermont in the Fall of 2007.

Results of the survey revealed that while a majority of the residents were satisfied with Clermont, although it was noted that nothing has changed here in 20 years or more, they would like a more attractive downtown with more shops. Public meetings were held, and it was decided to move ahead with a program called a "charrette". This program is a community workshop that invites the public to meet with a group of student architects and urban planners to identify areas for improvement and produce renderings of what those improvements might look like. From a 3-day workshop in April 2008, the Ball State University students and professors identified four major areas for improvements that could enhance the quality of life in Clermont.

One area for improvement was to initiate actions that could give Clermont a unique identity. For example, do something special at the town's US136 gateways with its signage. Or make the water tower special. Or add way-finders.

A second area for improvement was titled "Connections". This has to do with transportation – connecting people and places. One of the most common desires of residents is to have a very walkable community. Many residents expressed fear at walking along narrow streets leaving no choice but to drive. Looking ahead to the Indianapolis Regional Pedestrian Plan, Clermont can eventually tie into Eagle Creek park and other Greenways. Another opportunity anticipated is regional transit that would link Clermont to Indianapolis via bus or light rail that would become a tremendous catalyst for redevelopment.

A third area called "Village Character" suggests that Clermont has done well to maintain its "small town" atmosphere. If the town is managed properly, redevelopment can reinforce this character by being pedestrian-oriented and walkable. Sometimes the character can be easy to create. Other times may require taking on standard suburban development and zoning codes in order to maintain a unique small town identity. Outdoor cafes, window shopping, sidewalk sales, trees, awnings are characteristics of places we love to visit.

The fourth area is titled "Clermont Town Center". Clermont is spread out along a seven-tenths of a mile strip along US136 with the town center generally regarded as the intersection of Tansel Road with Crawfordsville Road (US136). However, this location is far from being a positive attribute for Clermont. While Clermont is surrounded by Indianapolis, there is still room to grow with undeveloped land. Developing a courtyard of small shops and an outdoor market place at the corner of Tansel and Crawfordsville Road would anchor a downtown center while auto-themed shops and restaurants at the corner of Raceway and Crawfordsville Roads would capitalize on nearby O'Reilly Raceway Park. Mixed use buildings, senior housing, a transit station, and a public park all offer possibilities to the future of Clermont.

PRESENT SITUATION:

The CCDC meets on a regular monthly schedule. The main objective of these meetings is to develop a comprehensive plan about where and how we believe Clermont can progress as based substantially on the various BSU scenarios that were presented to us along with their interviews detailing what the people of Clermont want. We are using the GINI (Great Indianapolis Neighborhoods Initiative) as a model for developing a comprehensive plan. These meetings have generated some great ideas and answers to the common question "what next?". That was asked after the public meeting in May 2008 where BSU shared the results of the charrette.

HOW TO USE THE PLAN

This quality-of-life plan is the compilation of many great ideas and countless hours of hard work. It is meant to capture the energy that this community has for making this a better place to live, work and play. In this document we present a vision of all the things our neighborhood seeks to accomplish in the coming years. We realize that some areas will be much harder to generate change than others, but if we don't talk about them or too readily dismiss ideas, we can be assured that things will not improve. Our intent is to encourage new ideas, show respect for everyone's ideas in order to build community, and know that the better ideas will rise to the top. Hopefully this plan will not sit on the shelf, but it will become a roadmap to guide investors and other potential partners interested in helping us accomplish neighborhood goals. The plan is meant to be revisited often so that it consistently reflects the priorities of the neighborhood.

THE WORK PLAN

1.   IDENTITY

Goal
Create a unique identity for Clermont through signage, murals, wayfinders, fountains and other amenities that portray Clermont as special.

Indicators of Success and Baseline

. Survey of residents and businesses that indicate Clermont is improving.

Action Steps	Partners	Timeline
1.1 Create a unique gateway ID into town	DMD	2009

    1.1.1   Establish a "Gateway Team" to
           explore possible approaches.
    1.1.2   Develop a signage scheme for the US136
           East and West entrances.
    1.1.3   Enhance entrance with landscaping.

Action Steps	Partners	Timeline
1.2 Establish an art theme with murals	IAC	2009

    1.2.1   Establish a "Street-Art" committee.
    1.2.2   Identify structures to begin a mural program
    1.2.3   Obtain necessary approvals, permits
    1.2.4   Identify interested artist sources
    1.2.5   Develop parameters and themes
    1.2.6   Develop a maintenance procedure
    1.2.7   Identify cost responsibility
    1.2.8   Establish time frame to implement

  1.3   Determine feasibility of establishing community
      gardens and fountains.

    1.3.1   Develop a plan to suggest a design.

  1.4   Investigate street lighting, street signs and
      wayfinding signs that add character.

  1.5   Identify buildings of historical significance.

2.   LIVABILITY

Goal
Create a clean, green community to include green elements such as trees and porous paving that are environmentally friendly. People feel connected through an offering of transportation options from sidewalks and bike paths to future public transportation.

Indicators to Success and Baseline

. Survey neighbors to determine satisfaction levels with parks/green space, biking, walking, litter control, etc.

Action Steps	Partners	Timeline

2.1   Develop a network of sidewalks, bike paths   DPW   2009
and trails that offer safe business and recreational
travel options for the community.

   2.1.1   Establish a "Walkability Team".
   2.1.2   Identify routes that are most preferred, esp.
           high traffic streets such as Tansel, 30th,
           and US136.
   2.1.3   Develop a Master Plan
   2.1.4   Coordinate implementation

2.2   Develop and maintain Main Street landscaping   KIBI   2009

   2.2.1   Establish a "Main Street Landscape Team"
   2.2.2   Develop a Master Plan for Main Street
   2.2.3   Work with KIBI to design and acquire materials
   2.2.4   Submit Grant application
   2.2.5   Prepare detailed work plan
   2.2.6   Develop plan to monitor care of trees/plants.

2.3   Develop a "green" plan for Clermont.

2.4   Maintain knowledge of public transportation   DMD
       plans for West side and indicate interest in joining.

2.5   Investigate traffic control issues and work with local
       and state agencies to resolve.

2.6   Develop a plan for street lighting that adds to the
       village character desired by Clermont.

3.   BUSINESS & ECONOMIC DEVELOPMENT

Goal
Develop a healthy commercial corridor along Main Street featuring a wide mix of small shops and pedestrian-friendly sidewalks with complimentary streetscapes. Encourage new in-fill buildings with adequate parking in a village context compatible with existing urban design.

Indicators of Success and Baseline

. Increase in business mix
. Increase in local jobs available.

Action Steps	Partners	Timeline
3.1 Establish a unified business plan for downtown.	DMD	2009/10

3.1.1   Establish a "Downtown Development Team."
3.1.2   Develop a set of standards for downtown
          development including zoning, aesthetics,
          town center, landscaping, parking, etc.
3.1.3   Focus on business retention, development and
          recruitment for multiple use small business,
          e.g. specialty boutique, bakery, etc.
3.1.4   Connect downtown with N. Tansel Road
          bike/walkway.
3.1.5   Identify a plan for development of prime
          US136 and Raceway Road intersection lots
          featuring automobile related businesses.
3.1.6   Partner with property owners on successful
          reuse plans.

3.2   Encourage and assist in the effort to develop new
        sources of revenue for town activities, charities.

3.2.1 Create opportunities to capture tourist/ORP fan money.	Lions?	

3.2.2   Explore and encourage cultural opportunities,
          e.g. museum, art studio.

3.3   Explore opportunities for annexation of
        adjoining neighborhoods.

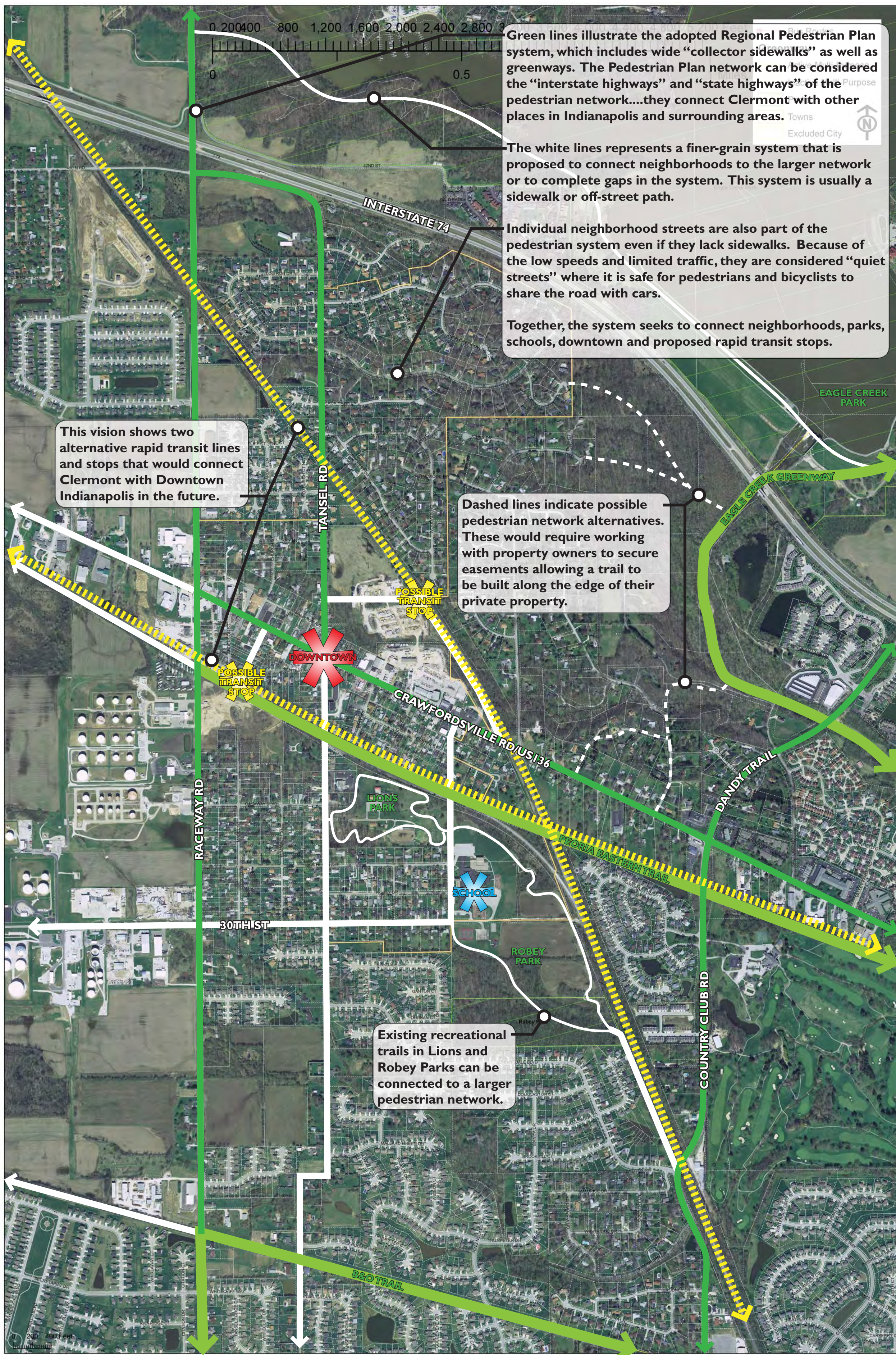**4.   LEADERSHIP & NEIGHBORHOOD CONNECTIONS**

Goal
Encourage members of the community to share their talents and skills to support needs of the neighborhood as addressed through open channels of communication. Town management operates from servant-leader position acting in advisory and support role on quality of life matters. Youth focus is highlighted.

Indicators of Success and Baseline
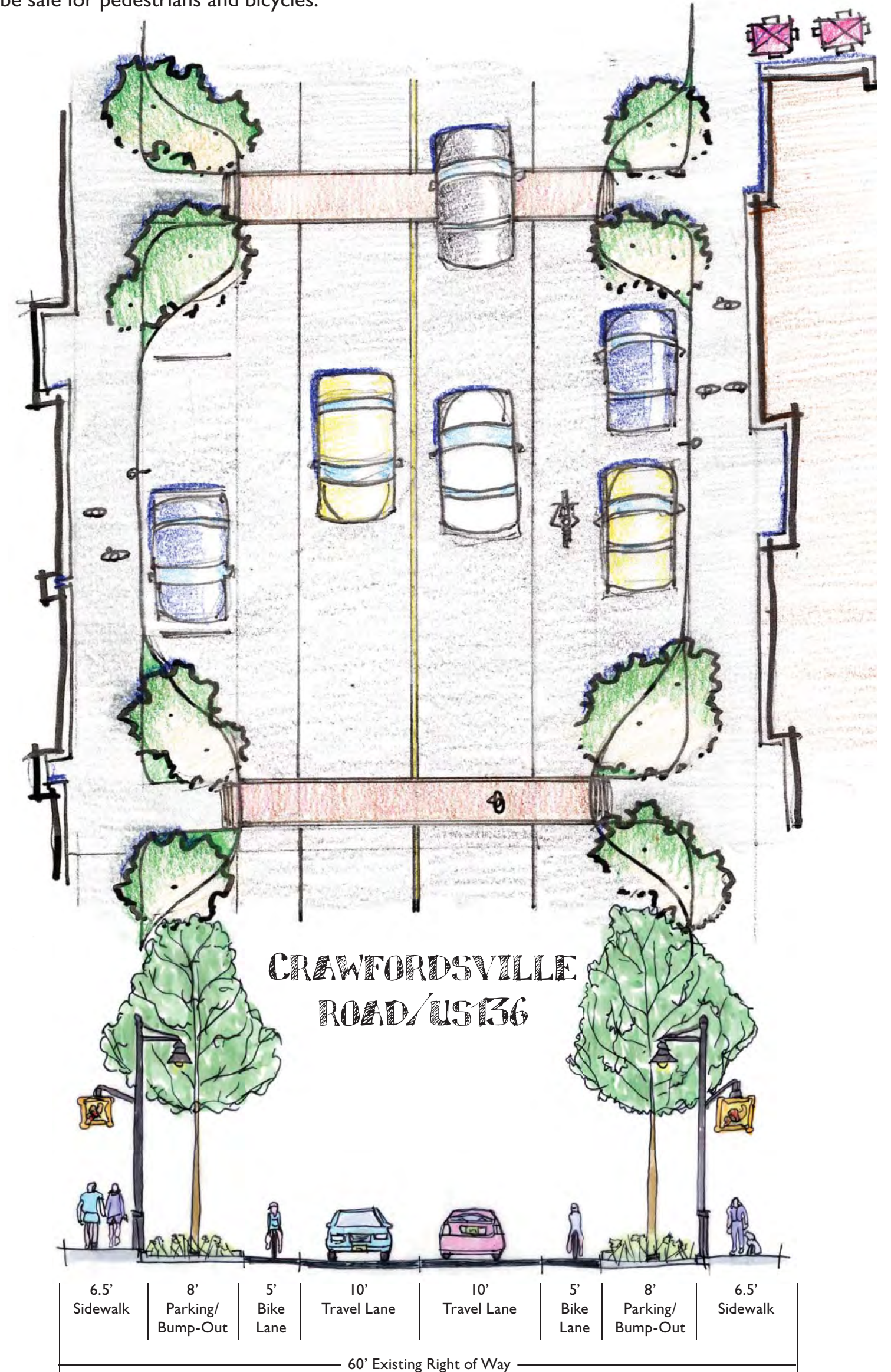
. Feedback from residents and businesses.

Action Steps	**Partners**	**Timeline**
4.1 Town management attends training	INRC	2009
4.1.1 Town leadership attends the Indianapolis Community Building Institute workshop to gain understanding of current CB practices.	INRC	
4.2 Identify local recreation opportunities.	Indy Parks Lions Club	
4.2.1 Develop recommendations for youth facilities		
4.2.2 Explore opportunity for family aquatic center		
4.2.3 Survey trails system for potential additions		
4.2.4 Determine feasibility of more festivals		
4.2.5 Explore community event potential		
4.2.6 Explore demand for YMCA, boys/girls club.		
4.3 Foster intergenerational community strategies for youth and seniors.	Robey	
4.3.1 Develop mentor relationships		
4.3.2 Design and implement intergenerational service projects in community gardens and neighborhood parks.		
4.3.3 Develop a neighborhood history project for youth to capture historic stories from interviews with seniors		
4.3.4 Develop other programs in collaboration with Robey Elementary School.		

CONNECTIONS

Green lines illustrate the adopted Regional Pedestrian Plan system, which includes wide "collector sidewalks" as well as greenways. The Pedestrian Plan network can be considered the "interstate highways" and "state highways" of the pedestrian network....they connect Clermont with other places in Indianapolis and surrounding areas.

The white lines represents a finer-grain system that is proposed to connect neighborhoods to the larger network or to complete gaps in the system. This system is usually a sidewalk or off-street path.

Individual neighborhood streets are also part of the pedestrian system even if they lack sidewalks. Because of the low speeds and limited traffic, they are considered "quiet streets" where it is safe for pedestrians and bicyclists to share the road with cars.

Together, the system seeks to connect neighborhoods, parks, schools, downtown and proposed rapid transit stops.

This vision shows two alternative rapid transit lines and stops that would connect Clermont with Downtown Indianapolis in the future.

Dashed lines indicate possible pedestrian network alternatives. These would require working with property owners to secure easements allowing a trail to be built along the edge of their private property.

Existing recreational trails in Lions and Robey Parks can be connected to a larger pedestrian network.

A WALKABLE TOWN

Perhaps the most common desire of community residents is the dream of a more walkable community. Many residents expressed fear at walking or biking along the busy or narrow roads to get from one part of town to another, leaving them no choice but to drive. This concept develops a network of systems starting with a quiet residential streets that feed onto a network of wide collector sidewalks on major streets that in turn feed into the "interstate highway" of pedestrian facilities, the greenway. Residents will be able to walk from one part of town to another or (eventually) bike all the way to Brownsburg or downtown Indianapolis via one of three greenways identified in the Indianapolis Regional Pedestrian Plan. Residents will be able to take advantage of their proximity to Eagle Creek Park and Tansel Road, Crawfordsville Road, and Raceway Road will finally be able to be safe for pedestrians and bicycles.

CRAWFORDSVILLE ROAD/US136

| 6.5' Sidewalk	8' Parking/Bump-Out	5' Bike Lane	10' Travel Lane	10' Travel Lane	5' Bike Lane	8' Parking/Bump-Out	6.5' Sidewalk

60' Existing Right of Way

Crawfordsville Road becomes a "Main Street" that accommodates auto traffic as well as bicycles, on-street parking, and pedestrians. There is also room for street trees using "bump-outs" into the parking area and streetscape elements like historic lighting and banners.

REGIONAL TRANSIT

Nothing can expand the "reach" of Clermont's businesses or employers or the convenience of living in a small town adjacent to a big city like rapid transit. Whether it is a commuter bus or a future rapid transit rail system, transit opens up Clermont's market to the entire Indianapolis region. The transit stops themselves become tremendous catalysts for redevelopment.
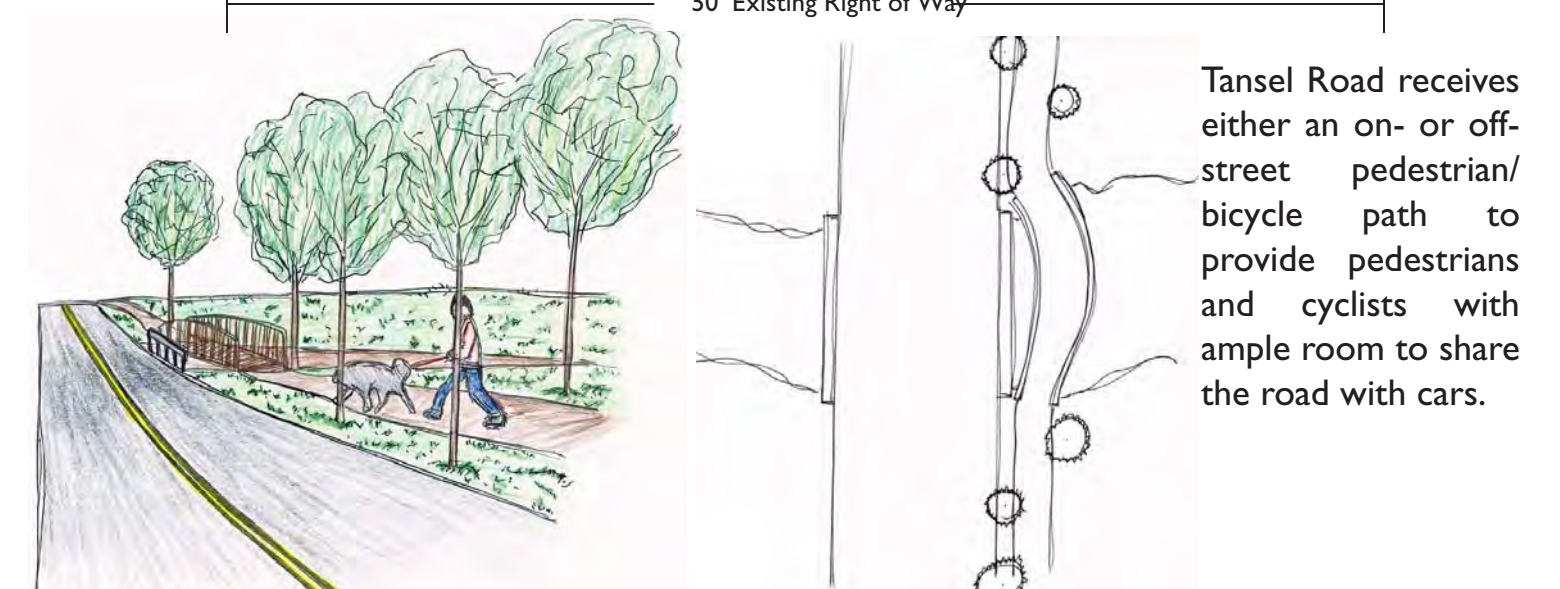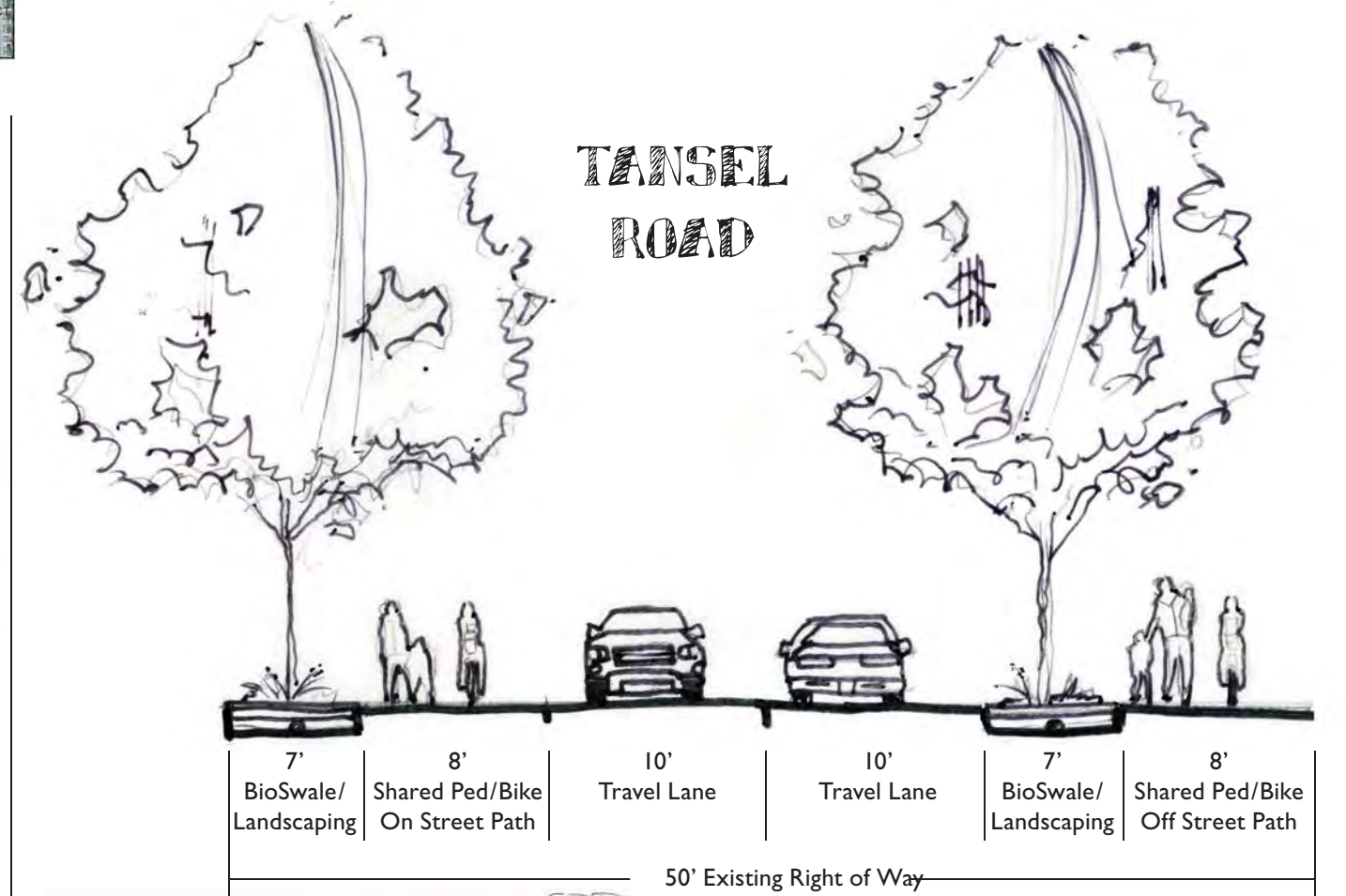
SOONER...BUS
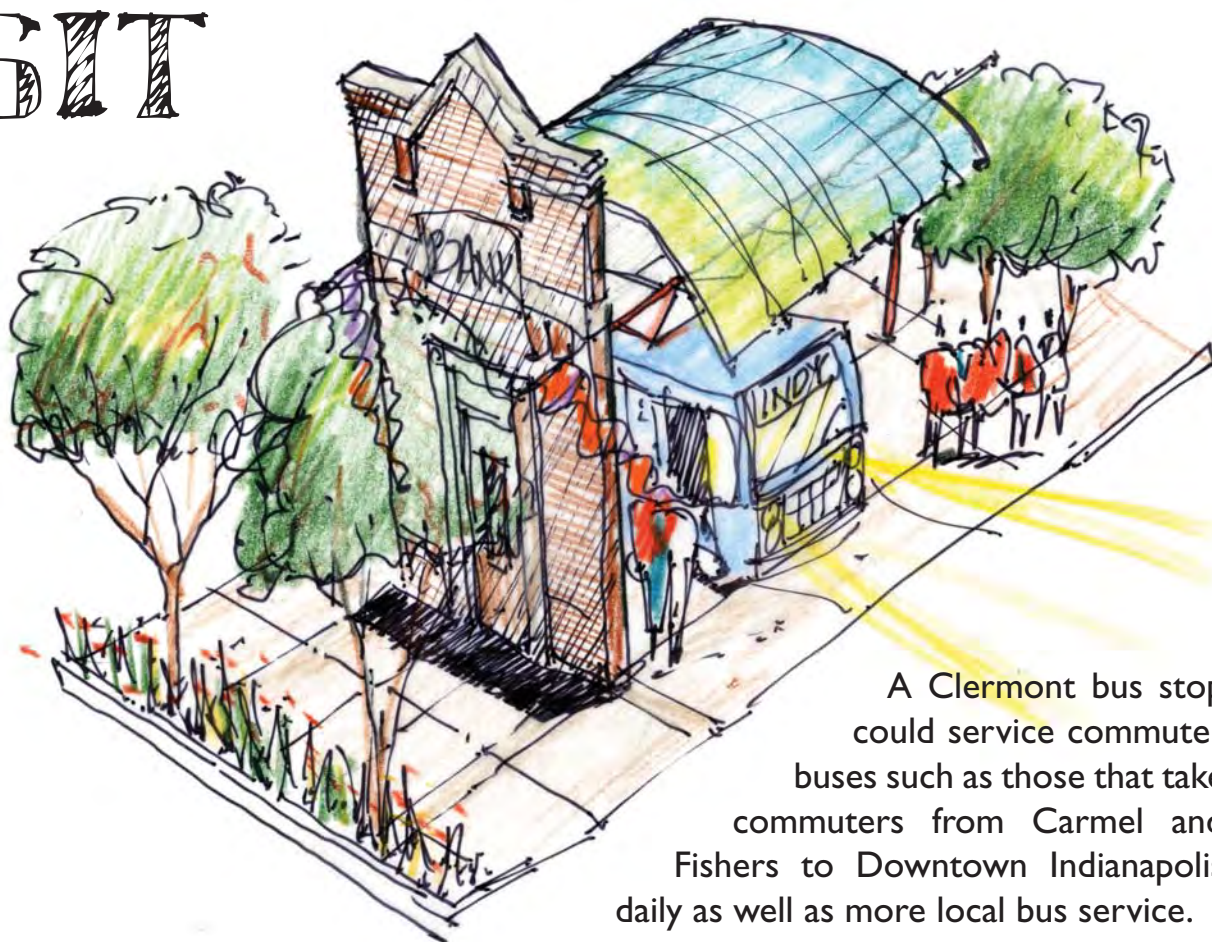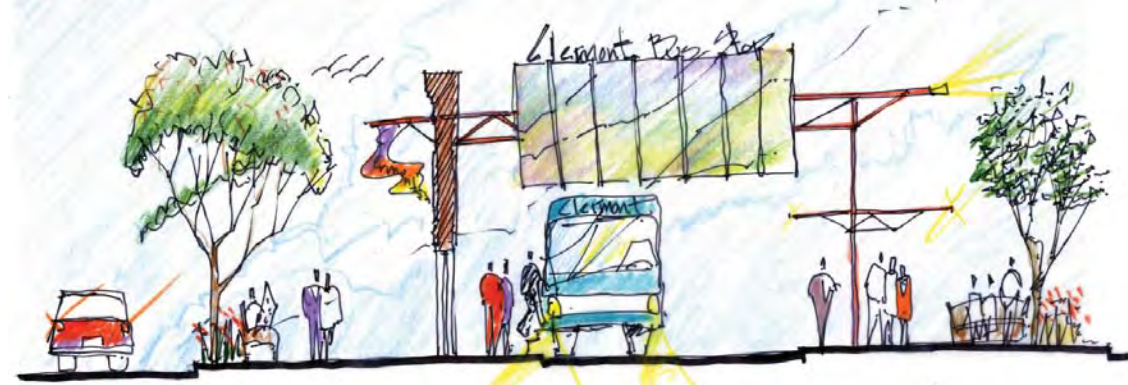
A Clermont bus stop could service commuter buses such as those that take commuters from Carmel and Fishers to Downtown Indianapolis daily as well as more local bus service.

LATER...TRAIN

A rapid transit system would exponentially increase access to Clermont, opening up the doors for redevelopment as a transit-oriented village, with a train station serving as the hub of the community not unlike the interurban line of the early 20th century.

TANSEL ROAD

7' BioSwale/Landscaping	8' Shared Ped/Bike On Street Path	10' Travel Lane	10' Travel Lane	7' BioSwale/Landscaping	8' Shared Ped/Bike Off Street Path

50' Existing Right of Way

Tansel Road receives either an on- or off-street pedestrian/bicycle path to provide pedestrians and cyclists with ample room to share the road with cars.

PEORIA EASTERN TRAIL/TRANSIT

Even the proposed Peoria Eastern Trail, located just south of Crawfordsville Road, accommodates more than one form of transportation.

VILLAGE CHARACTER

Clermont is unique in that it has managed to maintain its "small town" atmosphere while being surrounded by Indianapolis and suburban development. Redevelopment, and new development, should reinforce this character by being pedestrian-oriented and walkable. Streets lined with outdoor cafes, window shoppers, sidewalk sales, trees, awnings, and colorful banners are all characteristics of places we love to visit. Sometimes this character is relatively easy to create…a new awning, a handcrafted sign, or flowerpots on the sidewalk. Other times this character seems impossible to achieve…a new drug store or strip mall is proposed with a large parking lot in the front. The community must agree on a vision for what Clermont is…and fight for development that supports that vision and against development that is detrimental to it. It will mean taking on standard suburban developers and most applicable zoning codes, but in the end Clermont will be able to maintain its unique small town identity.

What Is a Village?

Even in traditionally urban neighborhoods it is often difficult to persuade new developers to build a development that fits into a "village" type area. Since the 1950s, a majority of new development has been suburban style, to the detriment of neighborhood character and civic life. So what makes a development "village" or "suburban"?
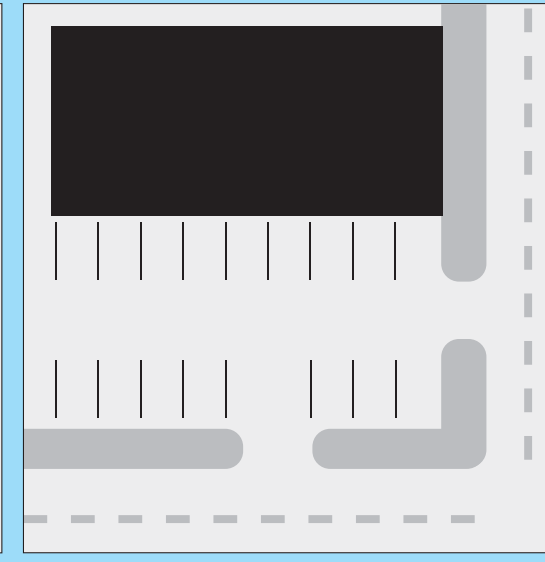
VILLAGE
- Building is ON the property line
- Parking is BEHIND the building
- PEDESTRIAN oriented, with windows, awnings, lighting, etc.
- Main entrance on the SIDEWALK
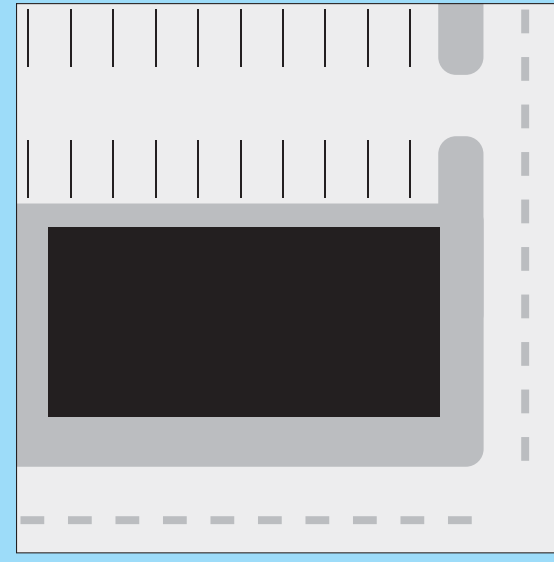
SUBURBAN
- Building is SET BACK some distance
- Parking is IN FRONT of building
- AUTOMOBILE oriented with large curb cuts and little connection between the sidewalk and main entrance.
- Main entrance on PARKING LOT

Interesting & articulated building facade
Rooftop Gardens
Parking behind building
Building on property line
Main entrance on sidewalk
Awnings
Sidewalk activity
Lots of ground-level windows
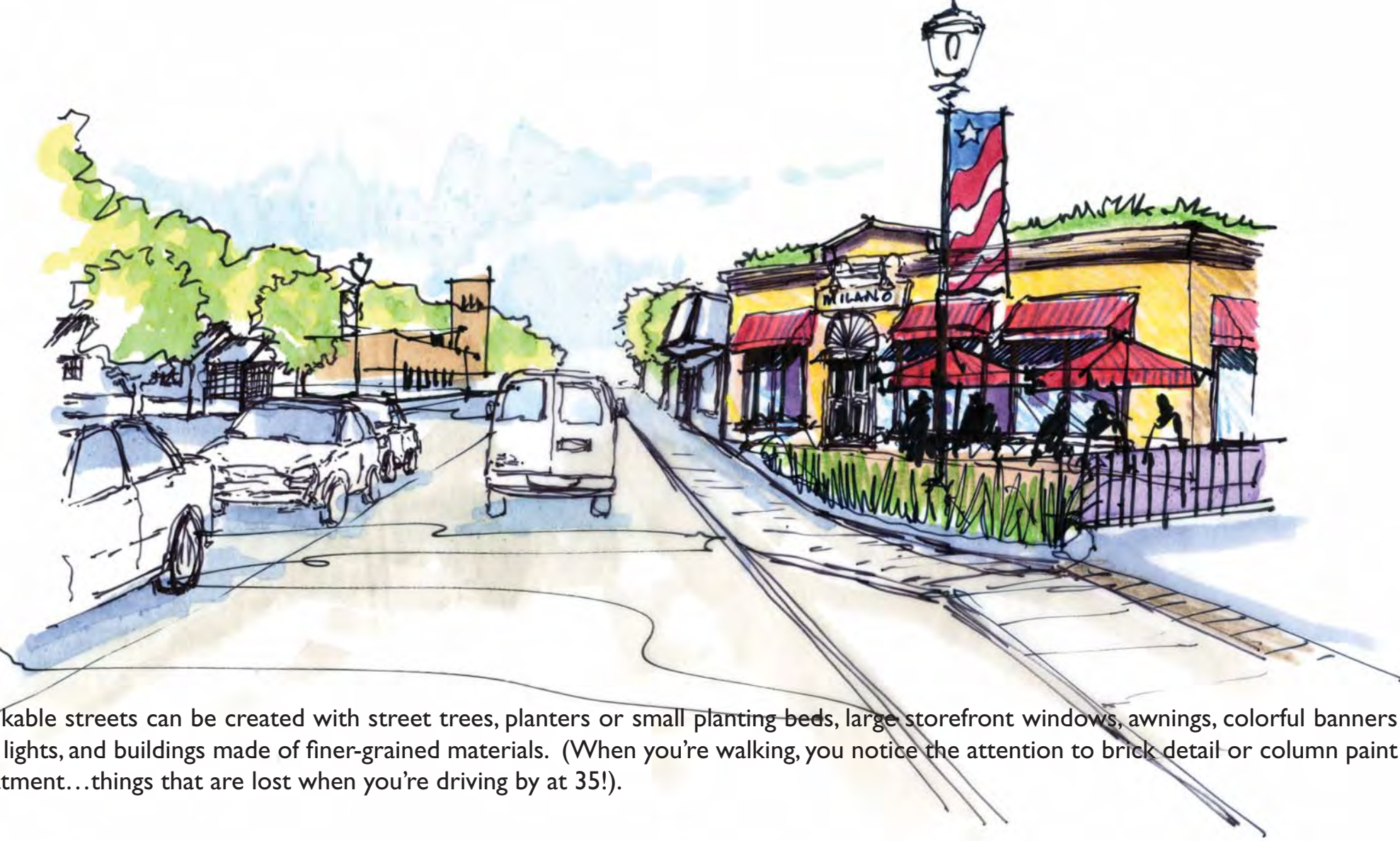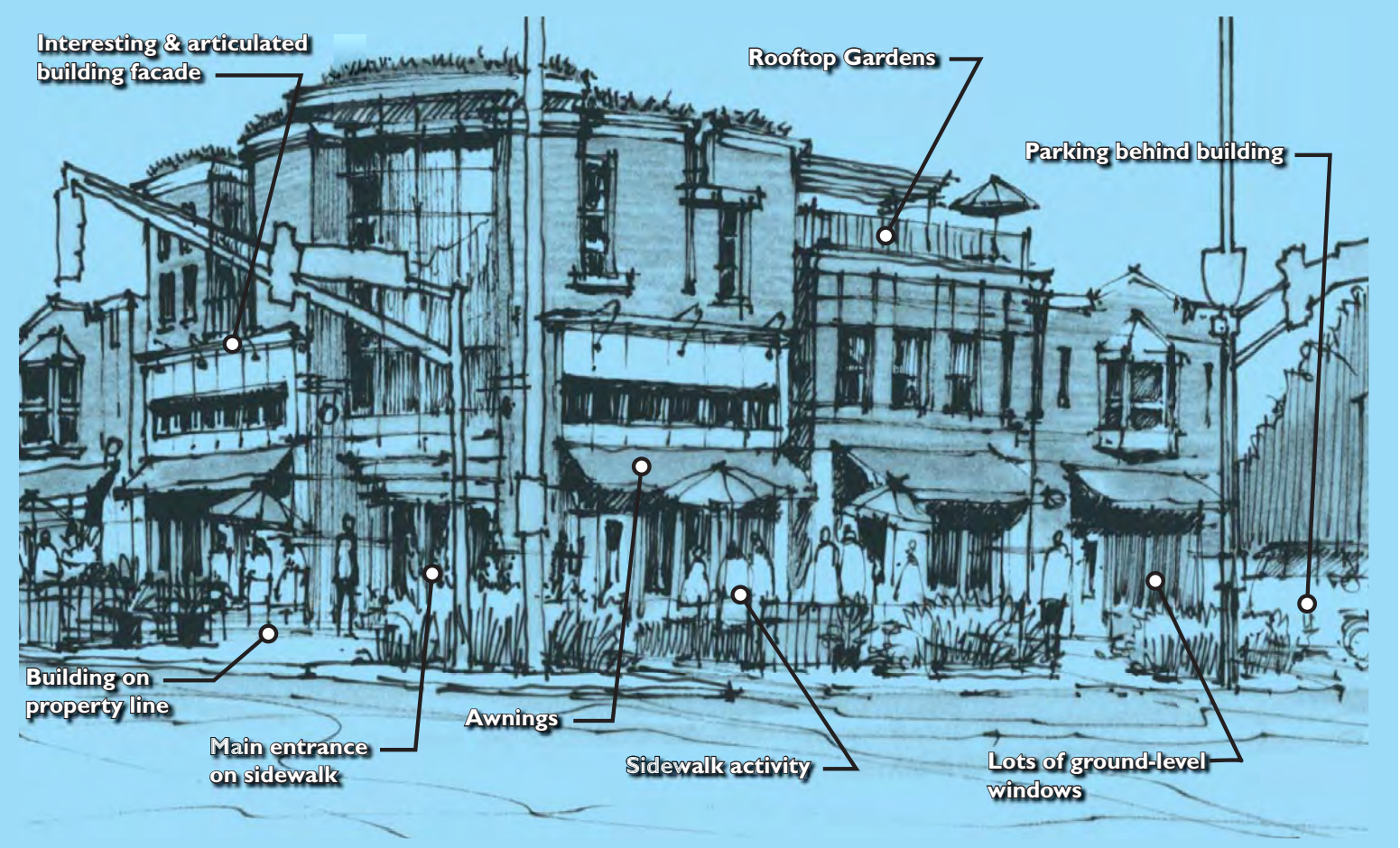
Walkable streets can be created with street trees, planters or small planting beds, large storefront windows, awnings, colorful banners and lights, and buildings made of finer-grained materials. (When you're walking, you notice the attention to brick detail or column paint treatment…things that are lost when you're driving by at 35!).

This existing building is upgraded with second-floor apartments and additional outdoor greenspace that can be used for an outdoor café. Residents living above could grab a bagel and coffee at the ground-floor bakery on their way to work in the morning and relax at the neighboring café with friends after work.

The village center is the "front door" to Clermont and deserves special treatment and attention. It is the only place most visitors will ever visit in Clermont as well as the place residents themselves see nearly every day. Additional landscaping, burying or relocation of utilities, additional bike lanes and sidewalks, and the re-orientation of the street from autos (big, tall, flashy signs) to the pedestrian (lower signs with more detail) combine to create a postcard image of the community.
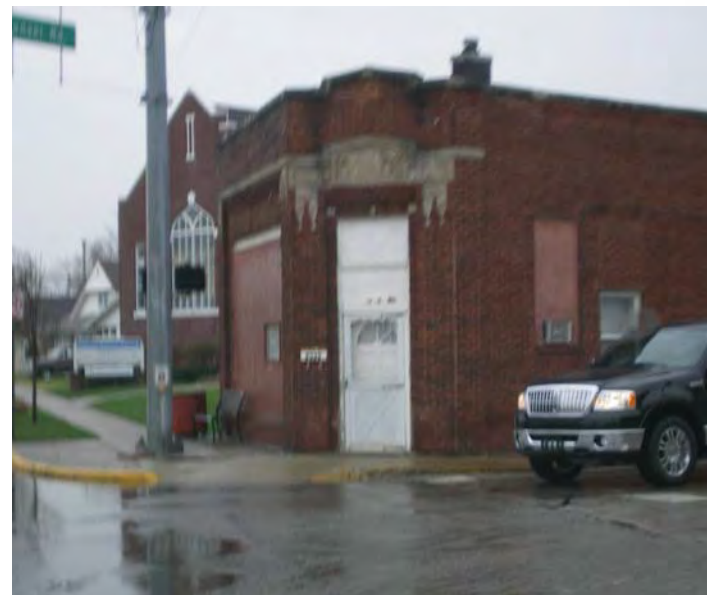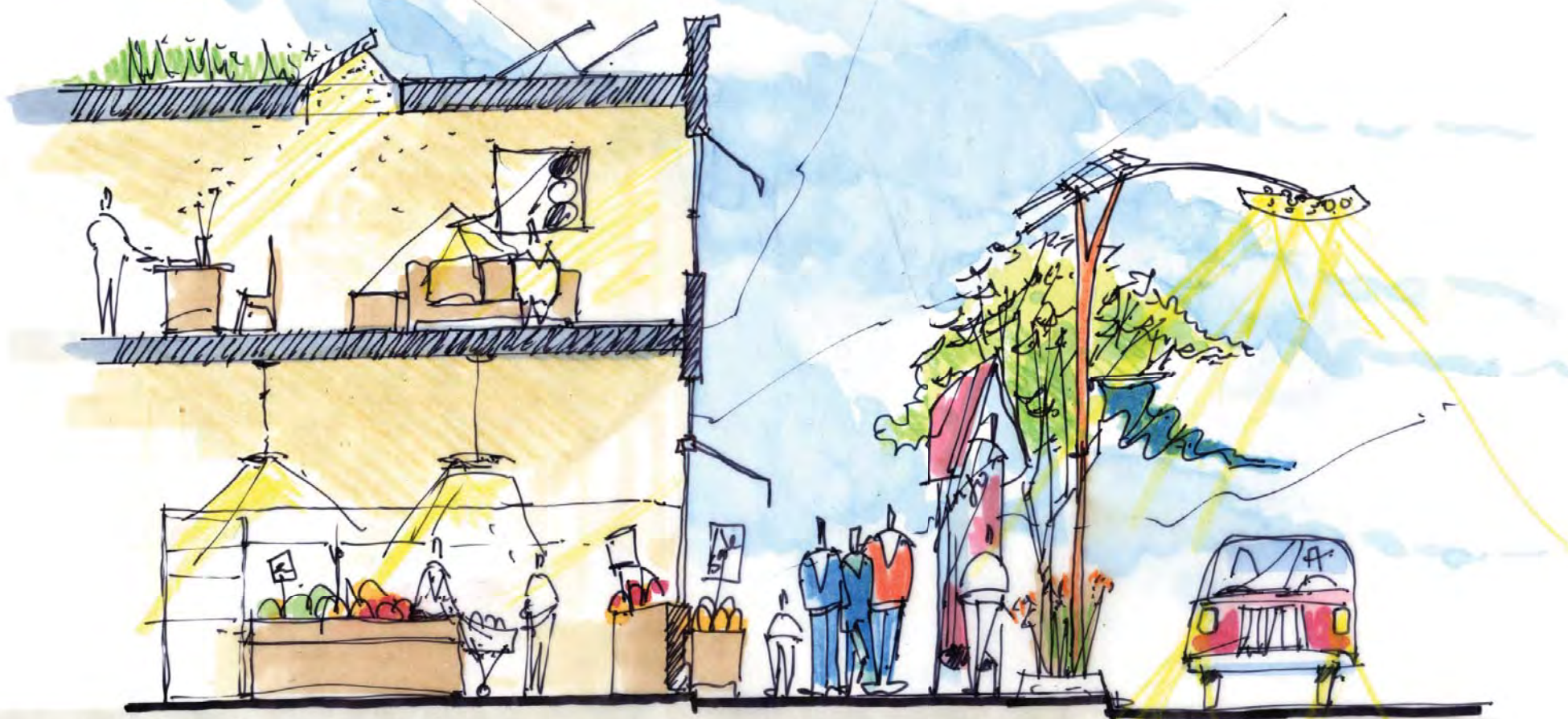

New, infill development should reinforce the village character by building to the property line. A walkable community means Clermont residents can more easily bike and walk to village establishments (and not use their cars!), while shared, screened parking lots behind and between buildings accommodate those who drive from outside the area or are stopping on their way home. Buildings are also mixed-use, with ground-floor retail shops and upper-floor apartments or offices, and create more life, more vibrancy and more tax base!

Sometimes the fabric is already there…it just needs some cleaning up. In this case, windows and doors are restored and awnings are added and the building is returned to life.

Existing buildings can see new life with a facelift that blends historic and contemporary architecture to create a statement that Clermont is on the move forward. In this sketch, an existing building is converted into a small organic grocery store that fills a niche market created by Clermont residents who value personal connections, locally-grown produce and active living.

Like many small towns, single-family houses near a village center often see a second life as a cottage business. In this sketch, existing homes near Crawfordsville Road and First Avenue are converted into a "grove" of small businesses that might include professionals like insurance agents, services like a seamstress, and even retail such as an antique store. The homes work together to build a shared parking lot that maintains much of the traditional greenspace associated with homes.

The key to a successful village is a mix of uses. One building might have an apartment on the upper floor with a produce market on the ground level that spills out onto the sidewalks on nice days. Another building might have a small café with a lawyer's office above it. The greater the variety of uses in a village, the more reasons people have to visit it and the more successful it can be.

A Clermont Identity

Clermont is a special place to those who live here, but currently passers by on Crawfordsville Road have no understanding of that pride and only minimal awareness that they are driving through someplace special. Through the redevelopment of a village center and the creation of a more walkable community, an identity will begin to take shape. An identity of small shops with big picture windows and parents strolling along lively, tree-lined streets with their children. Enhancing this experience with "streetscape" elements completes the package. Streetscape elements include street trees, banners, wayfinding signage, landscaping, gateway monuments, street furniture like benches and trash cans, and brick sidewalks or crosswalks. Local examples of streets with some level of special streetscape development include Crawfordsville Road down the road in Speedway, the new 38th Street east of the Indianapolis Museum of Art, and even Monument Circle in downtown Indy.
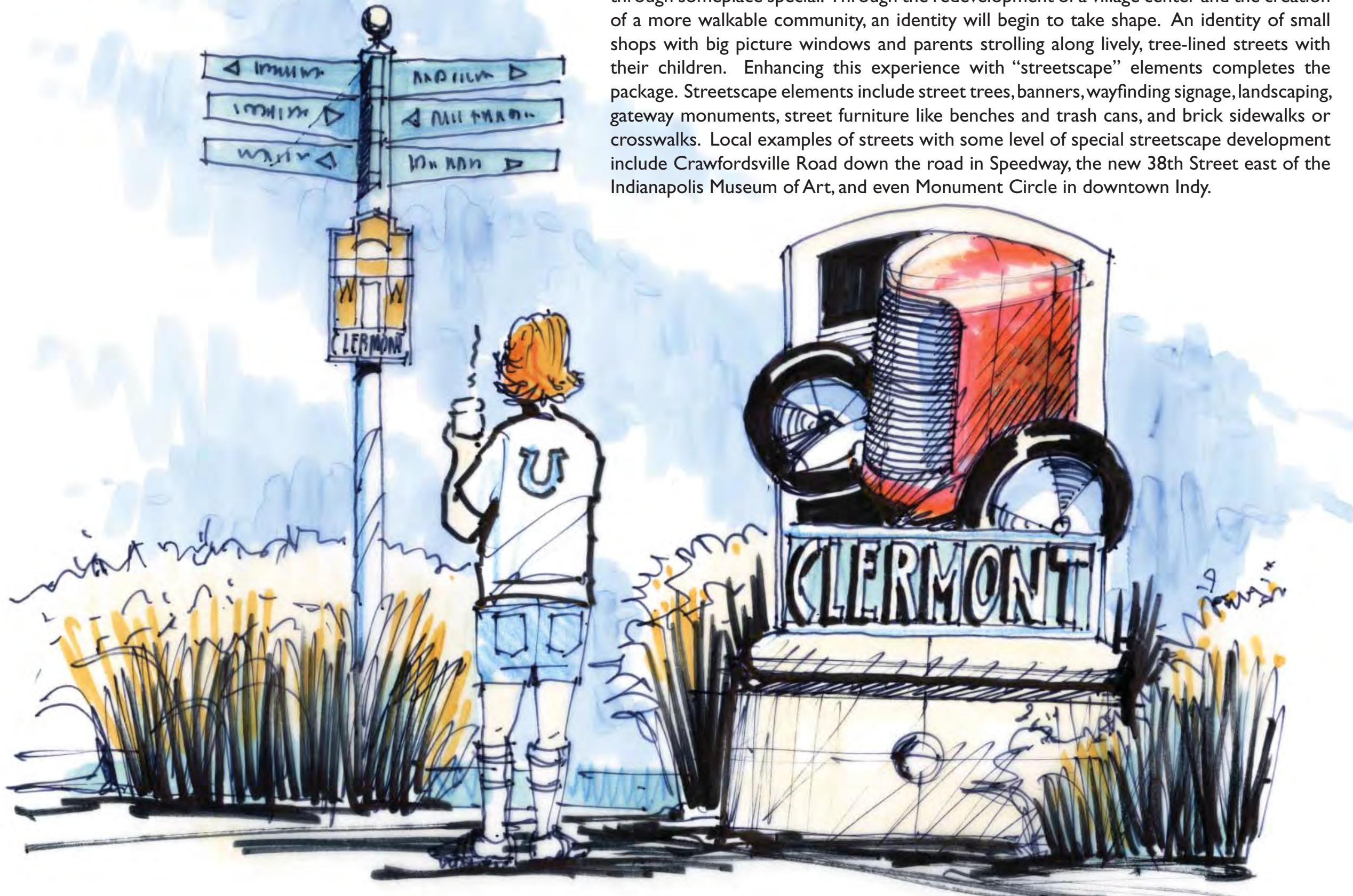
This sketch shows a new gateway monument that could be placed at the major entrances to Clermont, as well as wayfinding signage that would direct visitors to the school, Lions Park, O'Reilly Raceway Park, Eagle Creek Park, or the town center.

The eastern boundary of Clermont, the railroad bridge, makes a perfect place to celebrate the town's identity. As illustrated below, the bridge could be painted or have a gateway sign attached, and Crawfordsville Road could receive additional landscaping much like it has through Speedway. The western boundary lacks such an obvious gateway marker, so one could be constructed, as shown above.

Identity is more than a gateway here and a sign there. It's a complete experience. Additional landscaping, burying or relocation of utilities, additional bike lanes and sidewalks, and the re-orientation of the street from autos (big, tall, flashy signs) to the pedestrian (lower signs with more detail) combine to create a postcard image of the community.

Landmark elements like water towers make great places to celebrate the town because of their visibility.

Historic street lighting can have colorful banners that change with the seasons or celebrate special community events. In the town center, where business owners can help with maintenance, hanging flower baskets could also be added to add vibrancy and life to the corridors.

CLERMONT TOWN CENTER

YESTERDAY...

TODAY...

Downtown Clermont has gone through its ups and downs, but with creative and ambitious plans, the prospect of a regional rapid transit system on the horizon, and renewed commitment to the growth of the community, its best days are yet to come. While it is true that Clermont is landlocked--it is completely surrounded by Indianapolis—this doesn't mean Clermont doesn't have room to grow. Substantial land inside the town boundaries remains undeveloped or substantially underdeveloped. With appropriate redevelopment plans that accommodate existing businesses and homeowners, Clermont has the potential to add a wealth of new residents, businesses, and tax base without annexing a square inch of land!

AND TOMORROW...

A new transit station sits on the site of an old interurban station and is tied to a new public park with boardwalk and duck pond.
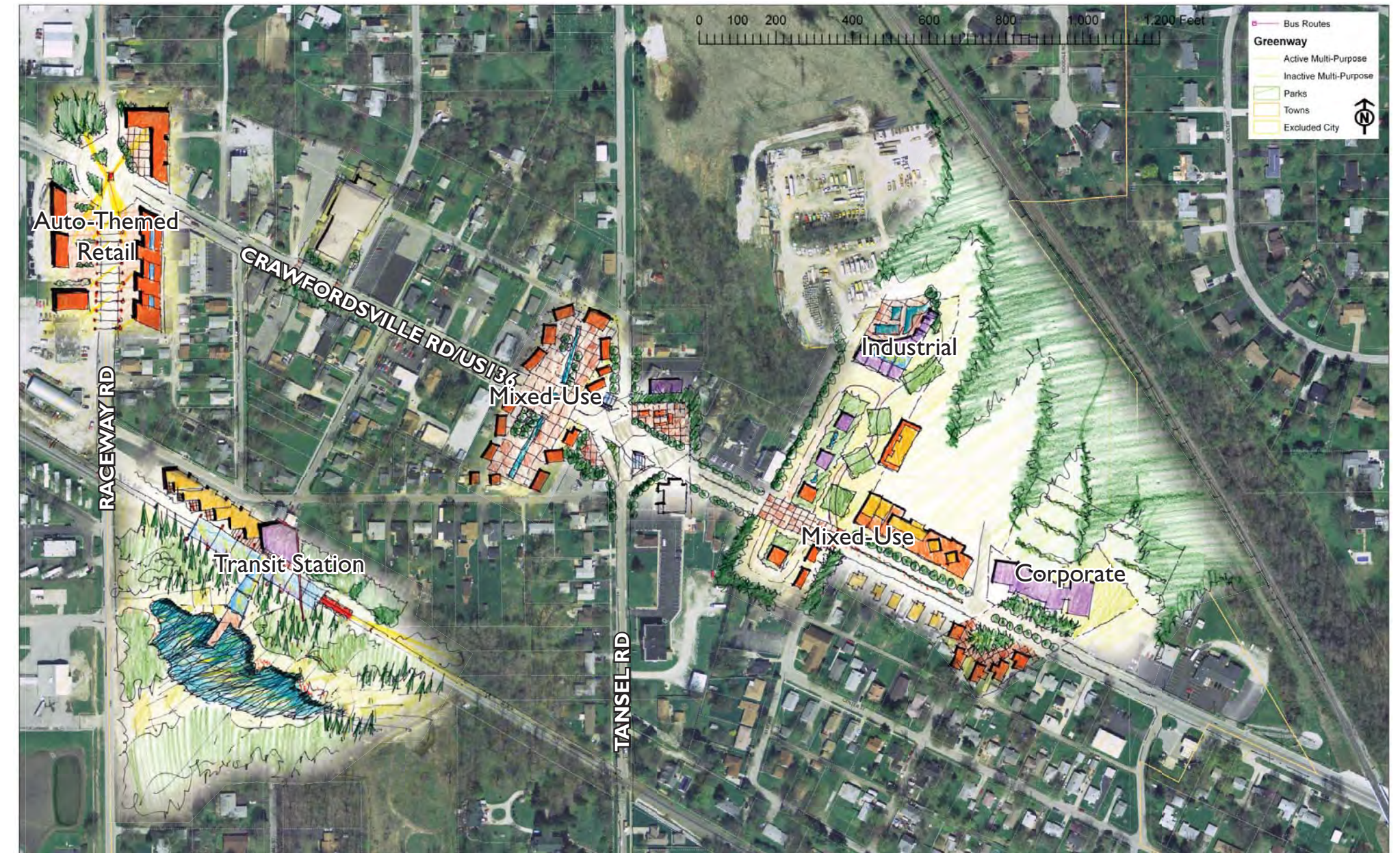
VISION 1

This vision builds an auto-themed shops and restaurants at the corner of Crawfordsville Road and Raceway Road to capitalize on the nearby O'Reily Raceway Park. A transit station is located at the site of the former interurban line station and connects to a new city park with duck pond. A courtyard of small shops and an outdoor marketplace anchor the heart of downtown Clermont at Crawfordsville Road and Tansel Road, while infill retail and mixed-use development lines Crawfordsville Road to the east.
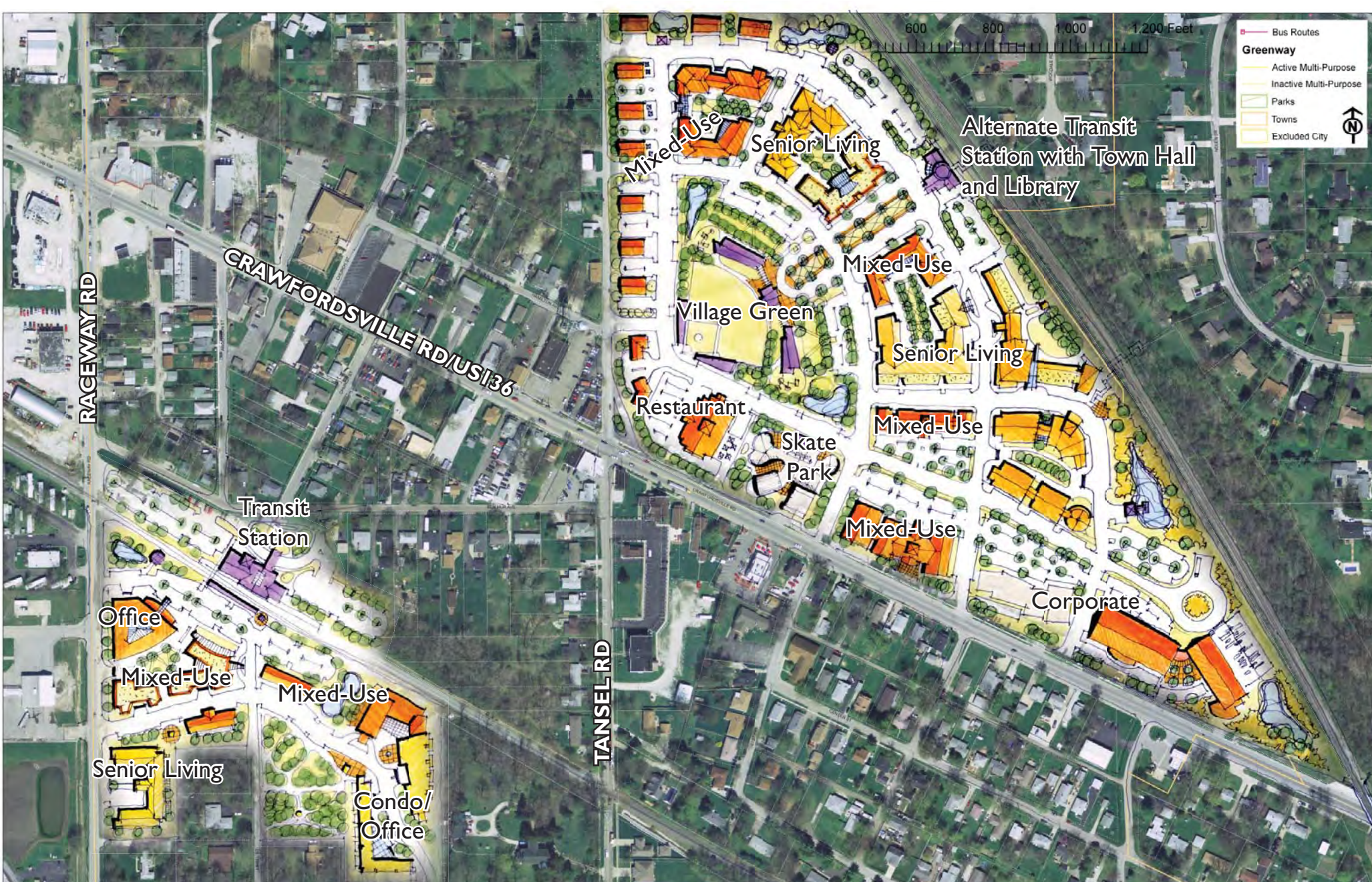

A small outdoor market anchors Crawfordsville Road at Tansel Road and provides outdoor plaza space for special events, a farmers market, art markets and even Christmas tree sales.

A cluster of small commercial buildings oriented around a village courtyard is developed just west of the intersection of Crawfordsville Road and Tansel Road. Uses may include retail, a bakery or a café, and the courtyard allows for gathering space, some parking, information kiosks and places to hold special events.

To build off its proximity to O'Reily Raceway Park, this vision sees the creation of an auto-themed development at Raceway Road and Crawfordsville Road. Diners, memorabilia shops, parts and accessories shops and similar retail would create a destination for track visitors. Buildings would be environmentally friendly, with green roofs, skylights and solar panels.

A senior living village takes advantage of easy transit access and proximity to park space and substantial new mixed-use development that includes a library, retail, restaurant, office and living space.
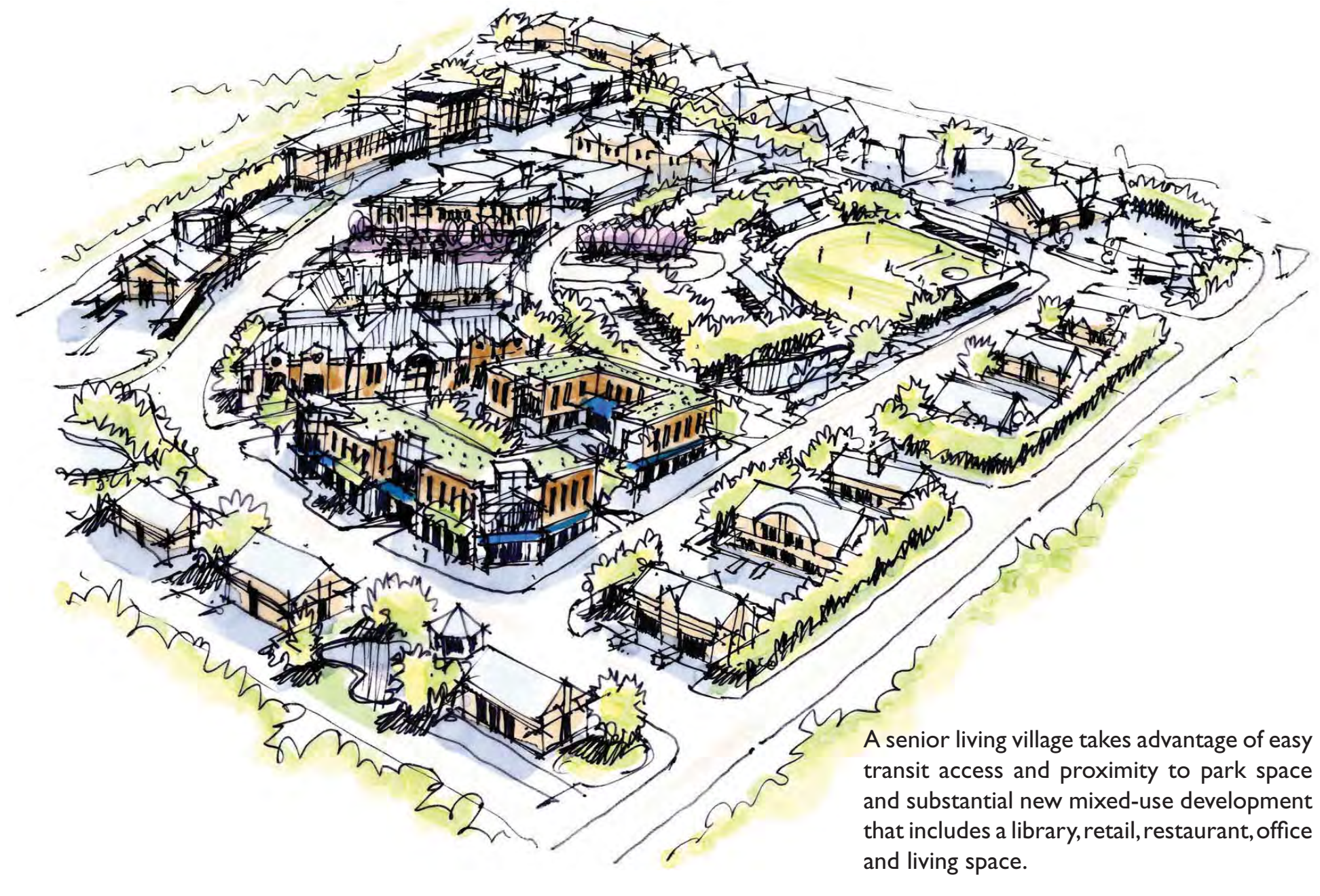
VISION 2

This vision explores transit-oriented development at two possible transit station locations. Key features include transforming underutilized land into a mixed-use village that maintains existing corporate headquarters facilities and adds new retail, restaurant, office, and condominium uses. A large senior living complex allows older residents to stay in Clermont with easy access to transit and without the worries of home maintenance. The development is oriented around a large Village Green that includes a baseball diamond, duck ponds and spaces for a farmers market and other outdoor festivities. A new town hall is incorporated on axis with the Village Green, together with a new public library and a potential rapid transit stop.

Development is focused around a large Village Green, providing residents with a civic place in the heart of the new town center.

VISION 3

This vision builds around a potential rapid transit stop south of Crawfordsville Road at the terminus of Church Street. A transit station is surrounded by a public park and serves as the civic heart of the new development. New mixed-use buildings line Crawfordsville Road, and a senior living village adds a residential use to the mix. The vision also incorporates a new public library a block north of the transit stop along Crawfordsville Road.

A transit station and public park serves as a focal point of new development.

WHAT CAN WE DO TODAY?

VEGETATION

Greening the streets adds a more human aspect to the roadways, making them appear at a scale more friendly to pedestrians and cyclists.

SIDEWALKS AND BIKE-PATHS

Increasing the ability to use alternative modes of transportation increases the likelihood of people to use them. More people out of their cars increases community interaction.

OUTDOOR CAFES, SPACES FOR PEOPLE

People need a place to spend time as a community. Creating outdoor spaces brings them out of their homes and provides the opportunity for chance encounters and new friendships.

COMMUNITY IDENTIFYING ELEMENTS

Elements such as banners, unique lighting, and awnings give a place character and help to define its quality. Identity instills pride by people in the community, lending itself toward better safety, cleanliness, and aesthetics.

MIXED USE

The concept of residential above first floor commercial adds people to a place twenty-four hours a day. Communities are safer with more "eyes on the street" throughout the day and night, and amenities are more walkable when they are directly below living arrangements.

enjoying. living. placemaking. learning. working. moving around.

CLERMONT, IND
defining a quality of life

Downtown Clermont has gone through its ups and downs, but with creative and ambitious plans, the prospect of a regional rapid transit system on the horizon, and renewed commitment to the growth of the community, its best days are yet to come. While it is true that Clermont is landlocked—it is completely surrounded by Indianapolis—this doesn't mean Clermont doesn't have room to grow. Substantial land inside the town boundaries remains undeveloped or substantially underdeveloped.

With appropriate redevelopment plans that accommodate existing businesses and homeowners, Clermont has the potential to add a wealth of new residents, businesses, and tax base without annexing a square inch of land!

Village Character

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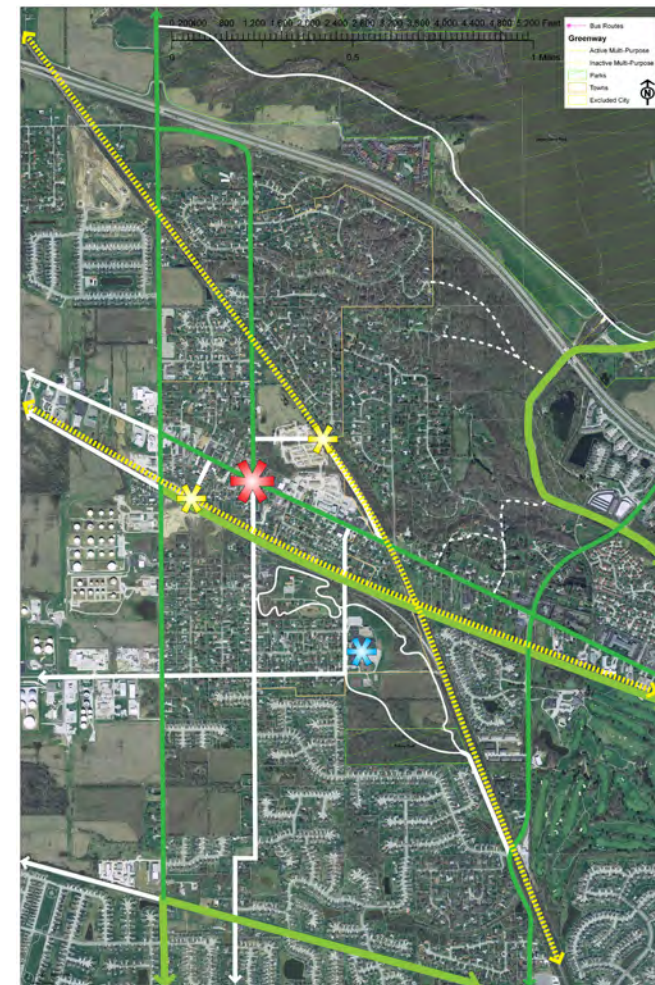
Connection

Sooner...Bus

Later...Train

These connections are in addition to pedestrian and automobile travel. Two transit stops are noted on the map on the next page, as well as two primary nodes within the community.

Providing Multiple Modes

Showing (below) the integration of bikelanes and increased pedestrian sidewalks to add transportation means for all trips, long and short.

BSU Team

Under the direction of Scott Truex with assistance from Lohren Deeg and Harry Eggink, the BSU Community Based Projects team was comprised of:
- Ben Thomas
- Tim Dombrosky
- Dave Schaab
- Ryan Berger
- Heather Williams
- Kate Bannon
- Neil Stevenson
- Sean Northup
- Danny Causey
- Alex Sulanke
- Beth Druley
- Jon Lynch
- John Marron
- Kathryn Wertz
- Jason Flora
- Devin Day

Identity

The eastern boundary of Clermont, the railroad bridge, makes a perfect place to celebrate the town's identity. As illustrated, the bridge could be painted or have a gateway sign attached or more drastically be modified to convey a more transparent entrance. Crawfordsville Road could receive additional landscaping.

Inter-Community Connection

Yellow-rail transit
Dark Green-Active Multi-modal (bike lanes/sidewalks)
Light Green-Inactive Multi-modal (Trails/Greenway)

Clermont, in

COMMUNITY COMMUNICATION

The purpose of this project is to provide an objective look at the Town of Clermont for practical, forward-looking ideas that are aimed at improving the quality of life and increasing the viability of the town's commercial district.

Planning for Quality of Life

Clermont has been, and continues to be a critical area in western Marion County. Clermont has a rich history as a small town with character and purpose, serving the needs of its citizens as well as the region. Today, the town of Clermont exists in a very different environment serving a very different purpose. The leadership of Clermont seeks to further define this new purpose and proactively enhance their quality of life.

The Ball State College of Architecture and Planning Comprehensive Planning 630 Studio graduate students are assisting the town leadership in their efforts.

We understand that Clermont is more than a spot on the map or a special area of zoning. Clermont is a place to live, learn, work, enjoy, and to move around. A community profile was developed to acquaint ourselves with the Clermont community, and understand its holistic needs. To examine Clermont in a more comprehensive manner and appreciate a quality of life, we are using a "people-use" approach to community planning. By considering people over land-use (what is built where), we hope for a greater consideration for the overall quality of living in Clermont based on how residents go about day-to-day activities.

Within this framework, you can begin to plan for a unique and quality living environment, better education, a higher level of health and safety, as well as a steady economy and job supply for all Clermont residents.

QUALITY OF LIFE FACTORS

1. Enjoying Clermont
2. Learning in Clermont
3. Living in Clermont
4. Moving Around in Clermont
5. Placemaking for Clermont
6. Working in Clermont

clermont
defining quality of life

COMMUNITY PROFILE

COMPARISONS W/ NEIGHBORING COMMUNITIES

Population Change from 1920 to 2000

— Clermont --- Speedway — · — Brownsburg Plainfield

Median Household Income (2000)

Clermont $51,875 · Speedway $37,713 · Brownsburg $53,629 · Plainfield $46,782 · Indiana $41,567

Household Income Distribution (2000)

Less than $10,000 · $10,000 to $14,999 · $15,000 to $24,999 · $25,000 to $34,999 · $35,000 to $49,999 · $50,000 to $74,999 · $75,000 to $99,999 · $100,000 to $149,999 · $150,000 to $199,999 · $200,000 or more

□ Clermont □ Speedway ■ Brownsburg ▩ Plainfield ■ Indiana

Educational Attainment: Persons 25yrs. and older (2000)

Less than 9th grade · 9th to 12th grade, no diploma · High school graduate (includes equivalency) · Some college, no degree · Associate's degree · Bachelor's degree · Graduate or professional degree

□ Clermont □ Speedway ▩ Brownsburg ▩ Plainfield ■ Indiana

Housing Statistics

■ Own 11% 89%

DEMOGRAPHICS

Median Age:	40 years
Median H'ld Income:	$51, 875
Median Housing Value:	$98,600
Avg. Travel Time to Work:	20 min.

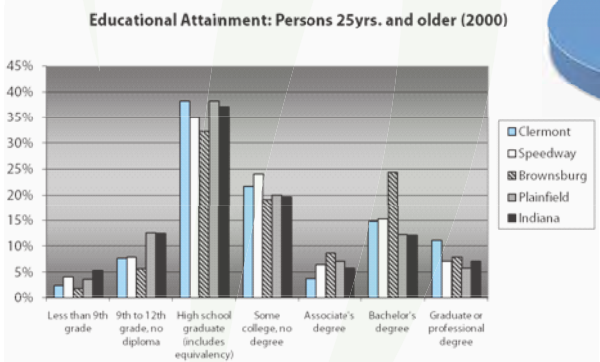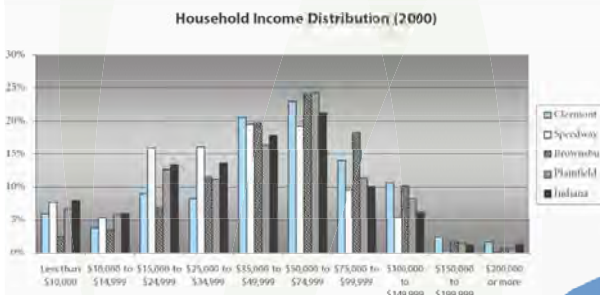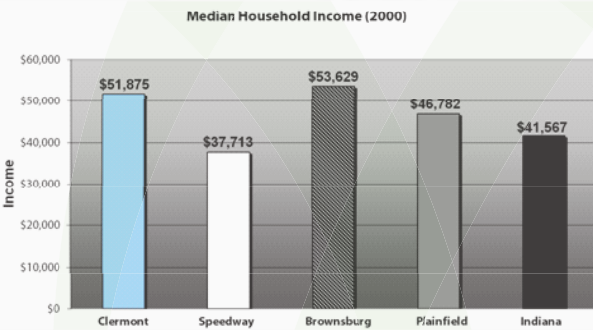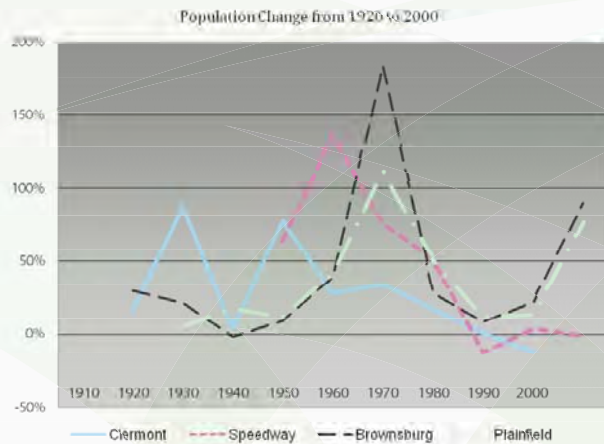## Marion County Comprehensive Plan Recommendations

Development along Crawfordsville Road should continue to be a *mix* of retail, office, and church, civic, single-family, and multi-family residential *uses*.

Restrict encroachment of commercial uses into the solidly residential areas of Clermont as shown on Land Use Map.

Future development within the Critical Area should *reflect* the existing pattern of streets and lots.

Development of the large wooded site south of the railroad tracks should *preserve* the woods to the extent possible. Development should reflect *existing street patterns* by entering the site from Mabel and Elizabeth streets. For purposes of traffic safety multiple access points along Raceway Road are not recommended.

Pedestrian connectivity should be strengthened throughout the Critical Area by the construction of sidewalks, paths and safe street crossings.

Town Limits