

CARMEL, IN

JULY 2025



**THIS IS
HOME**

**BUILDING HOME PLACE'S
106TH & COLLEGE
BUSINESS DISTRICT**

ACKNOWLEDGMENTS

City of Carmel

Sue Finkam, Mayor

Mike Hollibaugh, Director of Community Services

Adrienne Keeling, Planning Administrator

Nick Weber, Director of Economic Development

Henry Mestetsky, Director of Carmel
Redevelopment Commission

Bradley Pease, PE, Director of Engineering

Kelly Douglas, Director of Marketing and
Community Relations

Matt Higginbotham, Street Commissioner

Kevin Cusimano, Director of Technology

Joel Thacker, Fire Chief

Drake Sterling, Police Chief

Carmel Clay Township

Paul Hensel, Clay Township Trustee

Carmel Clay Parks

Fire Station 345

Military Library and Museum

Home Place Organizations

106th & College, Incorporated

Home Place Advisory Board

**Greater Home Place Neighborhood
Association**

Carmel City Council

Adam Aasen, President

Matthew Snyder, Vice President

Teresa Ayers, Chaplain

Tony Green, Parliamentarian

Anita Joshi

Ryan Locke

Shannon Minnaar

Rich Taylor

Jeff Worrell

Carmel Planning Commission

Christine Zoccola, President

Jeff Hill, Vice President

Mark Adair

Jonathan Blake

Mary “Dubbie” Buckler

Adam Campagna

Jess Lawhead

Shannon Minnaar

Susan Westermeier

CONTENTS

Executive Summary	1
--------------------------------	----------

PRESERVE. UNITE. FLOURISH.

Process Overview	13
-------------------------------	-----------

STEWARDS OF THE PAST, MINDFUL OF THE FUTURE

Our Identity	25
---------------------------	-----------

WHO WE ARE

Place Organization	31
---------------------------------	-----------

IMPLEMENTING THE VISION

The Plan.....	45
----------------------	-----------

BUILDING OUR BUSINESS DISTRICT

Community Initiatives.....	71
-----------------------------------	-----------

OUTSIDE THE DISTRICT

Appendix	87
-----------------------	-----------





**106TH &
COLLEGE**

Executive Summary

**PRESERVE.
UNITE.
FLOURISH.**

Executive Summary

FROM BLUEPRINT TO REALITY

This Is Home is a strategic blueprint for the future of Carmel, Indiana's Home Place. Developed in three stages with extensive community input, it aims to preserve Home Place's unique character and foster community growth. More than just a vision plan, it provides a place identity for the 106th & College area, establishes a new Indiana Main Street organization to guide how the identity is experienced, and coordinates short and long-term improvements for the business district and surrounding neighborhoods. The overall goal is to create a thriving place for all community members.

Visit ThisIsHomePlace.com for more about the process and additional content.





Executive Summary

OUR IDENTITY

The 106th & College district identity is the embodiment of the community it anchors – Home Place. Its colors represent pride in nature, growth, and stewardship while its messaging and use of illustrations represent its unique characteristics, pride of place, and love for the small businesses that make up the district. This brand is created in consideration of the pride the people of Home Place have in their neighborhood's district while reflecting on their history and mindfully curating their bright future.

[See the Identity + Brand Package](#)





106TH & COLLEGE

Executive Summary



The Home Place Business District Plan aims to revitalize the area around 106th Street and College Avenue by enhancing streetscapes, storefronts, and connectivity.

Short-term improvements include establishing a place-based organization (106th & College, Incorporated), adopting the Home Place Subarea Plan and supporting policies, holding family-friendly events, creating a TIF district, launching a building frontage grant program (for the “first 16 feet”), installing streetscape features, and developing retail cottages and/or food truck patios.

Long-term opportunities include attracting new amenities, supporting businesses, and positively impacting broader community initiatives, such as the reuse of the Orchard Park School site and the potential for a neighborhood-scaled nature park.

These efforts will be supported by modifications to the Home Place Overlay District and the adoption of Home Place Street Standards, which aim to create a cohesive and walkable urban village environment. Additionally, the creation of Home Place Building Standards will streamline development by providing pre-approved building plans that align with the community’s vision.

[See the Plan](#)

Executive Summary

106TH & COLLEGE, INC.

The 106th and College District has long included a diverse mix of businesses for visitors and residents, but lacks active street life, vibrancy, outdoor amenities, restaurants and walkable infrastructure. This can best be addressed by local community leaders with support from the City and other partners.

The creation of a new place-based organization (PBO) will provide a structure for residents, businesses, and property owners to actively participate and collaborate on changes and improvements that align with the community's vision represented in this Subarea Plan.

The project team facilitated routine meetings to help get the emerging organization up and running. **A vision, mission, and set of values were established and the new 106th & College Incorporated nonprofit organization, led by business owners and stakeholders, is being created to carry out the work focused on the business district.**

[Learn More About 106th & College, Inc.](#)

DISTRICT
PROPERTY
OWNERS

CITY OF
CARMEL

GREAT
HOME PLANNING
NEIGHBORHOOD
ASSOCIATION

ECT
RTY
RS

LOCAL
BUILDERS

COMMUNITY
RESIDENTS &
VOLUNTEERS

106 TH AND COLLEGE INC.

CLAY
TOWNSHIP

PLACEMAKING

MARKETING & EVENTS

FUNDRAISING

BUSINESS DEVELOPMENT

TER
PLACE
RHOOD
ATION

DISTRICT
VISITORS

DISTRICT
BUSINESS
OWNERS

The background of the page is a dark teal color. It features several interlocking gears of different sizes. Some of the gears have clock faces on them, with yellow hands. The central focus is a large, light pink gear with a dark teal center. Inside this center, the text "12-MONTH SUMMARY" is written in white, bold, sans-serif capital letters.

12-MONTH SUMMARY

Executive Summary

A 12-Month Action Plan has been developed in close collaboration with the new 106th & College, Inc. board members to enable the new organization to hit the ground running with a strong game plan in hand. The outlined tasks include action items needed to structure the organization and make initial progress in the areas of Fundraising, Marketing and Events, Placemaking, and Business Development. This holistic approach will provide the best opportunity for both early wins and lasting success.

[See the 12-Month Action Plan](#)





**106TH &
COLLEGE**

Process Overview

**STEWARDS OF
CONNECTION
AND CREATION**

648

Surveys

1,254

Map Pins

535

E-Newsletter
Subscribers

7,638

Project
Website Visits

2,930

Households
Received
Direct Mailings

15

Community
Events Hosted
or Attended

320

Homes and
Businesses
Canvassed

Process Overview

OVERVIEW
& SCHEDULE

The Home Place Subarea Plan has several purposes. It establishes Home Place’s vision and goals for the future, leans into the community’s sense of place to guide future decision-making, identifies priority initiatives to support community vibrancy, and builds capacity for community ownership and excitement for the future of Home Place. The Plan will be used by both City of Carmel leaders and Home Place community members to inform land use decision-making, infrastructure improvements, partnership opportunities, and Home Place inspired strategies for an enhanced business district experience.

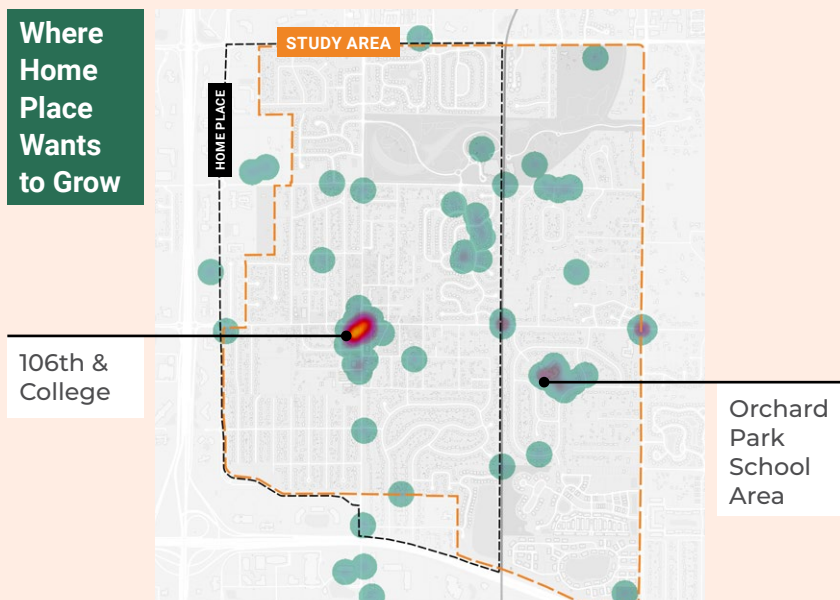
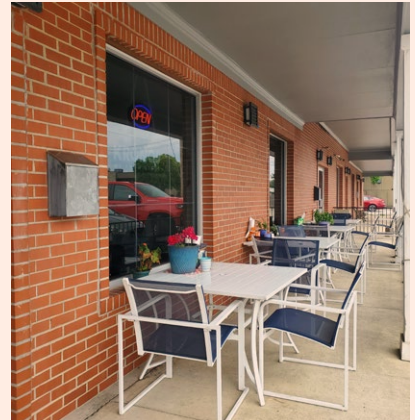
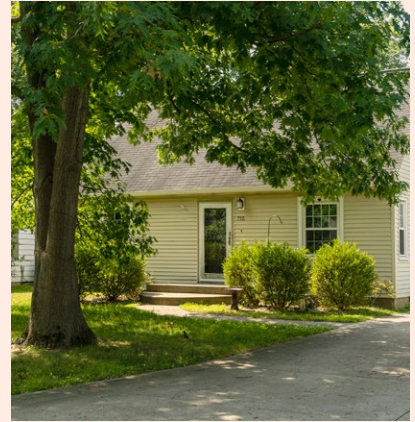
The planning, engagement, and community capacity building process has been underway for over one year. Additional information is available online at [ThisIsHomePlace.com](https://thisishomeplace.com). Below are the key tasks accomplished. To the left is a quantitative look at the variety of touch points with community members throughout the project.



Process Overview

Explore (April - August 2024)

The planning process that led to the creation of the “This Is Home,” Home Place Subarea Plan, began in April 2024 and concluded with the formal adoption of the Plan in Summer 2025. The process was structured into three stages, starting with **Explore**. An early task was devising an Engagement Plan to guide conversations and participation from a variety of audiences throughout the planning process. The project team studied existing conditions across Home Place, including previous planning efforts, demographic trends, market indicators, environmental assets, and other data. Interviews were held with City leaders. Focus group meetings included business owners, church leaders, and the Greater Home Place Neighborhood Association. Pop-up discussions were promoted for broad public participation and held at two local destinations, Rosie’s Garden Center and College Crossing (Circle K lot). The Explore work was compiled into a Summary of Understanding and recorded presentation, both posted to the project website, ThisIsHomePlace.com, in August 2024.



Our small town feel, trees and green space, and home affordability is important to maintain and support.



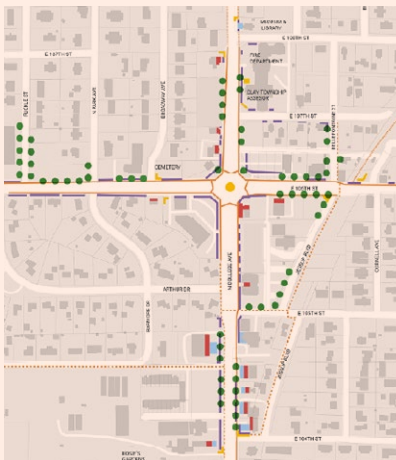
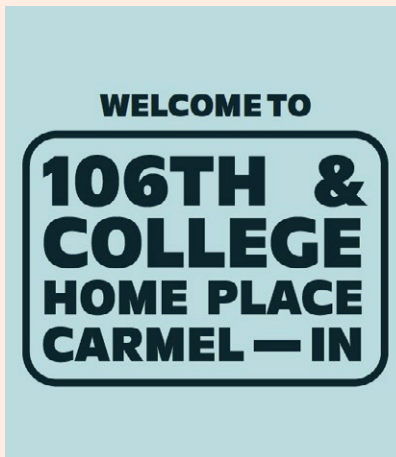
Survey Participant

Test Ideas (September 2024 - January 2025)

From September through November, the team drafted potential projects and initiatives that correlated with the emerging themes identified in the previous stage. During this **Test Ideas** stage, options were illustrated and formatted into materials designed for community review and input. Simultaneously, two Home Place residents were hired to join the project team as Community Ambassadors. They played a critical role in promoting a November Open House which launched the feedback period of the draft initiatives. A digital version of the materials allowed community input to be collected through the beginning of January 2025. Ambassadors went door-to-door, attended community meetings, and explored new ways to connect community members with the project. Additionally, a Place-Based Organization Workshop Series was launched to organize the role and participation of residents and businesses in leading some of the community work.

Build The Plan (January - June 2025)

As part of the **Build The Plan** stage, the compiled collection of responses was analyzed. The team began refining the preferred concepts, researched how they could be implemented, and began compiling the body of work into a Draft Home Place Subarea Plan, focused on Building Home Place's 106th & College Business District. Core content was formatted for community review for a final feedback period, launched as part of the May 3rd, 106th & College Block Party. Revisions were made to the Plan based on community and stakeholder input, and a final version was delivered to the City of Carmel, including a companion document for amendment into the 2022 Carmel Comprehensive Plan.



Process Overview

COMMUNITY AMBASSADORS

During the Explore stage, it became clear that Home Place needed a fresh look at how it operates and accommodates community member involvement, just as much as it needed a guide for physical improvements. Additional budget was secured to hire two existing residents as Community Ambassadors, tasked with supporting efforts to connect more Home Place community members to the planning process and help with a new place-based organization focused on proposed improvements in the 106th & College business district. This was accomplished through multi-faceted community outreach, including door-to-door canvassing, hosting and attending community events, distributing project posters and fliers to local businesses, hosting open office hours, reaching community members and responding through email, and documenting conversations and observations gleaned throughout their work. Additionally, they built out a 106th & College property inventory with contact information and qualitative notes, and along the way, provided recommendations to the project team, including frequently asked questions to be addressed.



Meet the Community Ambassadors



Robin Scobell

Robin has been a proud Home Place resident for over 25 years. With over 10 years of experience in marketing and community engagement, particularly as a Marketing Specialist at SePRO Corporation, she has enjoyed being able to leverage her skills to create new connections within the Home Place community.



Lindsay Fanning

Lindsay has been a resident of Home Place for over 8 years and worked and socialized in the area for many years prior. She enjoys nature walks with her family and hiking the trails in the many parks the community has to offer. Lindsay has a deep appreciation for this community and has found it rewarding to experience the Home Place community in a new way.

Process Overview

PLANNING PROCESS EVENTS

Each stage of the planning process was organized around a community-facing event. On June 19, 2024, the project team hosted a **Community Cookout** in the Township Center parking lot. At this event, attendees enjoyed food from the Rolling Smoke BBQ, live music, yard games, and a chalk art activity. They were also introduced to the planning process and encouraged to participate in a survey and map activity designed to provide insights on what respondents love about Home Place, identify things to be addressed, weigh in on what might be missing, and where there are opportunities for the community.



On November 13, 2024, a **This Is Home Place Open House** welcomed community members to an event that immersed visitors in two potential business district experiences with corresponding concepts for projects and initiatives. Potential opportunities for village-scaled infill development in and around the business district, new standards for development, beautification projects, and gathering spaces were presented, some as part of a Garden District concept and others connected to a 106th & College identity. Feedback on these ideas were collected both at the event and afterwards through the project website.



On May 3, 2025, the project team supported community members in organizing a **106th & College Block Party**. Located at a vacant, grassy site facing the 106th & College roundabout, a new, temporary public gathering space was created and set up with yard games, food, music, and other activities. The event celebrated the installation of the new hawk sculpture at the roundabout and served as a venue for community members to review the Draft Home Place Subarea Plan and provide feedback. The pop-up park remains available for public use.





Process Overview

PLACE AUDIT

Purpose

Every community is unique. Place Audits help to capture and articulate the attitude, values, and vibe that contribute to the culture and experience that exists today while providing insights about future aspirations. These five key questions to the right were explored through research and discussions on the listed topics.

Summary of Understanding

Engagement Plan

Planning

Where are we growing?

- 106th & College business district
- Along the Monon Trail
- Near Central Park
- Along the Pennsylvania & 96th Street edges



Development

What are we building?

- Single- and two-family residences
- New roundabouts along 106th (at College and Westfield)
- Street enhancements along College Ave
- Multi-use pathway along 106th
- Retail/commercial spaces in existing buildings



Place Identity

Why do we do what we do?

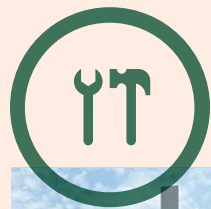
- Home Place is comfortable, quiet, and has a great small town feel
- Neighbors are become friends and help each other out
- Home Place is financially accessible and conveniently located
- Home Place is lush with trees and green spaces
- Home Place moves at a slower pace



Experience

How is the identity activated?

- Gateway signage
- Infrequent community events
- Participation in meetings led by the City of Carmel, Clay Township, or others



Organization

Who has the capacity to maintain place identity and guide growth?

- Greater Home Place Neighborhood Association
- Home Place Advisory Board
- Faith-based organizations
- Home owner associations
- Local business owners







**106TH &
COLLEGE**

Our Identity

**WHO WE
ARE**

Our Identity

PLACE IDENTITY PURPOSE

A place identity is a visual set of elements that in their entirety, tell a story in an engaging and meaningful way. One key element is a logo. A logo functions best when it is not used for communication but rather for identification. To do this effectively, a logo should be simple to work in different contexts, distinct so that it stands out and becomes memorable, and appropriate to what it represents. The 106th & College identity is a place brand for the business district that serves as the anchor to the Home Place community.

INSPIRATION

Through conversations and input collected from residents and community members, we discovered several important characteristics that contribute to people's perception of Home Place. When asked to choose characteristics that both embody the district the ones that stood out were *Stewardship, Mindful, Community, Vibrant, Growth, Creativity, and Together.*

The district embodies the neighborhoods it anchors. Even if the current state of the district does not match the vision of the Community's perception of itself, the place identity can help pave the way toward its potential.





Our Identity

PLACE IDENTITY USE



Primary Logo

The primary logo is used for most of the collateral unless there are size or space limitations. The primary logo is being provided in both positive and reversed formats, and in brand colors. The design of the primary logo references the shape of “home” and the roundabout found at the 106th and College intersection. The font used for the text is called Mastilla Black.

SUB HEADING TEXT

Main Heading

Elic tecte quam fugia volorpor earibus arum id quatemp
eleneturibus milluptatia doluptatet eossimagnam

Typefaces

Brand typefaces should be used in all print and digital collateral to keep the identity looking consistent across all platforms. The logo typeface should be used sparingly. Use the recommended hierarchy for consistency and best practice legibility. Give the text and elements plenty of evenly spaced room between for a lighter layout feel.



Secondary Logo

The secondary logo is an extension of the primary logo. This logo comes in both positive and reversed formats and is also in brand colors. This design has the opportunity to be more playful, and in this case, it conveys an imperfectly perfect personality. The text found in this secondary logo was custom designed.



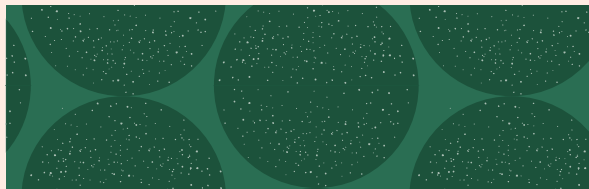
Illustrations and Icons

Illustrations and icons can be used at large or small scale in both print and digital collateral. The icon style should be maintained to keep the identity looking consistent. Each shape used in the graphic elements comes from the logo. The illustrations depict a feature of the environment or represent a small business in the district, all of which help represent the personality of this place.



Additional Brandmarks

Additional brandmarks can supplement the collateral and materials created over time to add variety. They are consistent with the logo, using the same typefaces and elements to give the brand a cohesive feel. These marks can bring various personalities into play based on which illustrations are selected, mixed, and matched while aligning with the overall place identity.



Identity Patterns

Identity patterns can be used across print and digital collateral to give the identity more depth. It adds to people's experience and reinforces the visual identity. Each shape is an element of the logo.

Color Palette

Color is one of the first touch-points of a brand, and to maintain the look and feel a consistent color palette should be used. The selected colors for this brand are intended to symbolize nature, comfort, and earthiness.

Full Identity Package





**106TH &
COLLEGE**

Place Organization
IMPLEMENTING THE
VISION

BACKGROUND

The 106th and College District has long included a diverse mix of businesses for visitors and residents. The building types in the district are as diverse as the businesses themselves. Whether it be automotive-oriented and service buildings, converted residential properties, or single-story retail buildings set back from the street, the district has remained mostly occupied over time. While occupancy rates have remained steady, the district is lacking in active street life, vibrancy, outdoor amenities, restaurants and walkable infrastructure. This can best be addressed by local community leaders with support from the City and other partners. Now is the time to build a stakeholder and resident-operated place-based non-profit to build a new future for the district. One that re-connects the people of Home Place.

As part of the Home Place Subarea planning process, the project team conducted a community operating system audit to understand who is responsible for taking care of what, ranging from hardware needs like street lights and public space maintenance, to software needs including events and communications. Home Place residents are great at taking good care of their properties, helping immediate neighbors, and supporting local businesses. Sharing information across Home Place though is a challenge. Community members get their news and local updates through different sources, including the Carmel Current, Next Door, and Facebook, each sharing different types of communications. And while opportunities to gather together used to occur often, those events and programs have dwindled. Residents that have recently moved into Home Place aren't sure how to get involved.



Place Organization

LAUNCHING A PLACE-BASED ORGANIZATION

Home Place is in a great position to strengthen its identity and community connections by coming together as part of a place-based organization (PBO). A PBO provides a structure for residents, businesses, and property owners to actively participate and collaborate on changes and improvements that align with the community's vision.

To determine the best format for an organization that will complement and add to what already exists in Home Place, the project team set up a PBO Workshop Series with four foundational meetings. These meetings were promoted broadly and had over 20 attendees in each one.

Once a group of committed Home Place participants was identified, the project team facilitated routine meetings to help get the emerging organization up and running. A vision, mission, and set of values were established and a Main Street type entity, led by business owners and stakeholders, was determined as the best format for carrying out work focused on the 106th & College business district.

Main Street America

One of the most successful programmatic models for revitalizing commercial districts is Main Street America, which includes a network of hundreds of communities large and small, urban and rural, in nearly every state in America. The nation's very first Main Street program was founded in Madison, Indiana in 1979, which is still going strong today.



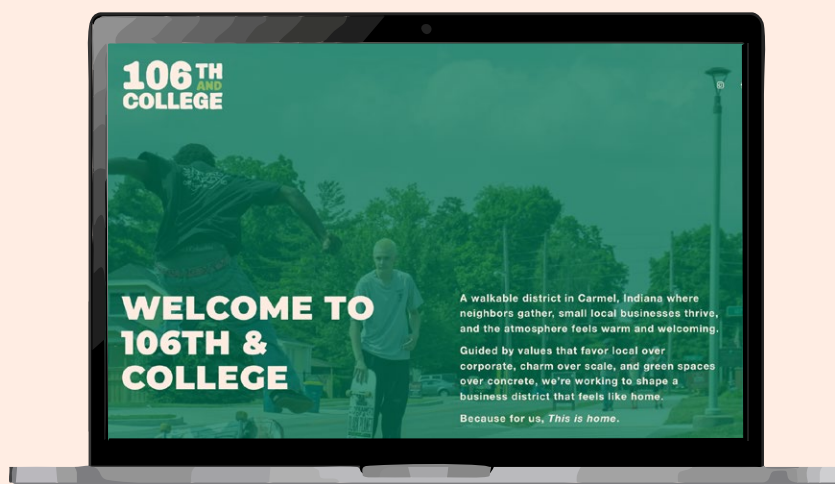
The Indiana Main Street program, part of the Indiana Office of Community & Rural Affairs, is the statewide Coordinating Program for Main Street America that identifies, designates, and provides continuous support to Main Street programs throughout the state.

The strongest benefits of becoming a Main Street community are:

- Implementing a proven revitalization model tested for decades
- Access to a nationwide network of Main Street programs to learn best practices and innovative ideas
- Consistent professional development opportunities for the organization's board members and/or executive director

In addition to fully accredited Main Street status, Indiana Main Street offers a Downtown Affiliate Network level for communities just getting started on business district revitalization. Because it has fewer financial and reporting requirements, the new 106th & College, Incorporated can engage with Indiana Main Street to become enrolled in the Downtown Affiliate Network.

Visit the
new website,
106thandCollege.com



WHY A COMMUNITY OPERATING SYSTEM MATTERS

Great places do not get built and maintained without intentional coordination. They are powered by Operating Systems that can be largely invisible but nonetheless very organized, complex, and powerful.

Largely unseen and sometimes intentionally hidden, the internal workings of an efficient place are like a well-oiled machine. The makeup of a Board of Directors, smart bylaws, efficient decision-making processes, donor relationships, a precise vision/mission, and a clear governing structure may be boring to most but are critical to creating and sustaining places people love.

Similar to a smartphone, a functional Community Operating System can be divided into two main categories, Software and Hardware.

Software is everything that the user sees, feels, and experiences when visiting a place. The mix, location, and scheduling of events and programming, beautification initiatives, public art, signage, retailers (pop-up and permanent,) and much more are part of a Software package.

The *Hardware* of a Community Operating System includes the physical design, development, and rehabilitation of the buildings, streets, plazas, and storefronts we know as part of our day-to-day lives.

C.OS

COMMUNITY OPERATING SYSTEM

HARDWARE

The Building Blocks

Real Estate
Development

Infrastructure

Parks

Plazas

Streets



SOFTWARE

Bringing it to Life

Marketing

Programming

Public
Art

Pop-Ups

Beautification

Hardware provides the structure, but **Software** infuses it with identity, culture, and connection.

Place Organization

INTRODUCING 106TH & COLLEGE, INCORPORATED

Mission

Promote and support the growth of the 106th & College business district.

Vision

The 106th & College business district is a beloved piece of the Home Place community where residents gather, shop, and enjoy themselves, and where small local businesses thrive.

[Go Back to the Executive Summary](#)

The Organization's Core Values

**Quaint &
Neighborhoodly**



Over
Bustling & Corporate

**Locally-Owned
Businesses**



Over
National Chains

**Lush &
Green**



Over
Hard & Concrete

**Small &
Medium-Scale
Buildings**



Over
**High-Rise Commercial
Structures**

Place Organization

Board Structure

The new 106th & College, Inc. will have an initial board of 3-5 members. Its by-laws will allow up to 9 board members who will ideally be selected to provide a representative mix of Home Place sectors, such as small business owners and new and long-standing residents. To ensure effective collaboration with the Greater Home Place Neighborhood Association (GHPNA), the 106th & College group will seek to include a representative from the GHPNA and also have a representative on their board. The 106th & College Board will need to be actively involved and conducting work to advance goals. The new organization will not have paid staff as efforts get going.

Fiscal Structure

Seed funding will be sought from the City to support early fundraising efforts. On-going support will be reviewed annually. These public dollars will be supplemented with donations and earned income. The financial goal to be achieved over time once the organization is established is a 2:1 ratio of private dollars to public dollars. An operating budget goal of \$60,000 per year would allow the organization to produce events and programming, provide green & clean initiatives, and offer small grant programs that support local businesses.

Committee Structure

As a starting point, the initial board will designate a point person for each of four focus areas - Fundraising, Marketing and Events, Placemaking, and Business Development. As the organization grows, it is anticipated committees of 3-5 volunteers each will form around these focus areas, while the Board as a whole focuses on recurring Organization/ Admin duties.

- **Fundraising Committee** - recruit sponsors and donors, write grants, work with City of Carmel liaison for City funds
- **Marketing and Events Committee** - program series of events, maintain social media, website and e-newsletter
- **Placemaking Committee** - administer grant programs, green & clean, facades
- **Business Development Committee** - support existing businesses, work with property owners, recruit new businesses

Lead/Partner

The Greater Home Place Neighborhood Association (GHPNA) is an existing place-based organization doing important work in the community. The new 106th & College, Inc. has been intentionally structured to supplement GHPNA’s good work. Each organization has distinct and clear roles that will contribute to the betterment of Home Place. Additionally, both organizations have important roles in helping to carry out the vision of the Home Place Subarea Plan.



Place Organization

A 12-Month Action Plan has been developed in close collaboration with the new 106th & College, Inc. board members to enable them to hit the ground running with a strong game plan in hand.

	2025							2026				
	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY
Organization/Admin												
Purpose: Provide the organization with structure, governance, and people power to operate effectively												
Recruit the initial board of 3-5 members	X											
Write By-laws and Articles of Incorporation	X											
Hold first official Board Meeting and vote to approve By-laws & Article of Incorporation	X											
Incorporate the organization by filling the board-approved Articles of Incorporation with the Indiana Secretary of State	X											
Apply for a Federal Employer Identification Number (EIN) from the IRS		X										
Initiate conversation with Indiana Main Street about affiliate program status		X										
Purchase general liability and Directors & Operators insurance for the organization		X										
Apply for Federal Tax Exempt 501(c)3 status by filing Form 1023 with the IRS			X									
Appoint a point person on the board to coordinate efforts in the areas of Fundraising, Marketing and Events, Placemaking, and Business Development			X									
Recruit additional board members (goal of reaching 7 members within the first 12 months)			X	X	X	X	X	X				
Grow the volunteer base and connect them to opportunities to support the work			X	X	X	X	X	X	X	X	X	X
Hire an accountant to file the organization's 990 tax return with the IRS at the end of the fiscal year							X					
Fundraising												
Purpose: Ensure the organization has financial resources to fulfill its mission												
Secure a funding commitment from the City of Carmel	X											
Create a Fundraising Plan (how-to guide)		X										
Begin implementing Fundraising Plan by recruiting sponsors for specific initiatives			X	X	X	X	X	X	X	X	X	X

[Go Back to the Executive Summary](#)

Live 12-Month Action Plan Matrix

	2025							2026				
	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY
Marketing & Events												
Purpose: Lead the storytelling of the district so residents are aware of its people, places, and promotions												
Conduct a follow-up survey from the May 3 Block Party to learn what worked and what could be improved about the experience	X											
Plan and produce an event schedule for the remainder of 2025		X	X	X	X	X	X					
Begin publishing monthly email newsletter		X	X	X	X	X	X	X	X	X	X	X
Prepare a Holiday Shopping page on website listing district businesses						X	X					
Placemaking												
Purpose: Promote the character of the district so it continues to look and function like a village within a city												
Organize a clean-up day in the district		X				X						
Implement at least one beautification project annually		X	X	X	X	X						
Plan for Holiday decorations in the district in December							X	X				
F16 Grant Program: Identify funds (either municipal or sponsored)						X	X	X	X			
F16 Grant Program: Develop application and materials										X		
F16 Grant Program: Advertise and administer program											X	X
Business Development												
Purpose: Proactively create vitality and investment in the district												
Meet with existing businesses individually to develop relationships		X	X									
Host a Business Networking event so district merchants can meet and build relationships			X									
Business Recruitment Plan: Create and maintain a Property Inventory				X								
Business Recruitment Plan: Conduct community engagement on the types of businesses to recruit				X	X							
Business Recruitment Plan: Begin recruiting businesses and matching to available properties					X	X	X	X	X	X	X	X
Advocate for quality development in the district	X	X	X	X	X	X	X	X	X	X	X	X





**106TH &
COLLEGE**

The Plan

**BUILDING
OUR
BUSINESS DISTRICT**

The Plan

THE VISION FOR OUR COMMUNITY CENTER

The growth and vitality of Home Place's business district is the priority for the community. A cohesive and walkable area centered around the intersection of 106th Street and College Avenue is envisioned to enhance the neighborhood experience and by making it a better version of itself. This will be achieved through strategic improvements led by the new 106th & College, Inc., the City, and property owners focusing on enhancing streetscapes, storefronts, and connectivity. Short-term efforts will lay the groundwork with community organizing, planning policies, events, beautification initiatives, and funding mechanisms, while long-term goals aim to attract new amenities, support businesses, and positively impact broader community initiatives by leveraging the connection of major trail networks to increase the district's visibility and accessibility.

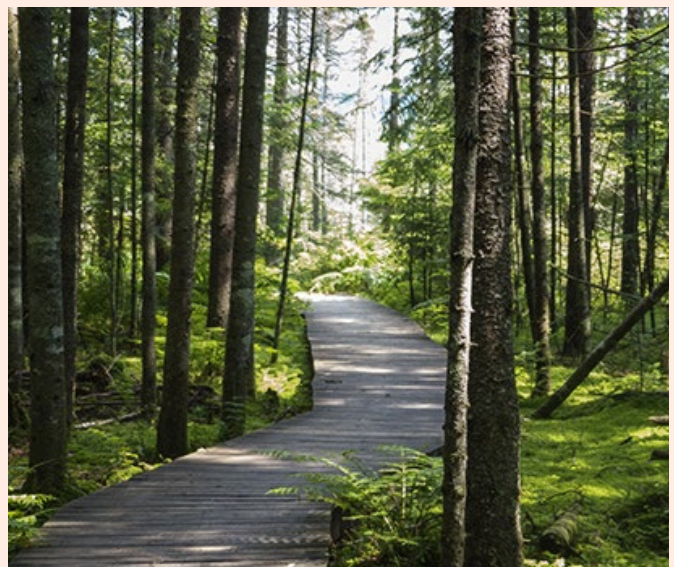
Huge opportunity to improve the 106th & College intersection with a walkable gathering place - coffee shop, bakery, small grocery, unique shops, outdoor dining.



Survey Participant

[Go Back to the Executive Summary](#)





The Plan

OUR BUSINESS DISTRICT TODAY

The Home Place Business District contains a variety of business types ranging from professional services and automotive care to home improvement and restaurants. It also includes a museum, fire station, and Township offices. The physical makeup of the district is a vestige of its historic self. While each of the businesses are well maintained destinations in their own right, they have limited cohesiveness or connectivity. This limits each business' own success and the vitality of the district as a whole. With a modest amount of improvements to each structure's street frontage and by filling in some of the district's "missing teeth" with complementary buildings and businesses, the district is poised to grow.

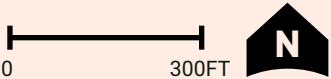
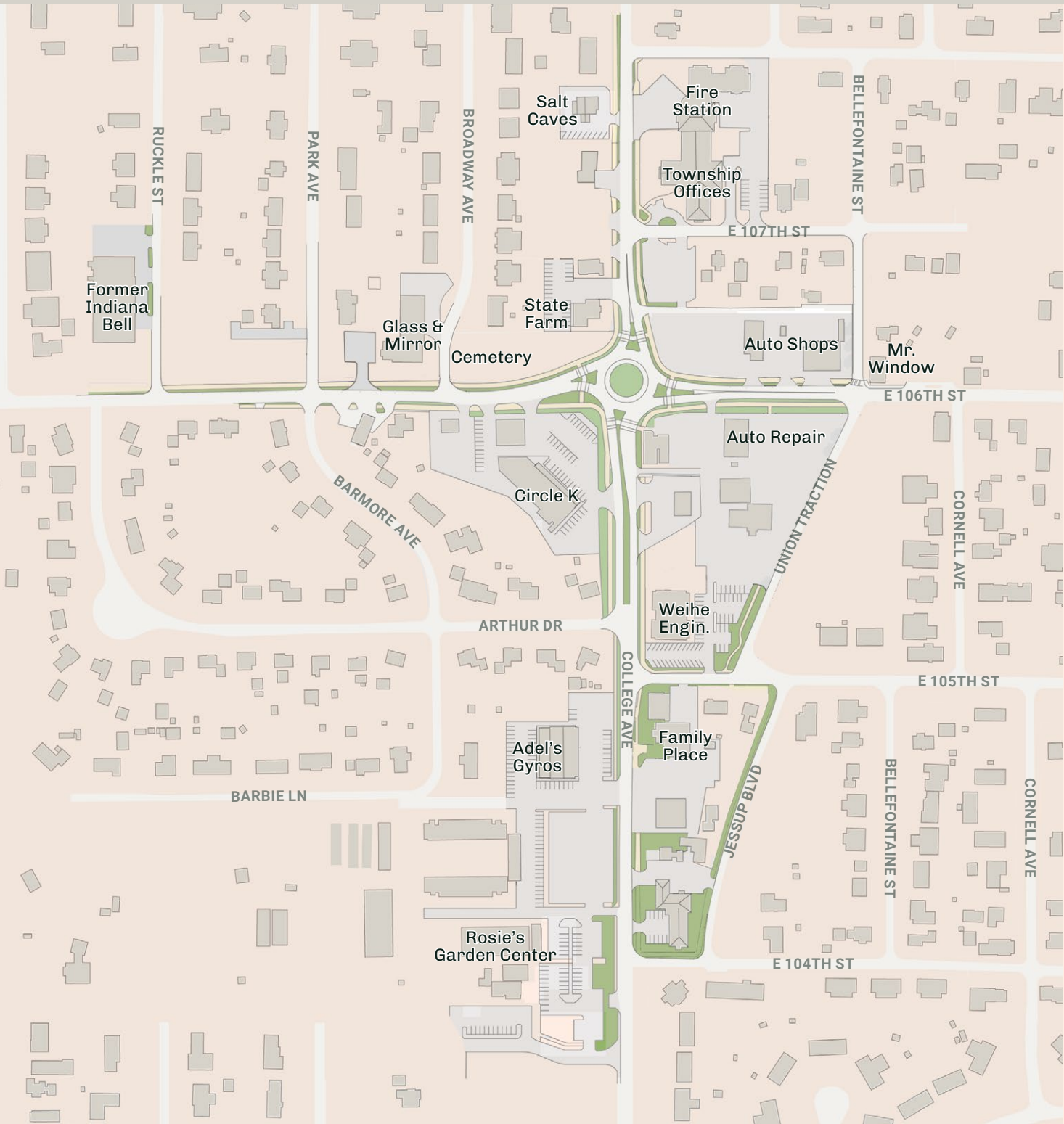
I love that Home Place has nice, down-to-earth people and local businesses I can support. Would love to see even more shops that allow the community to connect and hang out.



Survey Participant



106th & College Business District (Today)



The Plan

THE COMMUNITY EXPERIENCE

The primary objective of the Home Place Business District Plan is to improve the experience of walking around, visiting, and living near the intersection of 106th Street and College Avenue. Significant investment has been made in College Avenue as a street corridor. The work that remains should focus on completing that project with pedestrian enhancements and beautification while supporting property and business owner improvements that contribute to and interact with the new street.

The City-led and partner supported enhancements will ideally include new signage, plantings, fixtures, and lighting within the right-of-way. These should be supported by property-owner led enhancements including improved front patios, gardens, and storefronts that face out onto the sidewalk and street. This zone of improvement is called the *First 16 Feet*. A new grant program will be implemented that will support the district's efforts to enhance this zone.

First 16 Feet

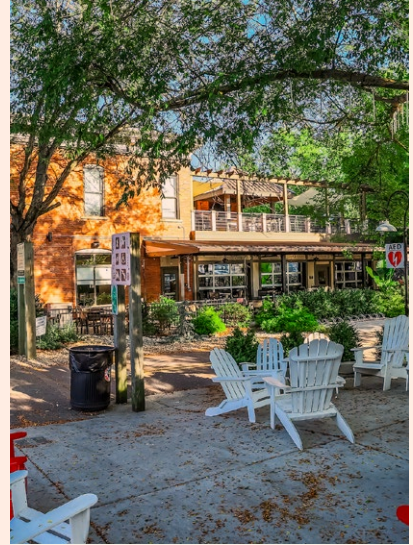
The First 16 Feet is a concept that focuses on the initial 16 feet outward from a building facade and 16 feet upward from ground level. This is the space where people interact with and experience streets and buildings. By focusing on this specific area and making incremental changes, the First 16 Feet can positively transform the impression and experience of a place.



This district should be a place not only for residents but others in Carmel to come to and find a new place to hang out.



Survey Participant



The Plan

SHORT-TERM IMPROVEMENTS

A number of large changes have taken place in Home Place over the past ten years. Home Place was incorporated into the City of Carmel, its school closed, the Monon Trail and Central Park have become destinations, and College Avenue is being reconstructed. These big changes take some time to absorb.

Critical to any planning work, and even more so in a place that has seen so much recent big-scale change, is identifying smaller, more incremental improvements that can be made to maintain the momentum. As the new district brand and operation is taking root, these small changes are essential to showing follow through from the visioning process. Over the next few years, the district will proactively:

Establish 106th & College, Incorporated

Incorporate the new place-based organization, form its board, and begin work on the 12-month action plan.

Adopt Home Place Subarea Plan and Supporting Policies

Amend the City of Carmel Comprehensive Plan to include the Home Place Subarea Plan. Subsequent to the amendment, make the recommended modifications to the Home Place Overlay, finalize the proposed additional street types, and develop Home Place's pre-approved building types.

We want a laid back vibe where you can grab a bite to eat, walk your dog, check out a shop, and maybe hear some music.



Survey Participant

Org. Action Plan

page 42

Proposed Home Place Standards

page 74

106th & College Business District in 2 - 5 Years (Proposed)



- Street Trees
- Planters/Seat Walls
- Patio/Open Space (Shared or Private)
- Retail/Facade Improvement
- Infill Development

0 300FT



The Plan

Hold Regular Family-Friendly Events

Building off the 106th & College Block Party on May 3, 2025, schedule and organize regular events in the business district aimed at supporting local businesses and attracting visitors, young families, and others to the district. Initial ideas for potential events include farm stands, a music series, a street market, and food truck rallies.



Event feedback showed strong support for holding community events (markets, music, food trucks).

Launch the First 16 Feet Grant Program

Work with the City to develop, fund, and launch the First 16 Feet program in the business district. Market the program and proactively work with 2-3 business or property owners to utilize the grant. This grant program is designed to incentivize investments in facades and other aspects of the public realm.

Install Streetscape Features

Work with the City to plan, procure, and install plantings, signage, bike racks, benches, waste receptacles, and lighting within the business district as part of the completion of the College Avenue reconstruction project.



Event attendees showed strong support for the development of retail cottages and patios, with this initiative receiving 44 dots of support

Develop 1-2 Retail Cottages and/or Food Truck Patios

Work with Clay Township (in the southern end of its parking lot), the City of Carmel (for the land at the northwest corner of the 106th and College intersection), and/or business district property owners with surplus parking/lot area to create and lease one or more food truck patios and/or food or café huts.

The Plan

First 16 Feet Grant Program

To create visual interest and attract vitality to the 106th & College district, businesses and property owners can contribute by enhancing the first 16 feet of their building. The first 16 feet extending from a building out, and up, is important for district vitality to help:

- Show personality, culture and care
- Establish where to focus the energy
- Guide people's eye and create visual memory
- Help people understand the district

106th & College, Inc should work with the City of Carmel to create, fund, and launch a First 16 Feet Grant Program. This would expand the types of properties that currently qualify for facade improvement support through the Historic Preservation Commission. First 16 Feet Grants will ideally provide a dollar-for-dollar match up to 50% of the total project costs, not to exceed \$2,500, for improvements to building facades and within the public realm. Recommended program rules, schedule, eligibility requirements, application considerations, and award procedures for the 106th & College district are included in the Appendix.



West Village District Case Study

The West Village Association, the organization that manages the West Village District in OKC, recently launched a First 16 Feet Matching Grant Fund. The Fund is intended to support vitality by helping storefronts be interactive and inspire exploration throughout the West Village District. Eligible applicants can receive up to \$1,000 to go towards projects including outdoor seating, new planter boxes, pedestrian-scale signage, patio and building facade lighting, and shade features.

Learn more at westvillageokc.com.

First 16 Feet Grant Program Overview & Application Details

The Plan

LONG-TERM POSSIBILITIES

A more cohesive and walkable Home Place business district will attract other amenities that are desirable to Home Place and bring new activities to currently vacant and underdeveloped sites. For example, many community members hope to see new sit down restaurants, expanded food and beverage, and shopping options. Incorporating new residential spaces is important to supporting local businesses. The pre-approved building types will help ensure that these new amenities are accommodated in an appropriate scale to Home Place while easing the restrictions on building what is envisioned by this plan.

As the district grows, so too will the capacity of 106th & College, Inc to curate a broader cross section of events such as a regular market. The organization will also be able to support existing and future businesses through marketing and promotions efforts that communicate to Home Place neighbors and a broader regional following.

These efforts will also have a positive impact on broader Home Place objectives such as the reuse of the former Orchard Park Elementary School site, the potential for a neighborhood-scaled nature park, and to support the next generation of young families and new households.

**More eateries,
dine-in/out.**



Survey Participant



**Event feedback
supported
thoughtful infill
development
that fits the
neighborhood's
character.**

106th & College Business District in 5 - 10+ Years (Proposed)



● Street Trees
 — Planters/Seat Walls
 ▨ Patio / Open Space (Shared or Private)
 ■ Retail/Facade Improvement
 ■ Infill Development

0 300FT



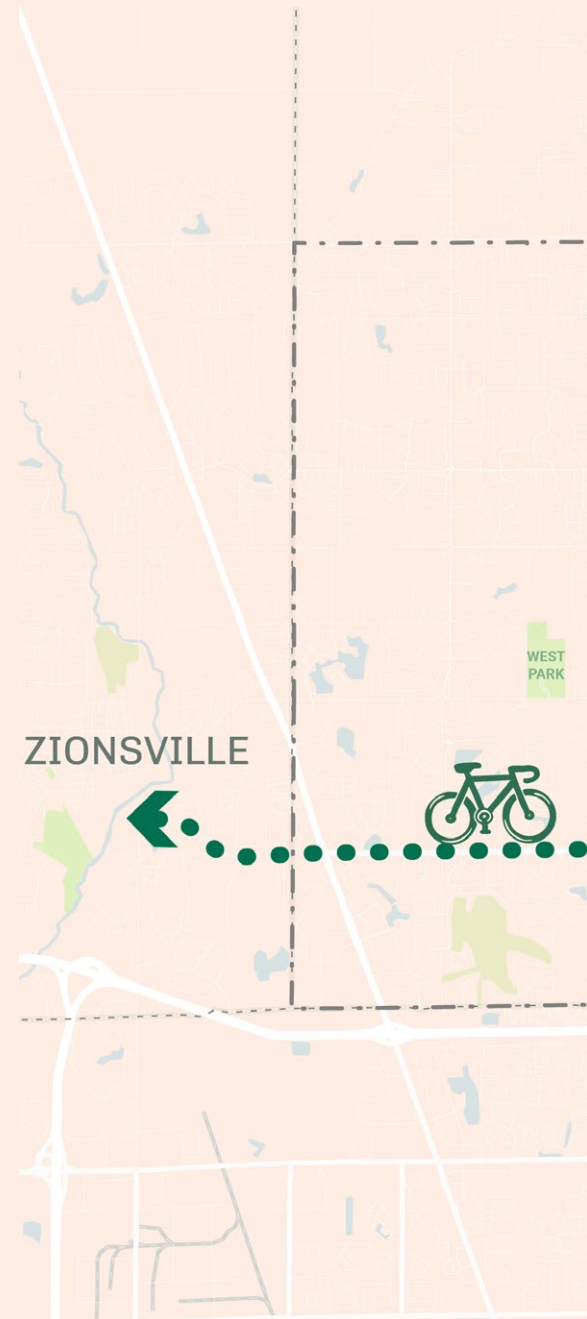
The Plan

Leverage the Build Out of The 106 Trail

Two of Indiana's most significant trail networks are coming together with a new connection over the White River between the Monon and Nickel Plate trails along 106th Street, linking Zionsville and Fishers through Carmel. An effort led by Carmel Clay Parks, these linkages come to a point in Home Place, presenting an exciting opportunity for the 106th & College business district experience and regional draw.

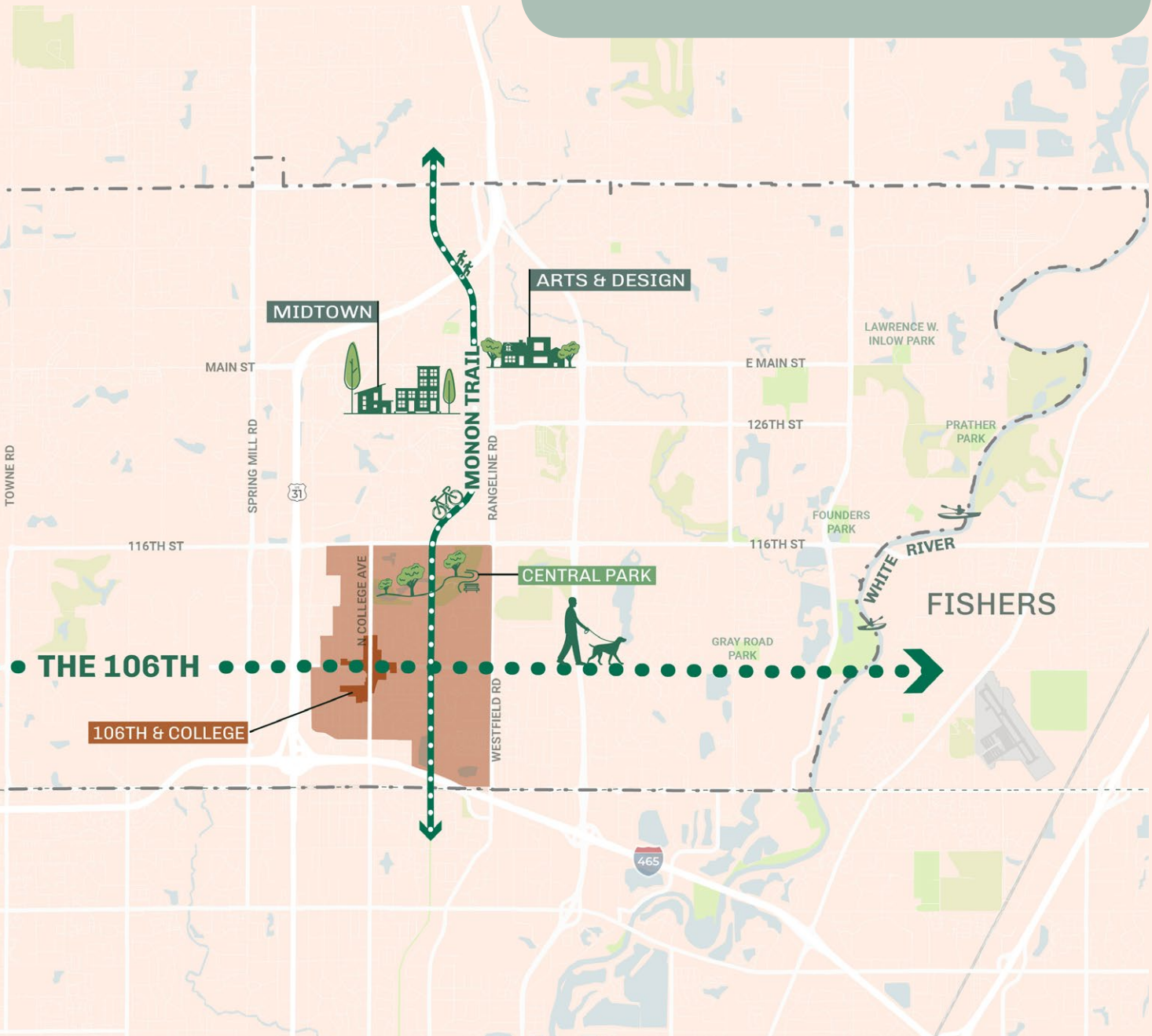
As the trail is completed within the business district, its identity, design, and functionality should be reflective of the new 106th & College brand. The full trail, which will be branded as The 106, should be amenitized and sized within the business district to be attractive to a wide range of users. It should be clear when a trail user has entered Home Place and its 106th & College district. Wayfinding and other elements should help entice visitors to explore the local offerings.

An enhanced trail crossing where the Monon meets 106th Street is additionally critical to incorporate. There should be clear instructions for how each user should behave when at the crossing.





The 106 Trail Build Out was the most favored long-term initiative (65%), indicating strong support for connectivity and recreation.



The Plan

Establish Tax Increment Financing (TIF) Districts in Coordination with New Home Place Development

TIFs are a way to capture future real estate value increases created by new development within a designated area and reinvest that economic value back into the district. The TIF district must be an area where market-driven development is lacking. TIF funds must provide public benefit and therefore, can support investments into public spaces and structures, street and streetscape improvements, trailheads and other right-of-way investments.

Carmel currently has 69 of these districts including a few at the edges of Home Place. However, none are within the core of the community. Commercial properties in the 106th & College business district, along College Avenue between I-465 and 96th street, and the former Orchard Park School property should be considered as potential future TIF district opportunities. If a TIF district were created in the 106th & College business district, for example, it would enable an opportunity for 106th & College Inc to become an administrative recipient of TIF funds to support one of the many public-serving initiatives recommended by this Plan.

A TIF district would need to be created in partnership with the City and the Carmel Redevelopment Commission (CRC). 106th & College, Inc, along with other Home Place organizations, should work with the City and CRC to ensure that redevelopment processes and decision-making are done in collaboration with Home Place community members.

106th & College Building Improvement & Business Development Fund

To encourage property and business owners to make long-term physical improvements to structures that improve aesthetics and attract a new generation of businesses, it is recommended that a Building Improvement & Business Development Fund be created.

The 106th & College Fund should offer forgivable loans up to \$25,000 to help local businesses and property owners make improvements to commercial properties that create vitality in the district.

Key features of the recommended program:

- Awarded applicants sign an agreement for a four-year loan term at 5% interest
- 25% of the loan is forgiven for each year the participant meets all eligibility requirements, which include:
 - Retain ownership of the property and/or business operating in the property for which the loan was approved
 - Property taxes are paid up-to-date annually
- After four years, 100% of the loan and all accrued interest is forgiven.

Additional program rules, schedule, eligibility requirements, application considerations, and award procedures for the 106th & College Fund are provided in the Appendix.

**106th & College
Building Improvement
& Business
Development
Fund Overview &
Application Details**



**Community
feedback showed
interest in grants
and loan programs
to improve
businesses and
attract new ones.**



The Plan

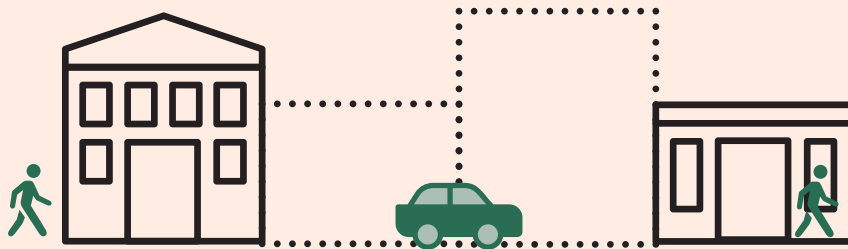
Sustain Regular Events & Programs

106th & College, Inc will host and collaborate with partners on a few events and initiatives through their first year. Over time, the group will gain key insights and experience that will enable them to develop a routine that community members can look forward to for ways to gather locally. Through this planning process, community members expressed interest in a local market, live music series, block party, food truck event, and programming that is family-friendly.



Support Infill Development on Vacant & Underutilized Sites

While there are few large, open sites that could accommodate development projects, there are some small vacant sites and others that may naturally change over time that could work well for infill development. This refers to building in a place that previously had a structure, often adjacent to existing and perhaps occupied buildings. Infill development can contribute positively to a community when it helps to fill the ‘missing teeth.’ It is important that infill development be designed and built to complement the built environment around it. As described in the next section, a set of pre-approved building plans are one option for bringing together community values and market realities that guides new construction and redevelopment appropriate to Home Place.

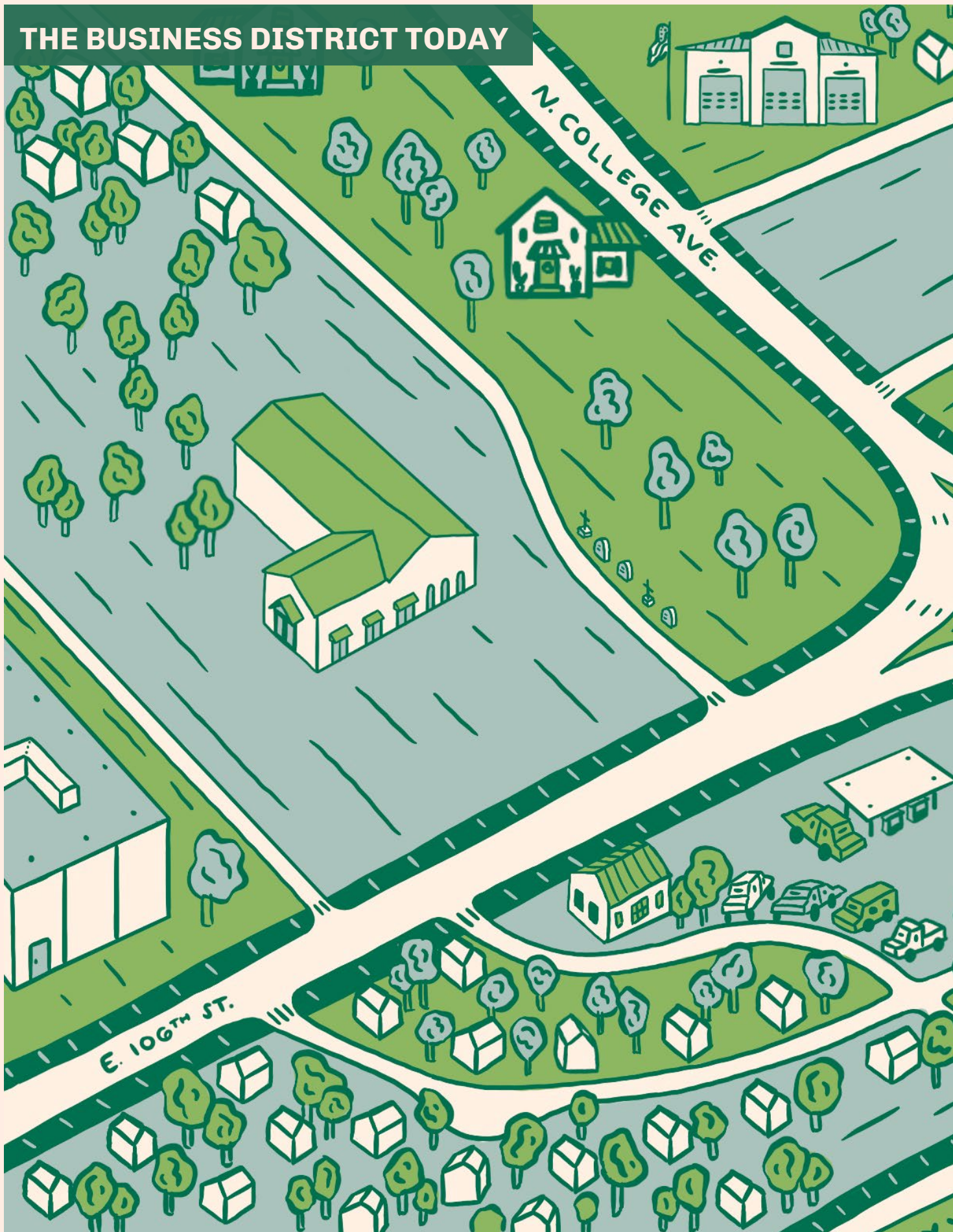


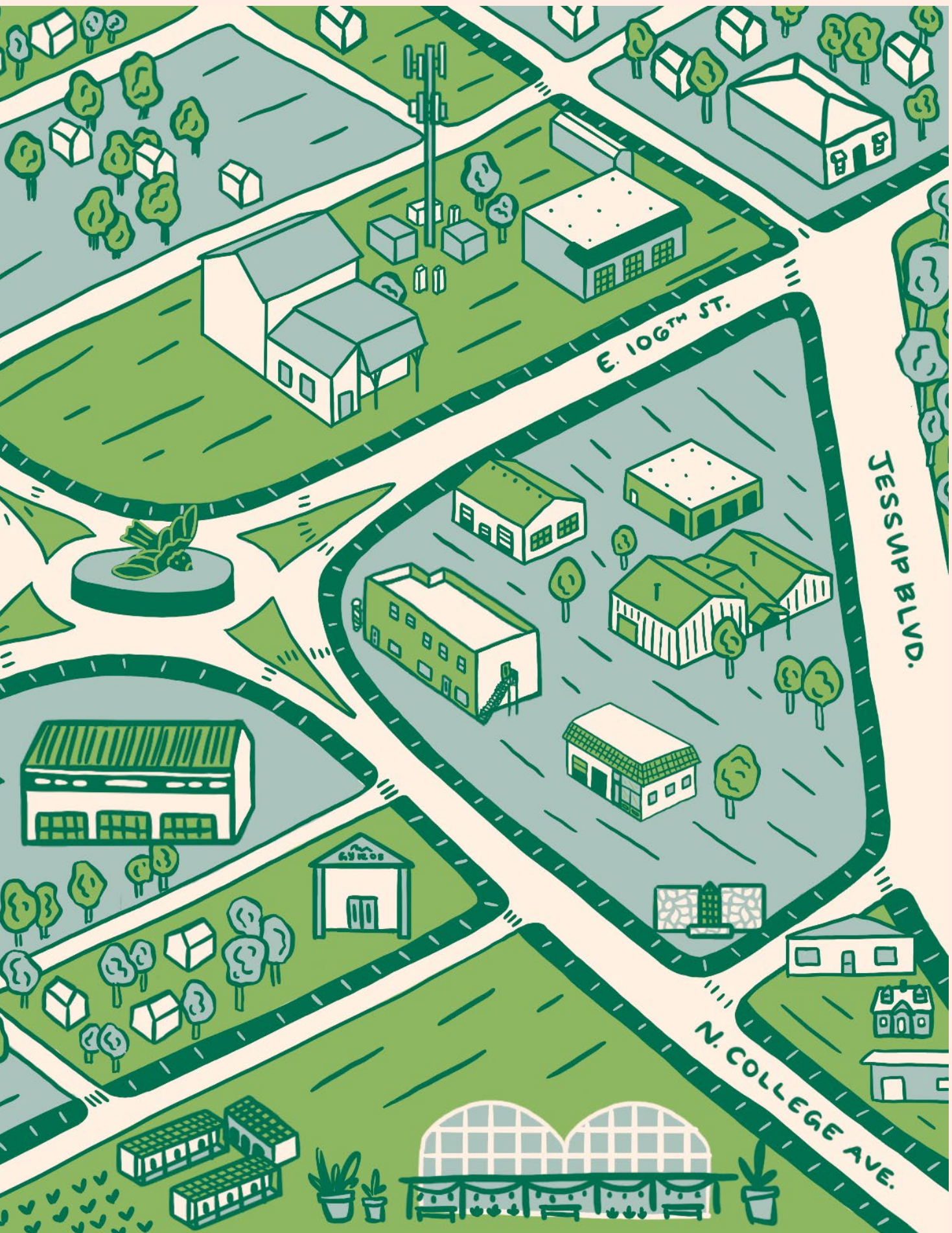
Example Infill Development

- 
BEDROOMS
3
- 
BATHROOMS
3
- 
SQUARE FEET
1601 SF

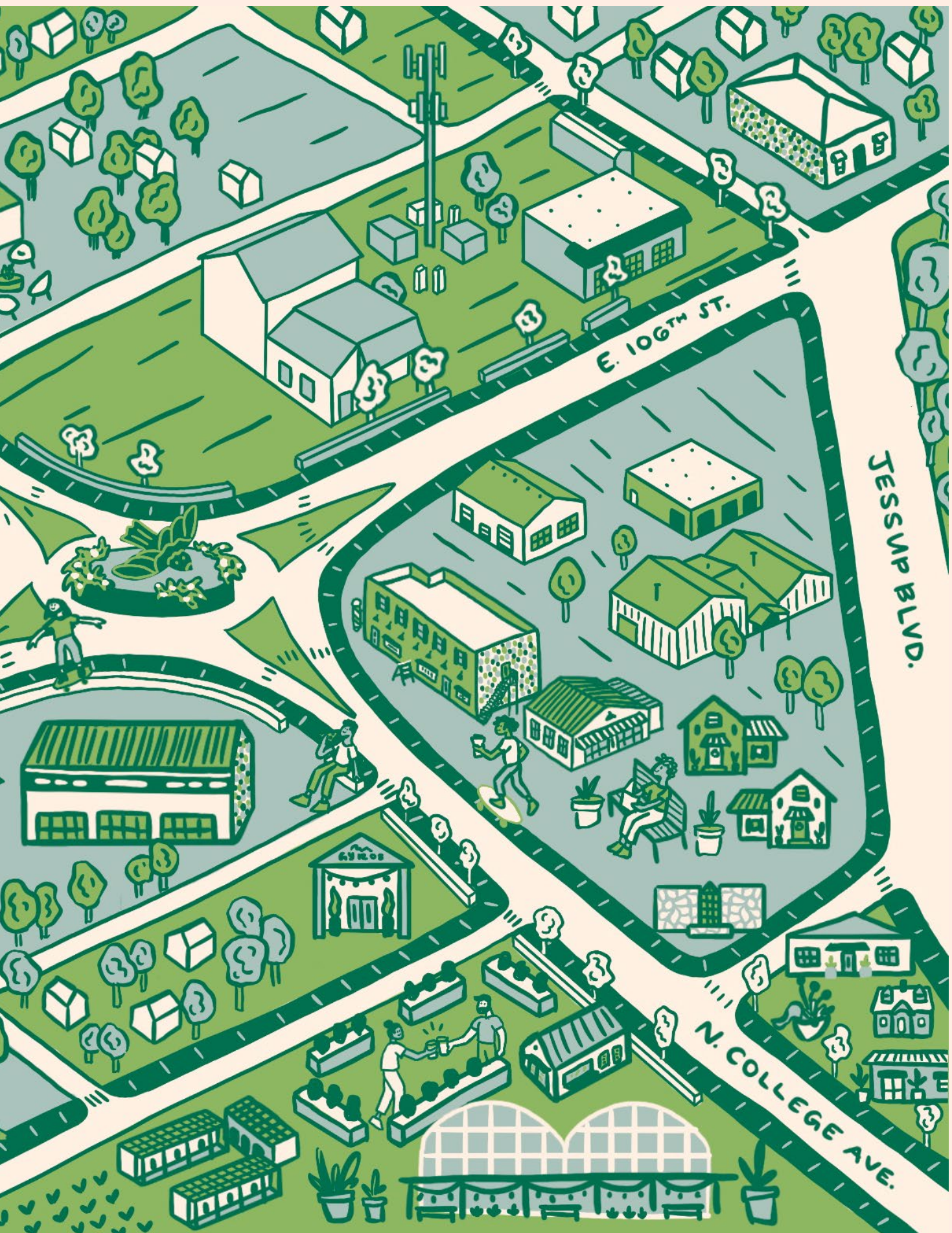


THE BUSINESS DISTRICT TODAY

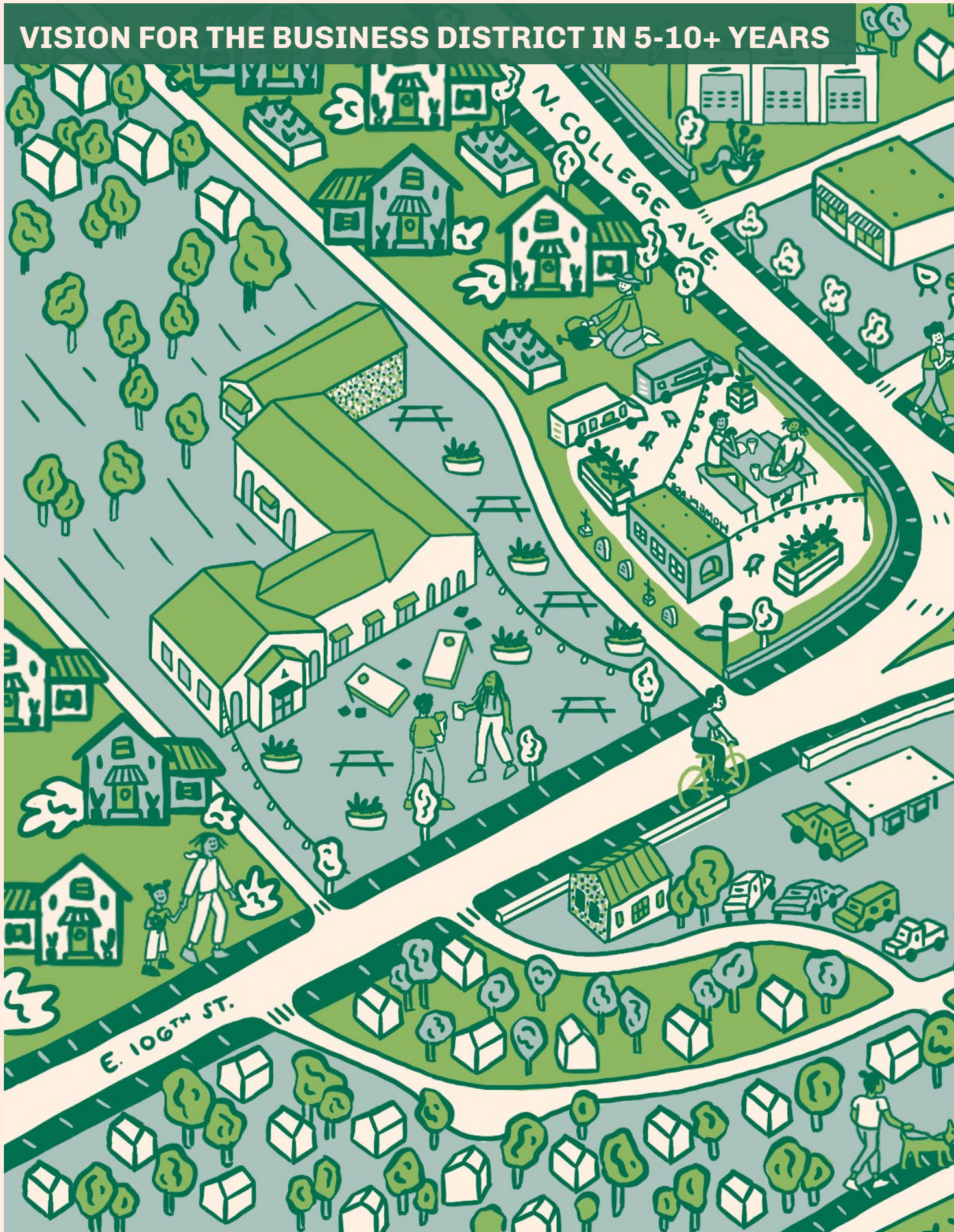




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VISION FOR THE BUSINESS DISTRICT IN 5-10+ YEARS









**106TH &
COLLEGE**

Community Initiatives

**OUTSIDE
THE DISTRICT**

Community Initiatives

OVERVIEW

Beyond the Home Place Business District, there are a few types of notable opportunities important to the future of Home Place.

Home Place Nature Park

A key indicator of a vibrant community is a hierarchy of public parks and gathering spaces. The recommendations for the business district provide ideas for new small-scale, intimate places to gather. Central Park is a significant, large-scale park amenity that is in close proximity to many Home Place community members. Access to medium-scale parks and recreational spaces has become more limited over time. Some of those spaces became private homes. Others are associated with faith-based organizations and have varying levels of public accessibility. The closing of Orchard Park Elementary School also removes a local park and playground area.

Options for a medium-scale green space that provides simple, naturalized trails and passive recreation opportunities should be investigated to complement Home Place's park amenities.



Establish a Home Place Nature Park” was the most popular neighborhood-wide initiative, with 73.68% support in surveys, and 55 dots of support at the in-person event.

Orchard Park School Redevelopment

The closing and vacation of Orchard Park Elementary School at 10404 Orchard Park Drive was a hit to the spirit of the Home Place. As such, community members are eagerly awaiting information about how the property will be reused. Carmel Clay Schools is responsible for deciding the property's future. In late October 2024, there was indication they may be working to make it into an early learning center. The feasibility of this idea is currently being investigated. City of Carmel staff are sharing updates on this as they are provided to both the Greater Home Place Neighborhood Association and Home Place Advisory Board.

Potential Infill Sites



**FUTURE
111TH &
PENNSYLVANIA
DEVELOPMENT**

PLEASANT
GROVE PARK

Business District

**Potential Charter/
Learning Center**

**The 106
Regional Trail**

FIRE DPT

**PRIVATELY
OWNED**

**ROSIE'S
GARDEN
CENTER**

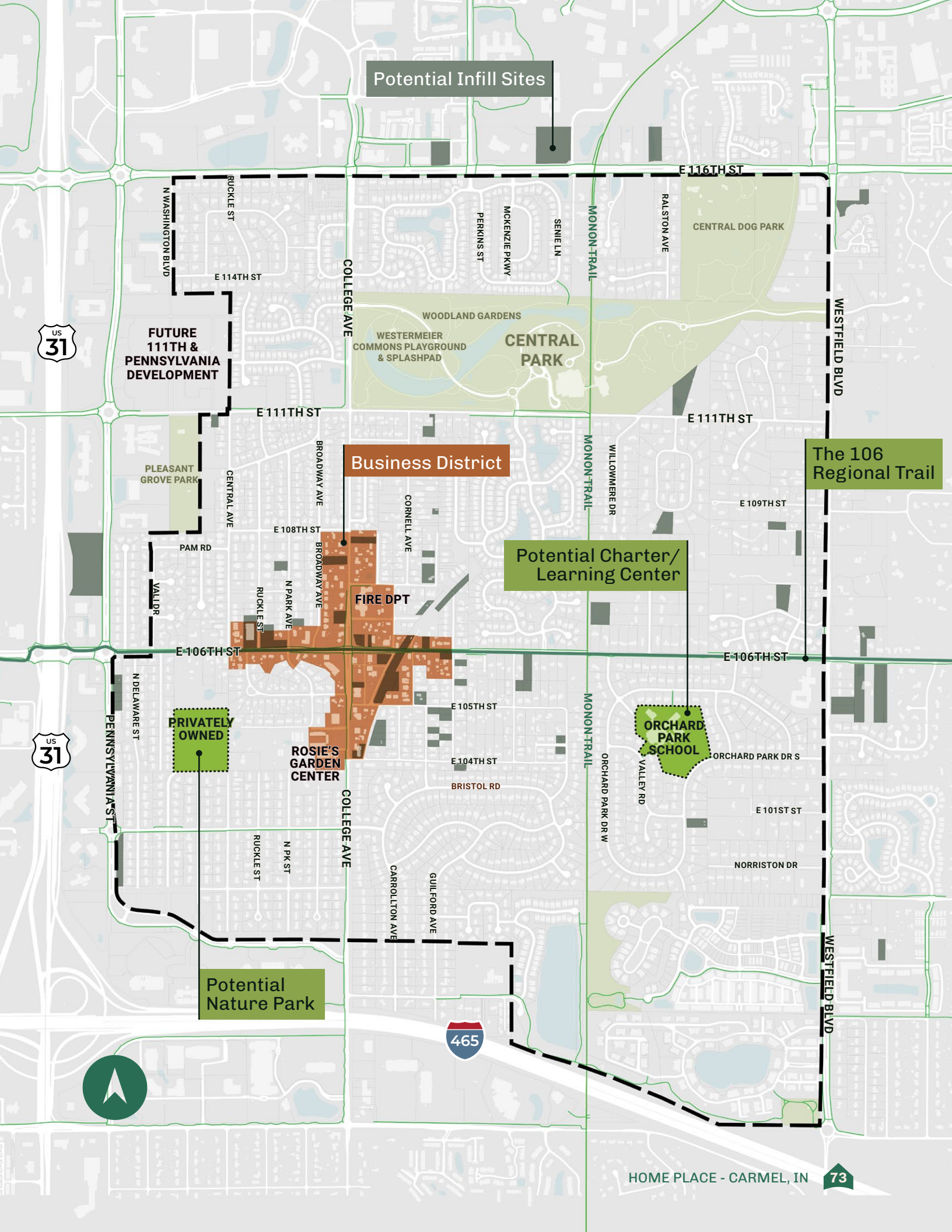
**ORCHARD
PARK
SCHOOL**

**Potential
Nature Park**

465

HOME PLACE - CARMEL, IN

73



Community Initiatives

Home Place Building Standards

Pre-approved building plans are quickly becoming a popular tool for communities looking to streamline the development process. While not a novel idea, as they are very similar to the days when homes could be ordered through a Sears Catalog, they create a pathway for small and large-scale builders alike to participate in the implementation of a community's vision.

Visualized building standards would complement those described by the modified Home Place Overlay District and corresponding zoning ordinances. While zoning provides protection and defense against development incompatible with the vision for Home Place, pre-approved building plans are a proactive tool that shows what is desired. They are a way to help streamline residential and commercial development that aligns with this Home Place Subarea Plan. While other types of development can still be proposed and go through the existing City process, these pre-approved plans will be the path of least resistance for a majority of the development opportunities in Home Place.

It is recommended that a Home Place specific set of pre-approved building plans be a high-priority follow-up to the adoption of this Plan. The City of South Bend can be looked at as a relevant case study. Their South Bend Neighborhood Infill catalog provides housing types relevant in size and character to Home Place. Additional building plans that cater to village-scale retail and commercial uses should be studied and incorporated.

South Bend Neighborhood Infill





Community Initiatives

Home Place Street Standards

The City of Carmel Thoroughfare Plan is available online and describes the various types of streets that currently exist as well as proposed improvements to be implemented over time. 3-Dimensional section drawings are included on that webpage and help show what those street options look like. The Thoroughfare Plan focuses on the widely used streets, leaving some non-designated. To guide future infrastructure and street-related investments in Home Place, an Existing and Proposed Street Typologies Map is provided to be amended into Carmel's Thoroughfare Plan and other relevant references.

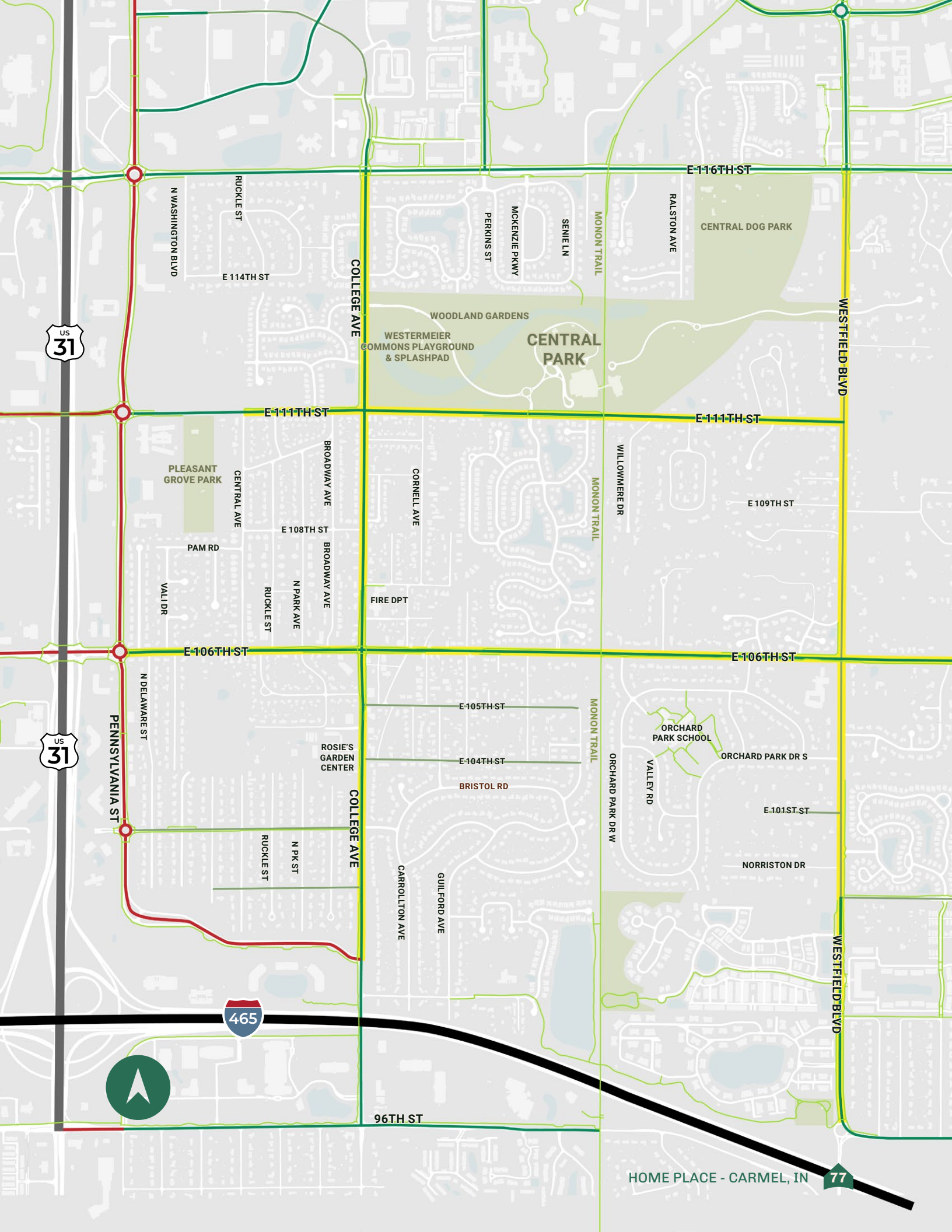


Existing Street Typologies

The map of existing street types zooms in on Home Place's street network, showing street designations as they currently exist. In Home Place, there are Arterial, Boulevard, and Local street designations. Some streets are additionally noted as being part of a "Conservation Corridor." These segments have additional standards, described in the Carmel Comprehensive Plan, to be incorporated whenever changes are proposed.

Map Legend

-  Interstate
-  US/State Highway
-  Arterial
-  Boulevard
-  Local Road
-  Conservation Corridor
-  Pavement (non-designated street type)
-  Trail



US
31

US
31

465



E 116TH ST

E 114TH ST

E 111TH ST

E 111TH ST

E 109TH ST

E 106TH ST

E 106TH ST

E 105TH ST

E 104TH ST

BRISTOL RD

E 101ST ST

COLLEGE AVE

BROADWAY AVE

CORNELL AVE

MONON TRAIL

WESTFIELD BLVD

COLLEGE AVE

MONON TRAIL

WESTFIELD BLVD

WOODLAND GARDENS
WESTERMEIER
COMMONS PLAYGROUND
& SPLASHPAD

CENTRAL
PARK

CENTRAL DOG PARK

PLEASANT
GROVE PARK

ORCHARD
PARK SCHOOL

ORCHARD PARK DR S

NORRISTON DR

FIRE DPT

ROSIE'S
GARDEN
CENTER

CARROLLTON AVE

GULFORD AVE

ORCHARD PARK DR W

VALLEY RD

PENNSYLVANIA ST

N DELAWARE ST

VALLI DR

PAM RD

CENTRAL AVE

E 108TH ST

RUCKLE ST

N PARK AVE

RUCKLE ST

N PK ST

96TH ST

HOME PLACE - CARMEL, IN

77

Community Initiatives

Proposed Street Typologies

The map of proposed street types introduces two new typologies to be added to the overall menu of street configurations and designates all rights-of-way based on how they function today. This is not to suggest changes are needed, but rather to articulate the hierarchy of the Home Place street network and help preserve the character of these streets over time.

Map Legend

-  Interstate
-  US/State Highway
-  Arterial
-  Boulevard
-  Local Road
-  Conservation Corridor
-  Pavement (non-designated street type)
-  Trail
-  Proposed Neighborhood Street
-  Proposed Lane
-  Shared
-  Alley

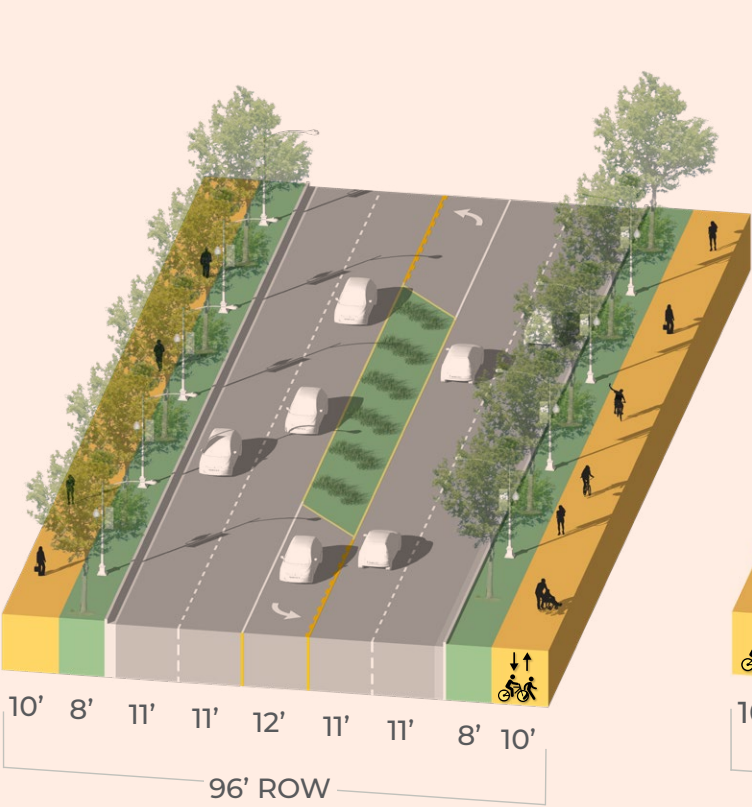


Community Initiatives

Existing Street Sections

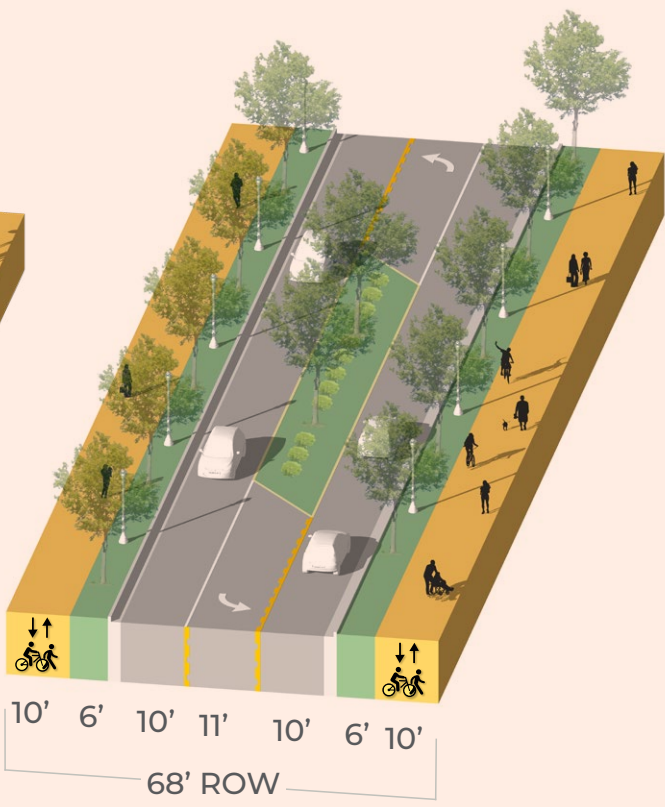
Pulled from the 2022 Carmel Comprehensive Plan, the street sections below describe already designated street types found in Home Place.

Arterial



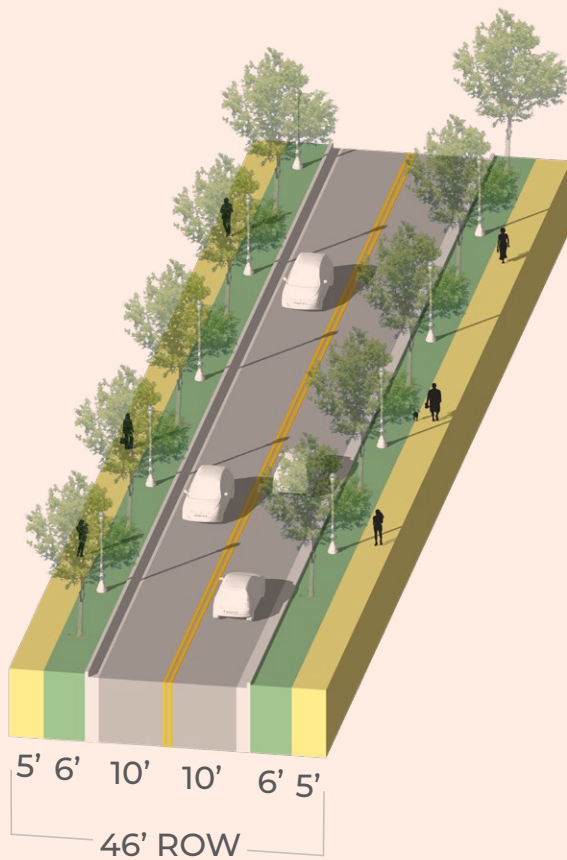
RIGHT-OF-WAY (FT)	NUM. OF LANES	LANE WIDTH (FT)	MEDIAN / TURN LANE
96 - 120	4 - 5	11	Not required, 12-14' where used
ON-STREET PARKING	TREE LAWN	STREET TREES	
Not required, 7' min where used	Required, 8' min.	Required	

Boulevard



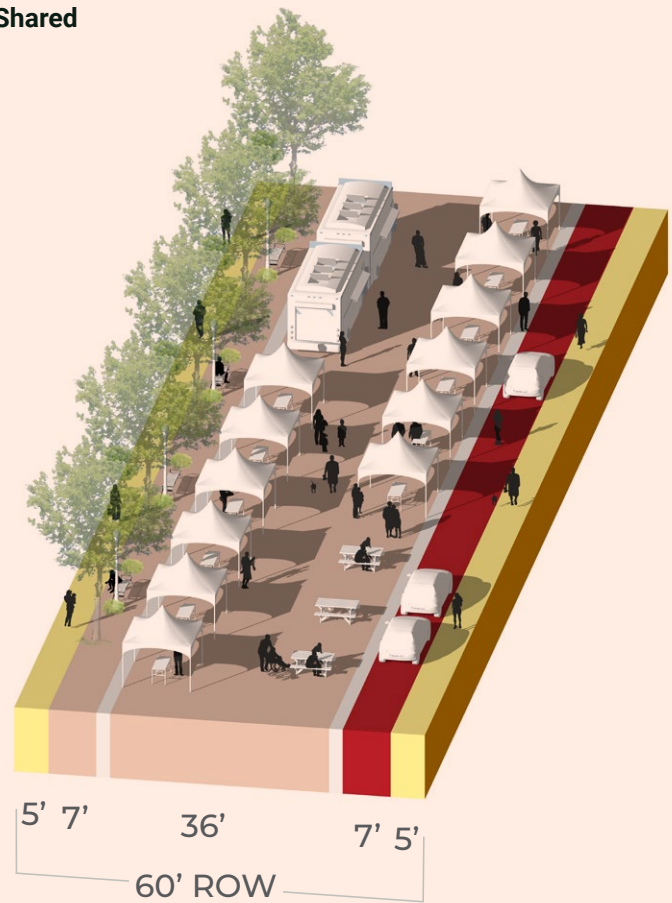
RIGHT-OF-WAY (FT)	NUM. OF LANES	LANE WIDTH (FT)	MEDIAN / TURN LANE
68 - 100	3	10	Required, 11-14' median
ON-STREET PARKING	TREE LAWN	STREET TREES	
Not required, 7' min where used	Required, 6' min.	Required	

Local



RIGHT-OF-WAY (FT)	NUM. OF LANES	LANE WIDTH (FT)	MEDIAN / TURN LANE
46 - 78	2	10	N/A
ON-STREET PARKING	TREE LAWN	STREET TREES	
Not required, 7' min where used	Optional	Required on residential streets	

Shared



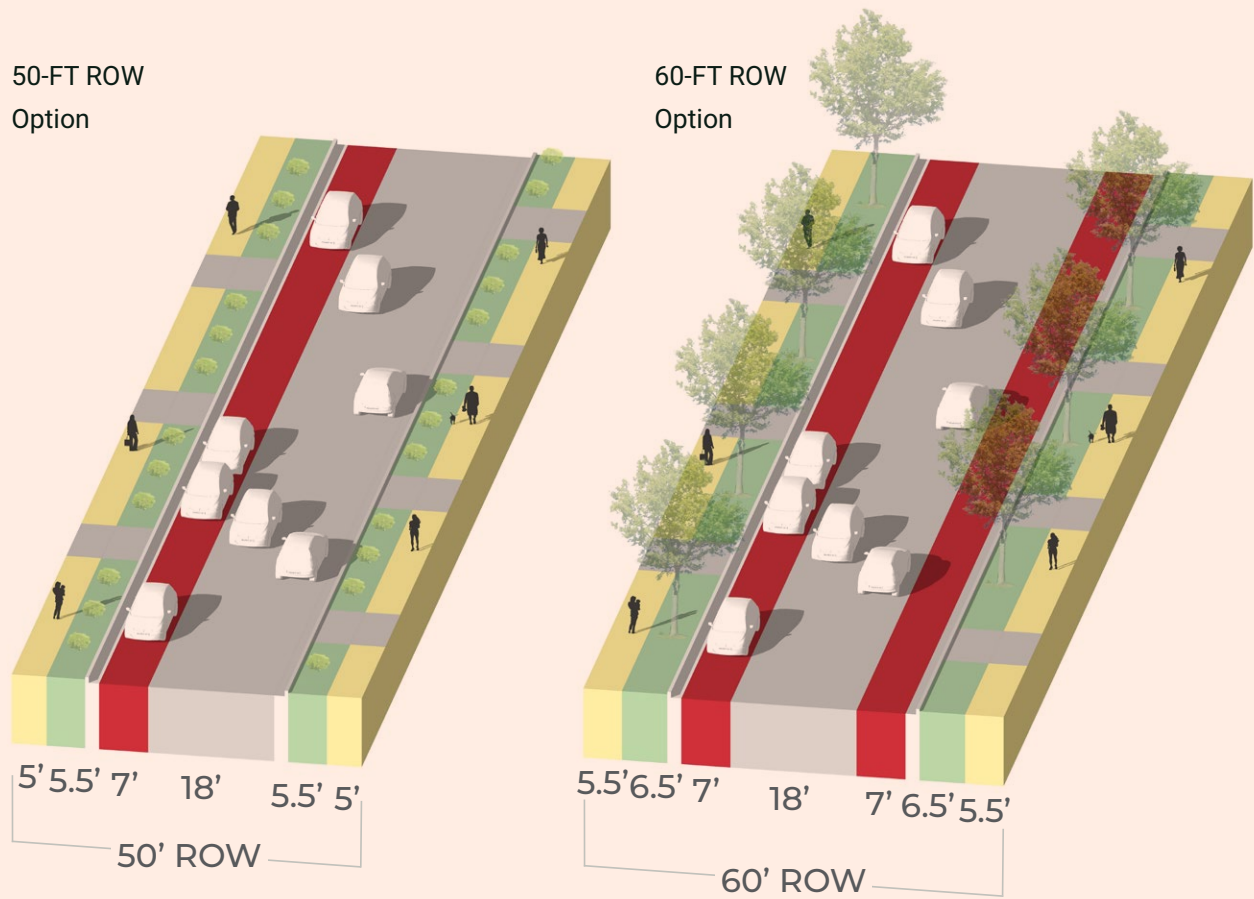
RIGHT-OF-WAY (FT)	NUM. OF LANES	LANE WIDTH (FT)	MEDIAN / TURN LANE
18 - 80	No markings	16 min. (bi-directional)	N/A
ON-STREET PARKING	TREE LAWN	STREET TREES	
Minimal use permitted	Optional	Required on streets wider than 40'	

Community Initiatives

Proposed Street Sections

Neighborhood Street

The proposed Neighborhood Street is a hybrid between the Local and Yield typologies. Rather than having marked drive lanes, the pathway is designed to accommodate travel in both directions as well as on-street parking on one side of the street. Green space and sidewalks are also incorporated in this street intended for residential and neighborhood mixed-use environments.



RIGHT-OF-WAY (FT)	NUM. OF LANES	LANE WIDTH (FT)	MEDIAN /TURN LANE	ON-STREET PARKING	TREE LAWN	STREET TREES
50 - 60	No markings	N/A	N/A	1 side min., 7' wide	Optional	Required on residential streets

Lane

The historical rural character of Home Place is made evident in part by the many residential streets that have stayed very simple. These streets typically provide an 18-foot pathway for vehicular and other access within a 50 to 60-foot right-of-way (ROW). The proposed “Lane” street type is modeled after these examples.



Sidewalks!!
More connecting
sidewalks and
bike paths.



Survey Participant

RIGHT-OF-WAY (FT)	NUM. OF LANES	LANE WIDTH (FT)	MEDIAN /TURN LANE	ON-STREET PARKING	TREE LAWN	STREET TREES
50 - 60	No markings	N/A	N/A	Not required	Optional	Optional

Community Initiatives

Home Place Overlay District Proposed Modifications

The City of Carmel Unified Development Ordinance contains zoning, subdivision, and development-related regulations. Even prior to the annexation of Home Place into the Carmel jurisdiction, Carmel’s zoning incorporated Home Place specific standards through a Home Place Overlay District (Article 3). Single and two-family residential properties are currently and should continue to be exempt from the Overlay. While the purpose of this Overlay and many of its standards remain applicable, some modifications are recommended to update and align with the new Home Place Subarea Plan and other relevant policy updates. This will help ensure the Home Place boundary is consistent. These changes should be refined and adopted as part of the process to establish pre-approved building plans. Those plans can inform any helpful updates to other sections of the Overlay.

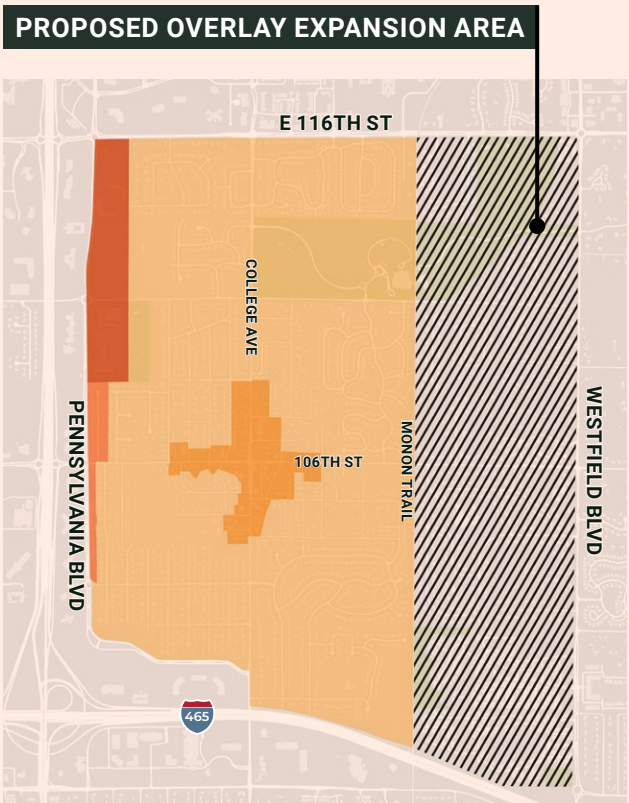
City of Carmel
Unified Development
Ordinance

District Intent

- 1 A map amendment is proposed to align the Home Place Overlay District boundary with the Home Place Subarea Plan study area. This would extend the Overlay District from the Monon Trail east to Westfield Boulevard (as shown on the map to the right).

Map Legend

- Existing Home Place Overlay District
- Existing Business District Sub-Area
- Existing High Intensity Commercial Sub- Area
- Existing Low Intensity Commercial Sub- Area



- 2 Minor text changes are proposed for the District Intent narrative to update outdated information currently listed. The revised text would read as follows, with the changed portions displayed in blue text.

It is the purpose of the Home Place Overlay District to promote and protect the public health, safety, comfort, convenience and general welfare by providing for consistent and coordinated treatment of the properties located in the Home Place Subarea of the City of Carmel in, Hamilton County, Indiana. The Plan Commission and Common Council, in establishing this zone, are relying on IC 36-7-4-600 et seq. and IC 36-7-4-1400 et seq. This zoning district is, likewise, intended to serve as a tool for implementing the development policies and guidelines set for the Home Place Overlay District in the current Comprehensive Plan and Home Place Subarea Plan.

Home Place Business District at 106th & College

This sub-area is intended to foster urban neighborhood village-like commercial activity, in keeping with the intention of the Comprehensive Plan and Home Place Subarea Plan. It is to support residential, office and retail uses that are of an intensity and scale compatible with the surrounding residential areas, both in scale and architecture. These commercial uses should provide services and support the existing residential areas and nearby US 31 commercial corridor. The purpose of the Home Place Business District at 106th & College standards is to provide site design requirements that orient buildings to the street, contribute to the experience of the district, and are pedestrian in scale.

The West Home Place Commercial Corridor District Intent and corresponding standards are appropriate to remain as they are described.

Effect on Uses

Ground-floor residential uses are currently prohibited for properties that are commercially zoned. To better accommodate a village-scaled mixed-use environment, it is recommended that ground-floor residential and office uses be conditionally permitted. "Roadside sales stand" should also be considered a permitted use to encourage a range of commercial activity within the business district.





106TH & COLLEGE

Appendix

Appendix Documents

106th & College Identity Package

Stage 3 Feedback Summary

Business Recruitment Supporting Documents

Fundraising Plan Framework

**Home Place Business District Improvement
Funds Program & Application Guidelines**

Home Place Subarea Plan Phase 1 Summary of Understanding

Home Place Subarea Plan Phase 2 Update

Nonprofit Organization Start-Up Guide

West Village District Case Study



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