

A Comprehensive Development Plan for

TWIN AIRE

PLEASANT RUN CROSSING ARI STRATEGY

Development Plan

LOVING INDY'S NEXT GREAT PLACES

Great Places 2020

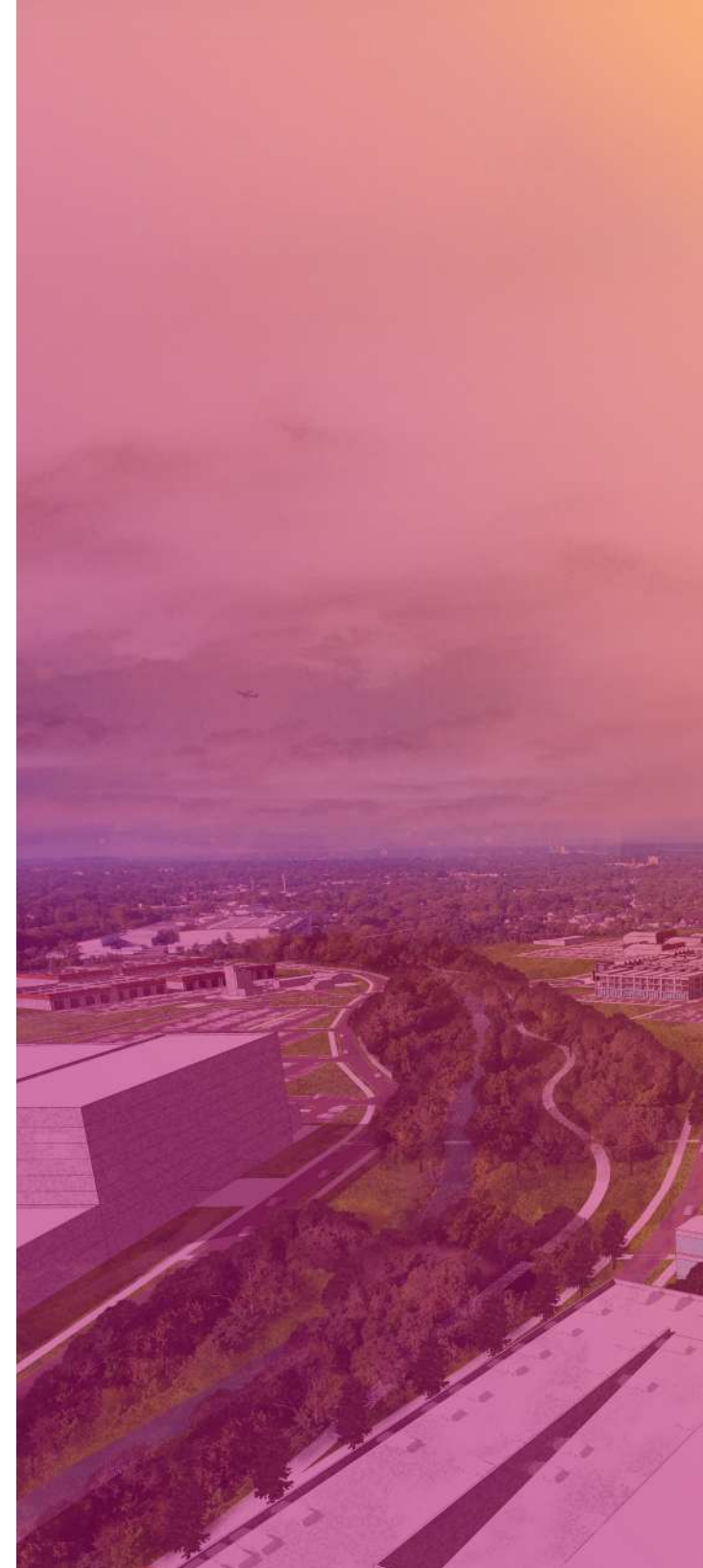


LOOKING WEST AT TWIN AIRE SITE AND PLEASANT RUN CREEK

Table of Contents

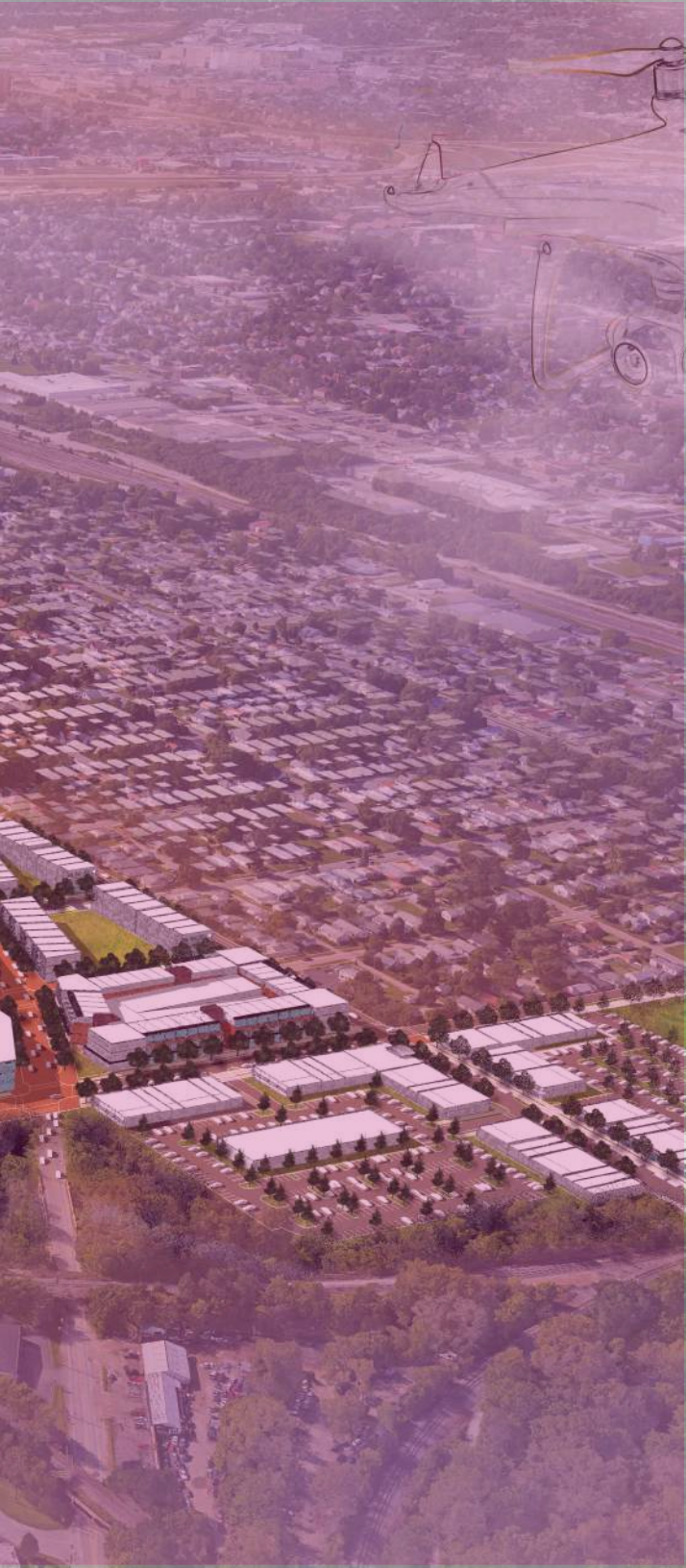
0. EXECUTIVE SUMMARY	5
1. PROJECT OVERVIEW	7
Area History	9
Previous Planning Studies	12
ARI Phasing	12
Public Engagement	14
2. EXISTING CONDITIONS	21
Neighborhood Analysis	22
Market Analysis	24
Environmental Analysis	30
Infrastructure Analysis	32
3. DEVELOPMENT PLAN	35
Design Principles	36
Development Blocks	39
Concept 1 – Community Justice Campus Focus	40
Concept 2 – Advanced Manufacturing Focus	54
Micro Planning Areas	57
4. GREAT PLACES 2020: A VISION FOR TWIN AIRE	63
L.O.V.E. Engagement	64
The L.O.V.E. Committee	65
The Neighborhood’s Heart	67
Early Action Projects	68
Climate Resiliency	69
L.O.V.E. Goals + Objectives	70
Policies and Programs Implementation	72
5. IMPLEMENTATION	143
Early Action Initiatives	144
Catalyst Projects	146
Implementation Recommendations	147
Implementation Mechanisms	150
Credits.....	154

The information provided in this document is an abridged version of the full Pleasant Run Crossing ARI Strategy | Twin Aire Great Place document. The approved document in its entirety will be available upon request.





OVERALL MASTER PLAN LOOKING NORTHWEST ACROSS THE SITE



EXECUTIVE SUMMARY

INTRODUCTION

This document is an abridged version of the full Assessment, Reuse and Implementation (ARI) Strategy, combined with the neighborhood vision for Twin Aire Great Place. Through this planning process, partnerships were formed between developers, residents, non-profits, public officials, and local, state, and federal governments to execute a balanced reuse strategy that maximizes job creation and attracts private and public investment.

Partnerships between Citizens Energy Group (CEG), the City of Indianapolis, Twin Aire Neighborhood Coalition (TANC), Southeast Neighborhood Development (SEND), Southeast Community Services (SECS), Local Initiatives Support Corporation (LISC) and the John H. Boner Center were formed. This plan seeks to capitalize on how resources from these partners can be leveraged to create opportunities for investment in the area.

Over the last five years, several planning studies created opportunities for collaboration leveraging EDA's POWER Program, the IndyEast Promise Zone, the Great Places 2020 designation, and the selection of the Pleasant Run Crossing site as a potential location for the future Community Justice Campus, to foster a new vision and redevelopment strategy for the area.

The goal of the ARI Strategy is to develop a market based, financially feasible redevelopment plan that achieves the following:

- Collaborate between public and private partners including many community and regional stakeholders whose combined investments will implement this strategy.
- Stimulate economic diversification and job creation with supportive training and employment programs for the community.
- Maximize opportunities to leverage the efforts and investments, resources, expertise, and capital through the IndyEast Promise Zone and the Great Places 2020 Initiative.
- Provide targeted assistance to the Twin Aire neighborhood which has been identified as economically distressed due to the high level of unemployment and poverty.
- Position the 140 acre Pleasant Run Crossing as construction ready and targeted for the highest and best uses for job creation and further public and private investment.

This plan identifies opportunities for new development and community growth; identifies projects for economic, environmental, and social infrastructure improvements; and identifies a series of implementation recommendations so the vitality and viability of the area is sustained for future generations.

The recommendations included in the Strategy are meant to reinforce the development opportunities necessary for successful redevelopment. This includes the creation of a Village Center that provides mixed uses and residential units in the heart of the redevelopment area. This Strategy transforms the area into a multi-modal hub of activity.



LOOKING SOUTHWEST ALONG PLEASANT RUN CREEK ON THE VILLAGE GREEN



PROJECT OVERVIEW

INTRODUCTION

This chapter establishes the framework for the creation of the ARI Strategy and Twin Aire Great Place vision and redevelopment plan for the neighborhood. It discusses the area history, impact of the shifting economy, and the steps that CEG, the City of Indianapolis and neighborhood have already taken to revitalize the area. From the past investment, planning efforts, and public engagement, a project framework was created that guided multiple design concepts. These initial concepts were then distilled into two final concepts which are further discussed in the Development Plan.



Figure 1.1 Existing aerial view of the Twin Aire Neighborhood and Pleasant Run Crossing

Source: Esri, DigitalGlobe, GeoEye, Earthstar Geographics, CNES/Airbus DS, USDA, USGS, AeroGRID, IGN, and the GIS User Community

AREA HISTORY

ABOUT CITIZENS ENERGY GROUP

Citizens Energy Group (CEG) provides safe and reliable utility services to about 800,000 customers in the Indianapolis area. A 1929 state statute (now IC 8-1-11.1, the Act) created the Board of Directors for Utilities of the Department of Public Utilities d/b/a Citizens Energy Group. CEG was created to ensure the utility services to the Indianapolis area would be operated for the benefit of the customers and the community.

CEG owns 140 acres on the southeast side of Indianapolis along Prospect Street in Marion County at the heart of multiple neighborhoods. CEG operated a coke and manufactured gas plant from 1909 to 2007 which employed individuals from the surrounding neighborhood. As part of the ARI Strategy, in mid-2017, CEG renamed the individual sites and the entire 140 acres to Pleasant Run Crossing to increase marketability and rebrand the 140 acres. The three sites, Pleasant Run Crossing North, Pleasant Run Crossing South and Pleasant Run Crossing, illustrated in Figure 1.1, constituted the area of operations for the plant. Over the years, CEG acquired additional sites including Twin Aire, Prospect Place West, and Prospect Place East to create approximately 140 acres of land.

CHANGING TIMES

Over several decades, the City of Indianapolis has experienced a decline in approximately 50,000 well-paying jobs along the I-70 corridor due to loss of steel mill customers which led to bankruptcies of steel mills, the decline of the auto industry, changes in energy markets, and the importation of less expensive coke. These changes along with the decline in the coal economy created a ripple effect causing negative direct and induced economic impacts to the surrounding neighborhood and Indianapolis, leading to the closure of the coke plant in 2007.

Pleasant Run Crossing exists in census tract 18097355600, which has been designated as a “Severely Distressed” census tract under the New Markets Tax Credit program. Within this census tract, approximately 25.7 percent of the population is in poverty and tract income is only 48.3 percent of area median income. Median household income in the area is \$22,606 compared to Marion County median household income of \$42,168. [Source: Open Indy, ESRI, US Census Bureau, DMD]

THE PROMISE ZONE

In order to spur redevelopment and address the high levels of economic distress, unemployment, and poverty, a large area on the southeast side of Indianapolis, containing Pleasant Run Crossing, was designated as part of the IndyEast Promise Zone in April 2015. Per the IndyEast Promise Zone website, there are five goals for the area including:

- **Live IndyEast:** Create an economically diverse community by promoting housing redevelopment that embraces existing and new residents.
- **Work IndyEast:** Develop vibrant neighborhood zones of business activity, industries, and commerce in which residents are employed in living wage jobs.
- **Buy IndyEast:** Create healthy commercial corridors that provide desirable neighborhood goods, services and amenities that serve residents and become a regional destination for shopping, dining and recreation.
- **Safe IndyEast:** Create a welcoming environment in which all families and visitors feel safe and secure.
- **Learn IndyEast:** All children will receive exceptional education from birth to adulthood including developmentally appropriate early childhood services, high quality and innovative schools, and access to post-secondary education and training

While there is not direct funding associated with the Promise Zone, the designation allows the area to benefit from technical assistance, federal staff support, and preference when applying for federal grants. Numerous grants have been awarded to organizations striving to better the area, one of which was the EDA POWER Grant that CEG received.

STAKEHOLDER & NEIGHBORHOOD SUPPORT

In October 2015, a coalition of people from the surrounding neighborhoods formed a local grassroots organization TANC – Twin Aire Neighborhood Coalition, to help promote revitalization of their neighborhoods.

EDA'S POWER PROGRAM

The Economic Development Administration (EDA) POWER (Partnerships for Opportunity and Workforce and Economic Revitalization) 2016 Initiative, is an effort to align and invest federal economic and workforce development resources in communities and regions negatively impacted by changes in the coal economy. The purpose of the POWER program is to help impacted coal communities diversify their local and regional economies. Projects must meet the following goals:

- Be identified within local and regional economic development plans as an area targeted for redevelopment due to the impacts to coal mining, coal-fired power plants and/or related manufacturing/transportation logistics supply chain businesses and industries.
- Produce multiple economic and workforce development outcomes promoting regional economic growth and diversification, new job creation, and re-employment opportunities for displaced coal workers.

Pleasant Run Crossing was discussed with the EDA due to its former use as a coke facility. The property met EDA's requirements to qualify for the POWER Grant so CEG proceeded through the application process. CEG was awarded a grant in September 2016 to conduct an Assessment, Reuse and Implementation (ARI) Strategy.

DEVELOPMENT OF ARI STRATEGY

The objective of the ARI Strategy is to achieve multiple economic and workforce development outcomes. Due to the scale of the site, an opportunity exists to attract new investment which will revitalize the surrounding neighborhoods and respond to demands in emerging industry sectors. Through this process it is important to align the strategies with the Indianapolis Comprehensive Regional Economic Development Strategy (CEDS).

THE ARI PROCESS

The ARI strategy was broken down into two phases. Procurement of firms to complete Phase 1 started on January 18, 2017 with firms starting later that year to address existing conditions for infrastructure, the market, the neighborhood and environmental characterization (additional details begin on page 41). The ARI Phase 2 study started at the conclusion of Phase 1 in May 2017. The Phase 2 study creates a redevelopment strategy for Pleasant Run Crossing that will lead to job creation, work force training, and an improvement in the overall economic health of the area. The deliverables for Phase 2 includes a redevelopment plan, neighborhood plan, two micro-planning areas and an infrastructure investment plan.

GREAT PLACES 2020 DESIGNATION





In December 2016, the Twin Aire neighborhood was chosen, through a competitive process, to receive the Great Places 2020 designation. Great Places 2020 is a collective impact approach that creates a visionary community development plan that transforms strategic places in Marion County neighborhoods into dynamic centers of culture, commerce and community. As philanthropic, civic and private partners look toward Indianapolis' Bicentennial, they are engaging neighborhoods to make significant social and capital investments to enhance their quality of life and spur private investment. This collective impact initiative is led by six implementation partners including the City of Indianapolis, Keep Indianapolis Beautiful (KIB), Indy Chamber, Indianapolis Neighborhood Housing Partnership (INHP), United Way of Central Indiana (UWCI), and Local Initiatives Support Corporation (LISC).

Since the designation, it has been the hope of all the partners to have one cohesive planning process that addresses the redevelopment needs of Pleasant Run Crossing as well as the community development goals of the Twin Aire Great Place stakeholders.

COMMUNITY JUSTICE CAMPUS SITE SELECTION

In January of 2017, the City of Indianapolis selected the Pleasant Run Crossing site for the future location of the Community Justice Campus (CJC). The CJC will be an entire campus to house all the Indianapolis criminal and civil courts, sheriff's office, jail and assessment center. The Indianapolis City-County Council (CCC) passed the proposal allocating \$20 million to the CJC to fund planning of the center. Currently stakeholders and the city are collaborating to obtain approval to move forward with the development of the CJC in early 2018.

STUDY BOUNDARIES

-  Neighborhood Analysis
-  Infrastructure Analysis
-  Twin Aire Great Place
-  Pleasant Run Crossing

The study area was broken into various boundaries to appropriately address multiple areas of interest of the Twin Aire neighborhood and Pleasant Run Crossing.

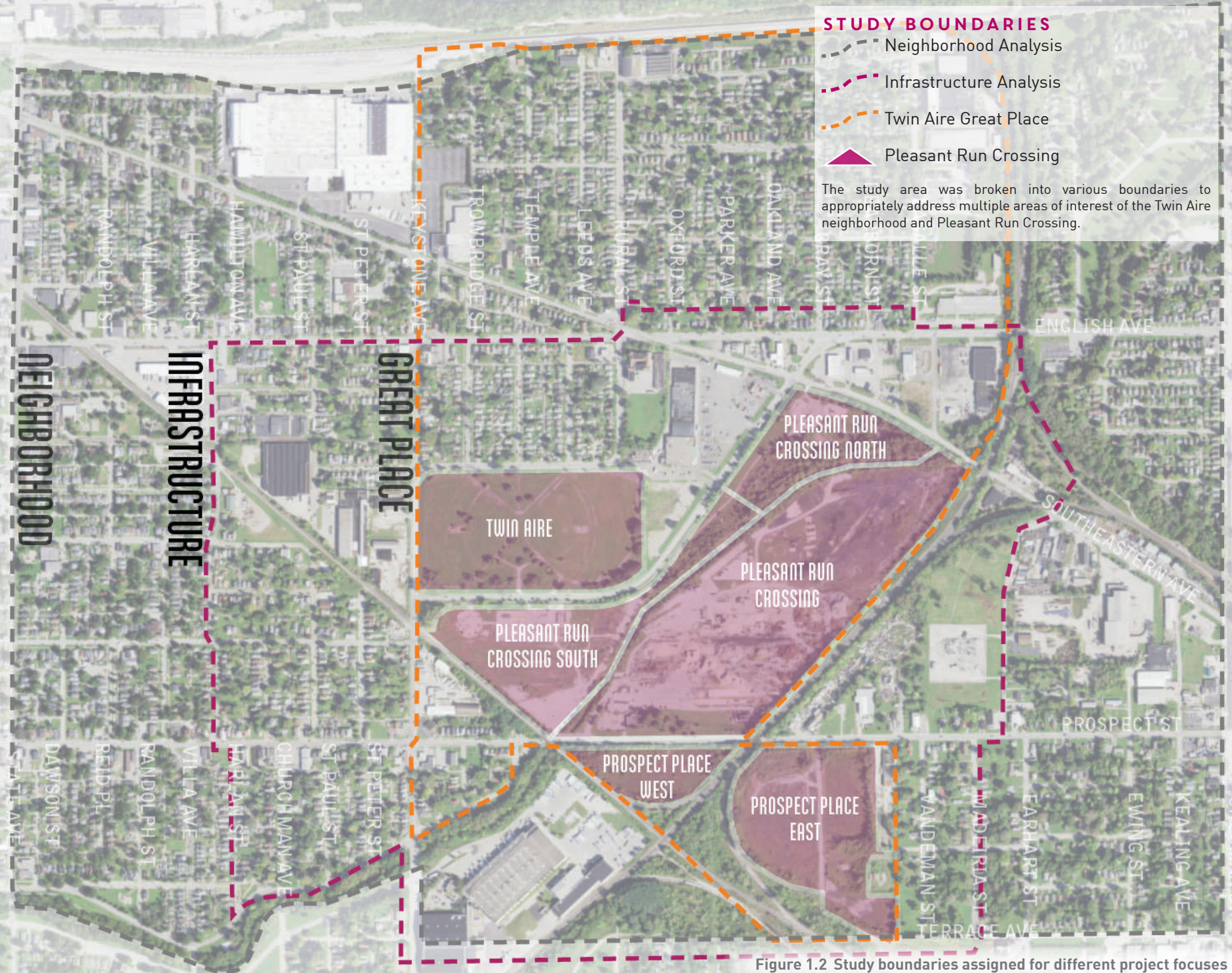


Figure 1.2 Study boundaries assigned for different project focuses

Source: Esri, DigitalGlobe, GeoEye, Earthstar Geographics, CNES/Airbus DS, USDA, USGS, AeroGRID, IGN, and the GIS User Community

PREVIOUS PLANNING STUDIES

Pleasant Run Crossing and the Twin Aire neighborhood generated development interest prior to the creation of the ARI Strategy. Efforts have been made to influence change within the neighborhood addressing social needs, infrastructure improvements, roadway problem areas, future development, and environmental management. The ARI Strategy builds off previous planning efforts including Southeast Neighborhood Quality of Life Plan and the Twin Aire Vision Plan.

SOUTHEAST NEIGHBORHOOD QUALITY OF LIFE PLAN

Southeast Neighborhood Development worked in close collaboration with Southeast Community Services and many other neighborhood organizations like Fountain Square Merchants Association, SENSE Charter School, and others in Southeast Indianapolis to create a successful Neighborhood Congress model that functions as an information clearinghouse, and a place where neighborhood development initiatives are discussed, vetted, supported, and celebrated. Through this process, neighborhood engagement and development was guided by the creation and implementation of a Quality of Life Plan. The Southeast Neighborhood Quality of Life Plan, which was updated in 2016, focused on the following overarching themes:

- Community-Building
- Beautification & Infrastructure
- Housing
- Safety & Crime
- Youth Programs
- Commercial Viability
- Workforce Development
- Emerging Concerns
- Connectivity

Goals and objectives were developed around the themes. Each objective was assigned a local organization or partner to implement the objectives creating greater accountability for the plan and its desired outcomes. Many of these same themes were discussed during the numerous stakeholder engagement meetings.

TWIN AIRE VISION PLAN

Completed in 2016 through a collaborative effort by the Twin Aire Neighborhood, the Twin Aire Vision Plan proposed land use and transportation improvements to improve the area. This plan was created through many public workshops facilitated by a consultant, Indianapolis Neighborhood Housing Partnership

(INHP), and SEND. The plan calls for the reuse of vacant or underused parcels and improvements to pedestrian and vehicular traffic. The community wanted to create a new sense of place with the integration of Pleasant Run Crossing into the neighborhood as an employment center and commercial development. The plan also called for the creation of a Village Center, to provide an urban, walkable area that serves the every day needs of residents. This plan provided the organizational framework that was used to create multiple scenarios during the Design Workshop in Phase 2 of the ARI Strategy.

SEIZING THE MOMENT

Leveraging these partnerships and related efforts are documented within the ARI Strategy Development Plan. This development plan serves as a guide and vision for future redevelopment, neighborhood focused social programs to maintain the character and history of the neighborhood, addressing the economic impacts, and transformation of the area once again into a vibrant place. The ARI Strategy incorporates the following initiatives:

- IndyEast Promise Zone
- Phase 1 of the ARI Strategy
- Twin Aire Neighborhood Coalition (TANC)
- EDA POWER Grant
- Great Places 2020 Designation
- Community Justice Campus (CJC)

ARI PHASING

The ARI project contained two distinct processes; Phases 1 and 2. Prior to starting the project, CEG, with its partners, developed several boundaries for the entire study. Four boundary areas were identified as shown in Figure 1.2 including: Neighborhood/Connectivity Boundary, Infrastructure Boundary, Twin Aire Great Place Boundary, and Pleasant Run Crossing Redevelopment Boundary.

PHASE 1

The first phase of the project was to study the existing conditions that would inform Phase 2 regarding the redevelopment of Pleasant Run Crossing and the surrounding neighborhood. There were four areas of focus: infrastructure, neighborhood, market, and environmental characteristics. The Phase 1 studies were completed using the boundaries identified in Figure 1.2.

The studies accomplished the following:

- Infrastructure Assessment described the condition, capacity and gaps with existing infrastructure;
- Market Analysis analyzed the economic, market and workforce conditions to provide a baseline of information;
- Neighborhood Analysis reported on the demographic and housing characteristics, community identity, and community capitals including social service providers within the area; and
- Environmental Characterization documented the environmental conditions for Pleasant Run Crossing and mitigation and remediation strategies being implemented.

Phase 1 (began in March 2017 and concluded in May of 2017) reports included many key person interviews to better understand the existing conditions of the community. All information was synthesized and analyzed to provide direction for the Phase 2 studies. The Phase 1 information was presented to the public at meetings in May and June 2017 as part of the TANC monthly meetings.

The Phase 1 reports are summarized in the Existing Conditions chapter (see page 41). The full reports can be found in (Appendices 2 through 5).

PHASE 2

The purpose of Phase 2 was to utilize the data from Phase 1 to create a strategy to ensure Pleasant Run Crossing is positioned as construction ready and targeted for the highest and best uses to maximize job creation and further public and private investment. The Design Team, consisting of urban planners, economists, urban designers, landscape architects, architects, and engineers, lead the effort with the help of many partners. The Phase 2 process included four tasks including Discovery, Visioning, Synthesis and Action (see Figure 1.3).

The Discovery stage was the initiation of the project. The Design Team became familiar with the Phase 1 studies and existing conditions while facilitating interviews with

stakeholders, attending TANC meetings, and providing homework for the L.O.V.E. Committees. These tasks gathered important details to prepare for the Visioning stage.

The Visioning stage was centered around the Design Workshop. The workshop was for public officials, local stakeholders, and residents to provide input into their concerns, wants, and ideas. During the event, the Design Team used the information to develop high level concept plans for the redevelopment of Pleasant Run Crossing and the neighborhood.

During the Synthesis stage, the high-level concepts were refined and reviewed by CEG, TANC, and the L.O.V.E. Committees. Greater detail was developed including building information, amenity infrastructure, infrastructure improvements, phasing, cost opinions, and economic impacts.

The plan was drafted during the Action stage. All processes, designs, and calculations were completed and drafted into the final ARI Strategy document. The ARI Strategy was submitted to the EDA on November 30, 2017.

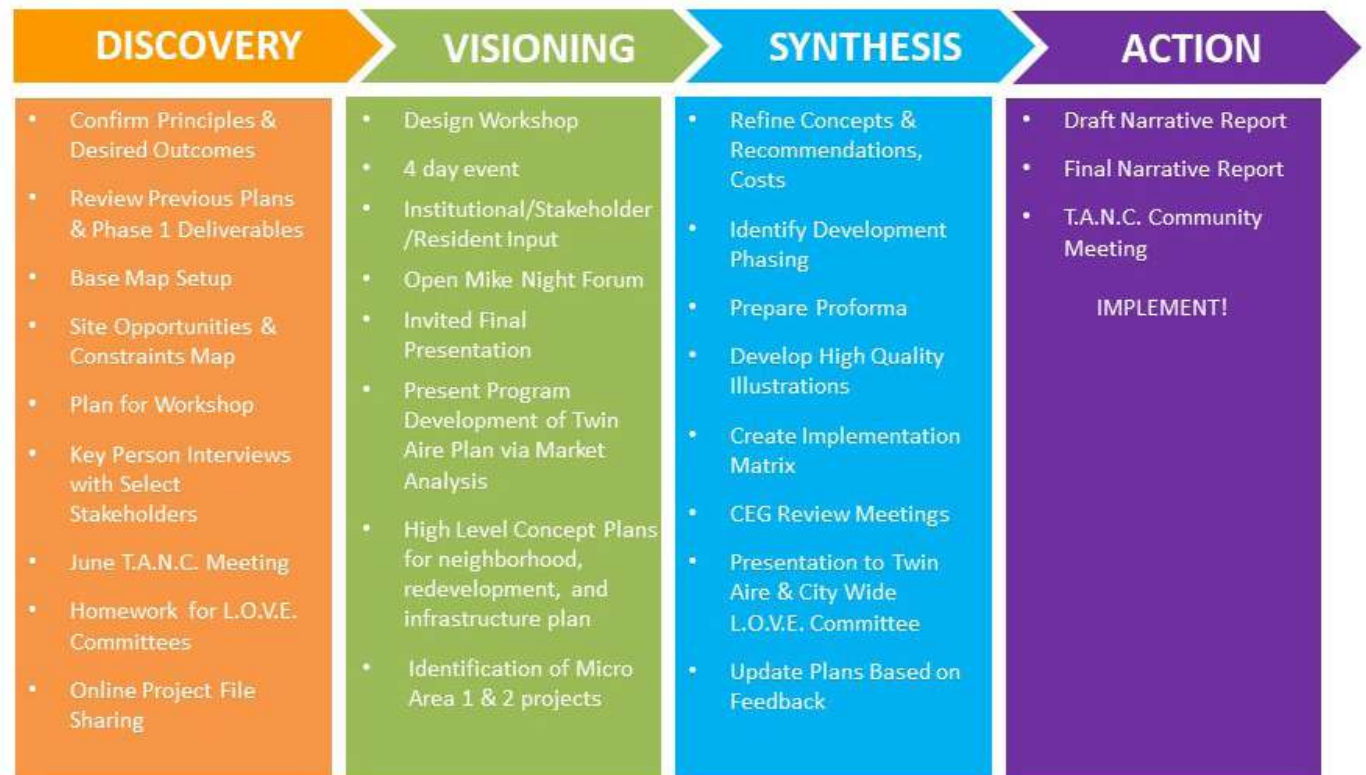


Figure 1.3 ARI Phase 2 Process Diagram

PUBLIC ENGAGEMENT

INTRODUCTION

The Design Team engaged the community throughout the process to incorporate their ideas into the project. These engagement opportunities were essential in integrating the community into the ARI Strategy and Great Places 2020 Initiative. Five approaches were used to engage with the community:

1. L.O.V.E. Committee Homework
2. Monthly TANC Meetings
3. Design Workshop
4. Public Input Sessions
5. Stakeholder Interviews

L.O.V.E. COMMITTEE HOMEWORK

The Design Team prepared several homework assignments for the Livability, Opportunity, Vitality and Education (L.O.V.E.) committees that met monthly to provide input for the neighborhood plan.

MONTHLY TANC MEETINGS

The Design Team attended and worked with the public on a variety of elements of the ARI strategy at monthly meetings held by TANC.

DESIGN WORKSHOP

The four-day Design Workshop was held in July 2017 to gather public input and develop preliminary concept plans. The Design Workshop was held in the cafeteria and gym of Indianapolis Public School Christian Park School #82 and featured a series of stakeholder interviews, a public Open Mic Night, two-and-a-half days of designing, and a public forum to present the preliminary results of the workshop and gain feedback.

PUBLIC INPUT SESSION

An Open Mic Night was held in the evening on the first day of the Design Workshop. This forum allowed the local community to review maps, diagrams, and data collected during Phase 1 and initial tasks of Phase 2. A microphone was set up for the public to provide comments on what they liked in the neighborhood, strengths that should be built upon, and what they wanted to see developed in the future. Comment cards were available to attendees as a method to express their vision for the neighborhood if they did not wish to speak in the larger setting. Approximately 75 people attended the public input session.

STAKEHOLDER INTERVIEWS

A series of interviews were held between the Design Team and local stakeholder groups to document the thoughts and ideas of community members and leaders, stakeholders, public officials, and interested partners. Representatives of each stakeholder group were organized into six distinct categories to address similar topics during the interviews. These groups included:

- Civic/Infrastructure
- Business Owners
- Community Justice Campus Team
- Social Services/Workforce Development
- Neighborhood Partners
- Latinx Leaders

The interview period was divided into six, 60-minute sessions with the stakeholders providing answers to a variety of questions related to their topical area of expertise. The results of the discussions guided programming for the preliminary concepts. Each session was moderated and comments of the stakeholders were recorded. There were approximately 50 people interviewed.

WHAT WE HEARD

There were several overarching themes that emerged from the stakeholder interviews and the public input session that drove the design and principles for redevelopment of Pleasant Run Crossing and surrounding Village Center. These included:

- Embrace new development while ensuring existing residents are not displaced;
- Focus on job creation and workforce development throughout the neighborhood;
- Make the neighborhood safe, walkable, and well-lit to encourage investment;
- Connect existing destinations and amenities with planned development to create pedestrian-friendly neighborhoods; and
- Address transportation and drainage concerns through infrastructure improvements, especially the English/Southeastern/Rural intersection.

OPPORTUNITIES & CONCERNS

Specific opportunities and concerns were discussed with the Design Team during the Design Workshop input sessions. The list of opportunities and concerns was extensive, so the team consolidated the items according to common themes. They were organized under five categories including infrastructure, housing, community aesthetics, CJC, and amenities. A recap is provided below in Table 1.1.

OPPORTUNITIES	CONCERNS
Infrastructure	
Study Area Intersection – roundabout or street closure potential	Safety of Southeastern/English/Rural intersections for vehicles and pedestrians
	Poor condition of thoroughfares
	Safety of Keystone and Hoyt intersection for pedestrians
	Lack of sidewalks, especially to/from Twin Aire Plaza and connections between amenities
	Condition of rail overpasses
Housing	
“Age in Place” Community	Fear of teardowns to combine several lots and build larger homes
Housing stock supports down-sizing/low maintenance requirements	Poor condition of housing stock
Community Aesthetics	
Maintain working class neighborhood	Bury electric utility lines
	Entry perception from Fountain Square
	Security, safety and lighting
	Brownfield at northeast corner of LaSalle and English
Community Justice Campus (CJC)	
Public component of Assessment Center	Potential traffic generated
Other components: Fire Department Training, SE District Headquarters, Animal Care and Control	Will not bring development as discussed
	Concerns within Latinx community regarding additional police presence
	Undesirable uses may follow
Amenities	
Pleasant Run Trail connection/extension through Pleasant Run Crossing site	Bike / pedestrian facilities are lacking
Property adjacent to Clayton & LaSalle park for ball fields	
Connection and improvements to Prospect Falls Park	
Overall location / proximity to amenities is great	

Table 1.1 Community Opportunities and Concerns

DESIRED USES & AMENITIES

As part of the Open Mic Night during the workshop, the public, stakeholders, and partners identified uses and amenities that they wanted in their neighborhood. Some suggestions included:

- Bike share
- BlueIndy
- Coffee shop
- Community Center (with fitness center, senior center, meeting/event space, workforce training, health clinic, YMCA / Boys and Girls Club, library)
- Convenience / drug store
- Daycare / preschool
- Dog park
- Healthcare
- Large employers to replace job losses at major industries
- Larger grocery option
- Manufacturing
- Personal services
- Public art
- Recreation facilities / amenities (ball fields, water park, trails)
- Sit down family restaurants
- UPS or FedEx to serve small business needs
- Workforce training

DESIGN WORKSHOP DAY 4

The final results of the Design Workshop were presented on Day 4 to the public and stakeholders to discuss the results of two preliminary concepts developed including one with the CJC and another for advanced manufacturing. The public offered comments on the concept plans, identifying components to preserve and change in the next iteration.

Approximately 60 people attended the meeting. Additional stakeholder follow-ups occurred after the Design Workshop with individual stakeholders, city-wide L.O.V.E. Committees, each Twin Aire L.O.V.E. Committee, and the TANC.



Figure 1.4 Resident speaking at the Open Mic Night



Figure 1.5 Resident speaking at the Open Mic Night



Figure 1.6 Facilitator speaking at the Open Mic Night



Figure 1.7 Existing and proposed amenity infrastructure for the neighborhood

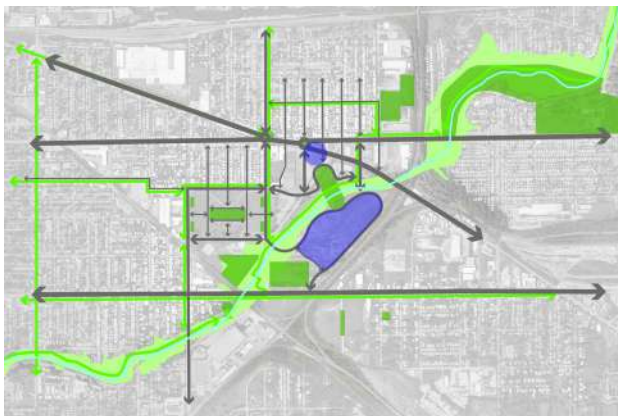


Figure 1.8 Proposed roadway network improvements and proposed civic land uses



Figure 1.9 Framework depicting the land use locations

PROJECT FRAMEWORK

During the Design Workshop, the team created a framework that established a physical organization of the site to guide the development of multiple scenarios. Figures 1.7 through Figure 1.9 illustrate some of the framework that set the stage for the concepts.

The framework was informed by Phase 1 analysis, the community, and the Twin Aire L.O.V.E. Committees. The framework documents the physical conditions on the ground and how they would influence site design. Different options were created from the framework to inform the multiple concepts.

Key elements of the framework include the following:

- Pleasant Run Creek runs through both Pleasant Run Crossing and the Twin Aire Great Place and offers an opportunity to connect Pleasant Run Creek to a variety of parks (Clayton & LaSalle, Christian Park, and Garfield Park).
- Existing amenity infrastructure provides a base in which additional amenities, could be added to serve the area. Amenity infrastructure is natural and man-made elements that increase an individual's quality of life. Existing amenity infrastructure includes Clayton & LaSalle Park, Christian Park, Prospect Falls and Pride Park. There are also bicycle lanes on Keystone Avenue, Prospect Street, and on the southern end of Rural Street (as shown in Figure 1.7).
- New amenity infrastructure that is proposed include community gathering spaces, a Dog Park, a neighborhood park, and the expansion of Clayton & LaSalle Park. Additional bike lanes and cycle tracks will provide connectivity throughout the redevelopment area and surrounding neighborhoods.

- The existing grid roadway network, which is currently bisected by Southeastern Avenue, is extended down into Pleasant Run Crossing to increase north-south and east-west connectivity (as shown in Figure 1.8). Two gateway roundabouts, one at English / Southeastern / Rural and the other at English / Southeastern / Parker, would address vehicular traffic flow, bike / pedestrian safety issues and contain signature art.
- The 140 acres of underused land is undergoing remediation to allow industrial, office, retail, and institutional uses, as shown in Figure 1.9.
- The Twin Aire site is construction ready and able to support a higher density, mixed income, mixed residential area.
- Twin Aire Village Main Street would be created at the heart of a newly created Village Center containing a mix of uses including retail, residential, and office.
- Light industrial uses, including business services; wholesale or food processing; clean, low-impact industrial; a business incubator; and a maker's village could be located south of Prospect Street.

IDEAS AND INSPIRATION

Figures 1.10 through 1.14 are images that were presented during the Design Workshop to represent the ideas and improvements that could occur on Pleasant Run Crossing. Precedent images were collected from on-line resources that featured similar projects and design elements. The images are to inspire ideas and notions of “what could be” on any of the redevelopment sites. These images apply to both concepts. Character sketches, as shown in Figures 1.15-1.18 on page 39, were drawn during the Design Workshop to illustrate specific projects within the concept plans.



Figure 1.10 Precedent Image of Townhomes



Figure 1.11 Precedent Image of a Park Space and Outdoor Theater



Figure 1.12 Precedent Image of an Office Park Open Space



Figure 1.13 Precedent Image of Low-rise Mixed Use Development



Figure 1.14 Precedent Image of Low-rise Mixed Use Development

CHARACTER SKETCHES



Figure 1.15 Sketch of a main street concept which would be applicable to Southeastern Ave



Figure 1.17 Sketch of a roundabout concept with artwork in the center

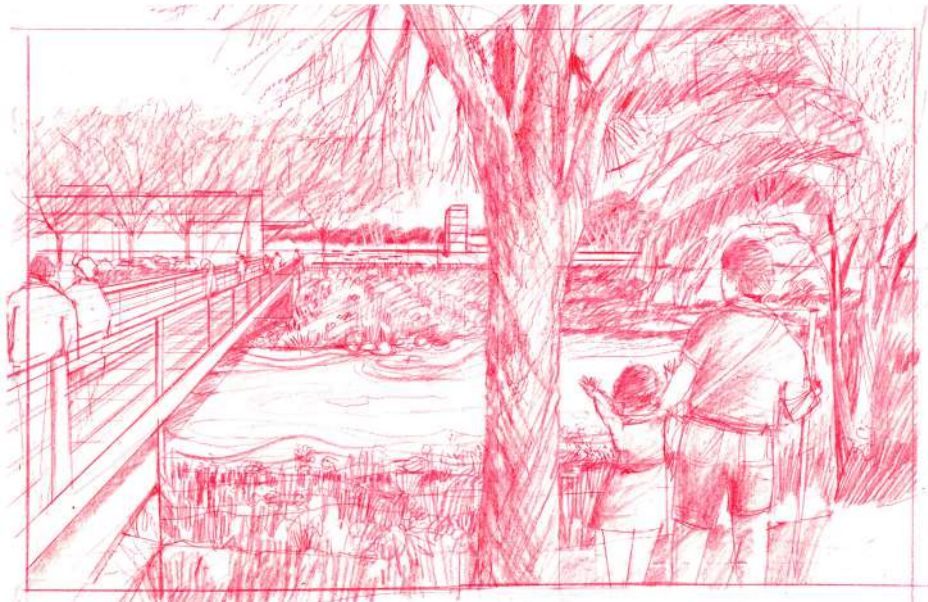


Figure 1.16 Sketch of a park space and bridge across Pleasant Run Creek



Figure 1.18 Sketch of a park adjacent to the Community Center



EXISTING PLEASANT RUN CROSSING LOOKING WEST



EXISTING CONDITIONS

INTRODUCTION

Phase 1 of the ARI Strategy documented existing conditions and provided critical insight for the Phase 2 analysis. For this reason, the four Phase 1 documents are summarized in this chapter. All four plans are also included in the appendices for reference **(see Appendices 2 through 5)**.

- The Neighborhood Analysis studied the socioeconomic and demographic trends within the connectivity and neighborhood boundary.
- The Market Analysis performed a comprehensive market assessment on the area and industries that could be developed in the future.
- The Infrastructure Analysis inventoried and assessed the existing utilities, roadways, and multi-modal facilities within the infrastructure boundary.
- The Environmental Analysis documented the environmental conditions and mitigation and remediation strategies.

Supplemental data was provided by the Design Team where additional information was needed to better illustrate the existing conditions associated with Pleasant Run Crossing, the Village Center, or the neighborhood.

NEIGHBORHOOD ANALYSIS

POPULATION GROWTH

Within the last 15 years the Twin Aire and surrounding neighborhoods have experienced a significant amount of population loss. The area has lost a little over 22 percent of its population since 2000. The neighborhoods that have seen the most significant loss are Twin Aire and WECAN.

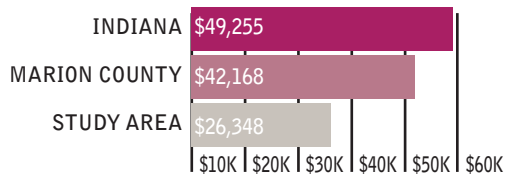
	Marion County	Study Area
2000	860,454	7,962
2005	903,393 +5.0%	7,279 -8.5%
2010	915,331 +1.3%	6,593 -9.4%
2015	945,325 +3.3%	6,154 -6.6%

Table 2.1 Population growth comparison

INCOME COMPARISON

The study area's median household income for 2015 was found to be significantly lower than that of the State and Marion County. Within the study area there is a wide range of income levels. Some areas like SECO have incomes on an average of \$40,000 while Norwood Place and adjacent regions incomes hover around \$15,000 per household.

MEDIAN INCOME COMPARISON 2015 EST.



MEDIAN INCOME COMPARISON STUDY AREA

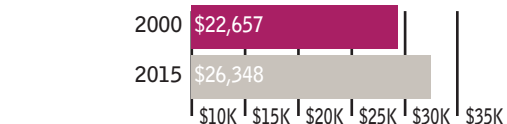


Figure 2.1 Income change comparison

POPULATION CHANGE BY AGE

Neighborhoods within the study area have experienced little growth in population segments. Many age ranges have seen decreases in the last 15 years. Only one segment of the population, those 55 to 64 years old, has increased. Children are an outlier within the study area having a larger percentage of those under 18.

POPULATION CHANGE BY AGE (2000 - 2015)

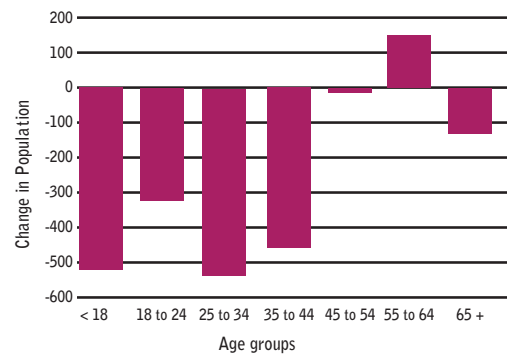


Figure 2.2 Population change by age

RACE

Caucasian is the predominant race in the study area with 83 percent. Only 11 percent of the population identify as African American and 6 percent multiple races.

Hispanic / Latino/Latina (Latinx) are categorized separately from race as an ethnicity. These individuals compose the second largest population in the neighborhood at 21 percent. This area has the highest concentration of Hispanics/Latinxs in Marion County.

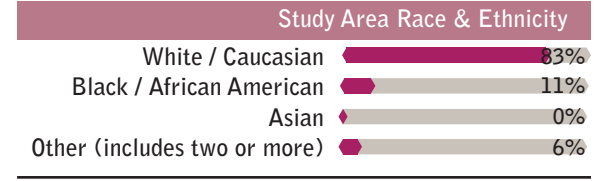
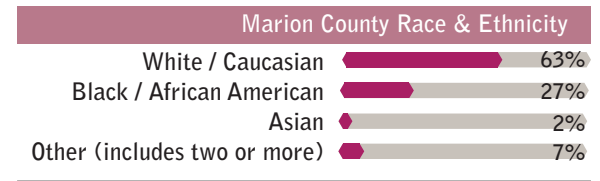


Figure 2.3 Race and ethnicity comparison

EDUCATIONAL ATTAINMENT 2015

The study area was found to have lower educational attainment than the rest of the city. Almost half of the population has not received a high school diploma or equivalent. Less than a fourth of the population has any college education. Limited educational attainment may be a contributing factor for the study area's low household income. It also indicates that some residents might require additional education or training to be employed in sectors like technology or advanced manufacturing.

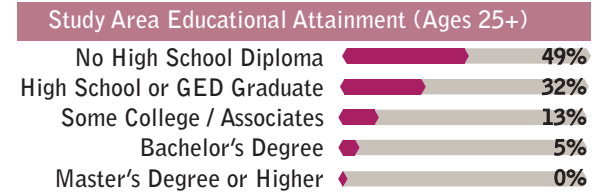
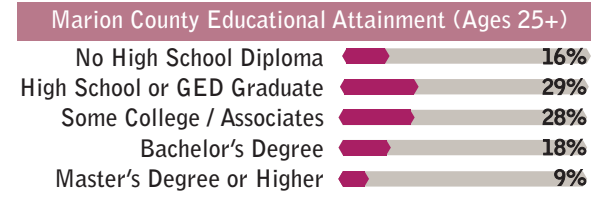


Figure 2.4 Educational attainment comparison

OWNERSHIP, RENTAL, & VACANCY RATES

The study area is composed primarily of single-family homes at 82 percent of the housing stock. A large proportion of these properties are rentals within the study area. According to census 2010 data, about one third of all the units were classified as vacant. This vacancy rate is significantly higher than Marion County's 13 percent vacancy rate. However, water usage data contradicts these numbers and estimates only a 13 percent vacancy rate in the neighborhood.

CRIME 2014

The neighborhood study area falls in a zone where crime tends to be higher than the rest of the County. Within the study area, the greatest concentrations are found around the Kroger shopping center and some crime expands to the retail areas north of Southeastern Avenue and along Prospect Street. The WECAN and SECO neighborhoods were found to have higher instances of crime. Crimes that were more common within the area (in descending order) were stolen vehicles, burglary, and aggravated assault with a weapon other than a gun or knife.

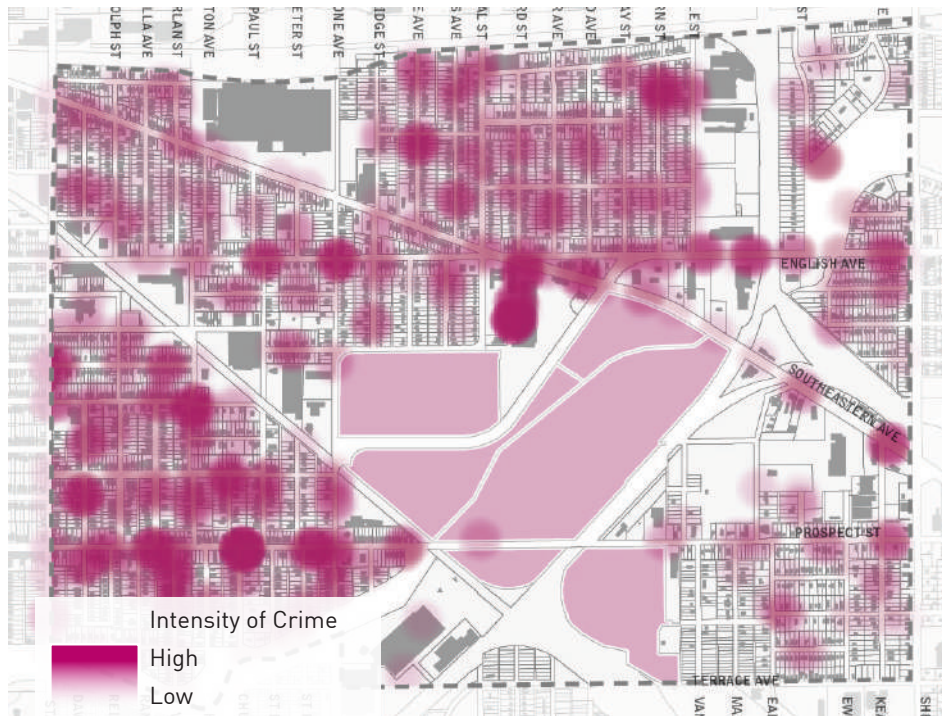


Figure 2.6 Crime concentration map

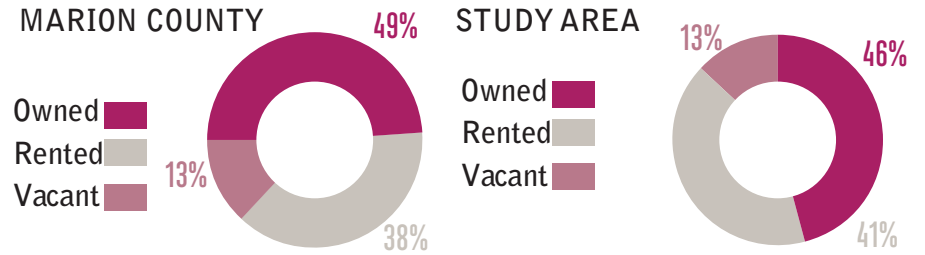


Figure 2.5 Tenure comparison between Marion County and the Study Area

FOOD ACCESSIBILITY

Accessibility to healthy food options is vital to mitigate public health issues that low-income communities often face. There are a number of factors that influence the choices residents make regarding food. These choices include proximity to a supermarket and accessibility to a personal vehicle. These factors were studied at the census tracts level in the study area which is displayed in Figure 2.7 below. Most of the study area currently has access to a supermarket within a half mile.

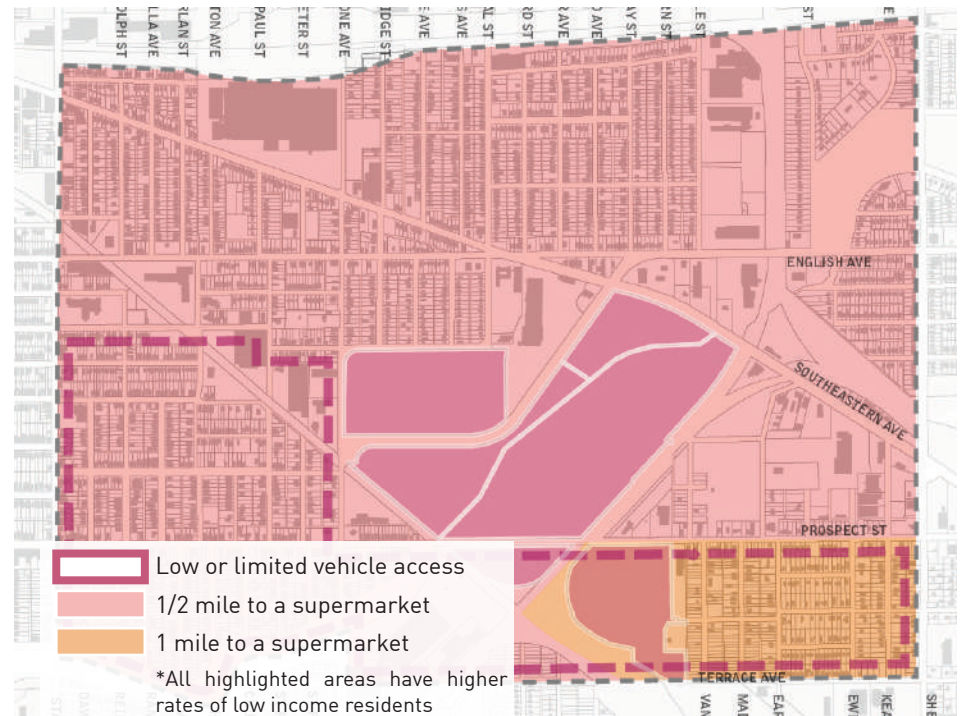


Figure 2.7 Food accessibility map

MARKET ANALYSIS

INTRODUCTION

The Market Analysis provides an understanding of the economic, workforce, and real estate conditions within the area. The study compared regional, local, and site conditions to determine the appropriate recommendations for new uses on Pleasant Run Crossing and in the surrounding neighborhood.

OPPORTUNITIES

During the Market Analysis, opportunities within the region, city, and Pleasant Run Crossing have emerged as strong indicators to influence the development of the site:

- Due to downtown revitalization, advanced manufacturing clusters, and demand for logistics and distribution, the Indianapolis Metro area has seen economic and population growth.
- Employment sectors such as manufacturing, distribution, professional services, and healthcare are major focuses of the Metro area.
- The revitalization and reinvestment occurring within downtown and adjacent neighborhoods have triggered development interest in areas adjacent to the Twin Aire neighborhood, Fountain Square, and Irvington.
- Some job and income growth limitations on the east side could be attributed to the minimal shovel-ready development land in the County.
- A large number of existing structures were built prior to 1950 limiting their potential for reuse as they face obsolescence.
- In terms of physical attributes, Pleasant Run Crossing is not entirely unique as it is among many industrial sites which contain over 100 acres of contiguous land within 2 miles of an interstate. What makes this area unique is its access to 56,000 people within 2 miles which is significantly larger than other comparable industrial sites in Indiana.

ESTABLISHED & EMERGING INDUSTRY

A few industries have greater potential for success in Marion County and on the Pleasant Run Crossing site:

- Manufacturing - Food, Basic Chemicals, Hardware, Metalworking, Pharmaceuticals, Electrical Equipment
- Logistics - Trucking, Warehousing, and Storage
- Technology - Data Centers, Data Processing, and Hosting Services
- Healthcare - Doctors Offices, Diagnostic Labs, Hospital/Outpatient Care, Senior Centers

WORKFORCE DEVELOPMENT

Pleasant Run Crossing is well-positioned for redevelopment; however, a trained workforce is lacking. In 2015, unemployment rates for the east side were at 8.4 percent which is well above the Indiana and Indianapolis average. The east side has seen a great deal of industrial migration contributing to the employment gap. The area has yet to recover. The area was known for manufacturing but, now those jobs have left the region. To attract new employment to the area, residents will need assistance and training to prepare them for new opportunities. This region has some of the greatest need for skill training and job matching to combat the high unemployment rates. Ivy Tech and Employ Indy have indicated interest in supporting training programs in the neighborhood.

AREAS OF FURTHER STUDY

Within the Indianapolis region several changes are occurring that could have influence on development around Pleasant Run Crossing.

- IAC/HomeAdvisors merger with Angie's List.
- Marsh Supermarkets recent financial struggles causing closures around the city.
- A larger vision should be considered to include the CSX Hawthorne Yard, and Navistar and Ford Plants.

EMPLOYMENT CENTERS

Figure 2.8 illustrates the businesses within the study area. Those highlighted in bold are the top ten employers.

- 1. FULLBEAUTY Brands (850)**
- 2. Alliance Data (100)**
- 3. Kroger (65)**
- 4. Max Katz Bag Co., Inc. (65)**
- 5. McDonald's (58)**
- 6. IPS School 39 (55)**
- 7. Trinity Christian School (40)**
- 8. Big Lots (35)**
- 9. Circle City Recycling (35)**
- 10. C.H. Ellis Co. (34)**
11. Marc Woodworking Inc.
12. Toyoshima Indiana
13. IEC
14. North Southeastern Avenue - Multiple Businesses
15. Fletcher and Harlan - Multiple Local Businesses
16. English & Keystone - Multiple Local Businesses
17. Prospect & Keystone - Multiple Businesses
18. Prospect Street - Multiple Businesses
19. State and Prospect - Multiple Businesses
20. Interstate Warehousing
21. Edy's Grand Ice Cream Distribution Center
22. Farm 360
23. Ace Hardware, Chase Bank, & Other Retailers
24. Gorilla Plastic & Rubber Group
25. English and Southeastern - Multiple Businesses
26. Dollar General
27. South Southeastern - Repair and Hardware Businesses
28. Keco Engineered Coatings
29. Precision Polishing & Buffering
30. English and Sherman - Multiple Businesses
31. Southeastern - Multiple Automotive Businesses



Figure 2.8 Places of employment (first 10 are in order of number of employees)

HOUSING PROJECTIONS

The projections in Tables 2.2 and 2.3 are based on historical permitting activity at the neighborhood level. Achieving the forecast growth across all five neighborhoods could equate to capturing 15-20% of the growth expected in Marion County. Capturing this growth likely requires a larger shift to multifamily to better align with downtown demand and address the lower quality / poor location of some of the available single family lots / vacant units. The residential permit activity, due to the growth of residential permits in Marion County, and because key parcels in Fountain Square have already been redeveloped, the supply of homes in Fountain Square will likely become constrained leading to demand expanding into Christian Park and the Twin Aire neighborhoods.

VACANCY AND NET HOUSING DEMAND

Vacant homes were estimated at 324 units based on water consumption data; vacant lots within the neighborhood total 221 lots. Projections show that the Neighborhood Boundary could yield 402 more units by 2040 if all vacancies were filled. However, 77 are estimated to remain vacant due to site characteristics or to accommodate turnover. Housing demand induced by development activity is estimated at 250 units. Net new housing demand stands at 730-830.

Households	2016	2020	2025	2030	2035	2040	New Households
Neighborhood Boundary	2,439	2,639	2,743	2,907	3,117	3,387	947
Christian Park	3,698	3,747	3,788	4,014	4,304	4,676	978
Fountain Square	2,445	3,277	4,008	4,247	4,554	4,948	2,503
Irvington	4,502	4,598	4,673	4,952	5,310	5,769	1,267
Near Eastside	11,934	12,810	13,499	14,306	15,340	16,666	4,731
Near Southeast	6,110	6,193	6,249	6,623	7,101	7,715	1,605
5-Neighborhood	28,689	30,620	32,194	34,118	36,585	39,746	11,084

Table 2.2 Household growth projections

Housing Projection Summary	
New Households by 2040	947
Existing Vacant Lots or Units	-545
Less unimprovable/ undevelopable vacancies	77
Induced Demand (units)	+250-350
Neighborhood Net New Housing Demand	+730-830

Table 2.3 Neighborhood housing projections



Figure 2.9 Vacancy in the neighborhood

RETAIL SPACE DEMAND

- Consumer-oriented (i.e., non-automotive) retail is forecasted on a per capita basis, also incorporating non-resident employees of the CJC and related facilities.
- With the CJC and the Village Center in Concept 1, the neighborhood is expected to pull more retail spending from a 2-mile area.
- If advanced manufacturing and light industry is located on the Pleasant Run Crossing site in Concept 2, there will not be as many employees therefore the demand for retail will not be as great.

Retail Space Baseline Inputs	
Existing Neighborhood Retail (sf '000)	530
Existing Consumer-Oriented Retail (sf '000)	340
New Neighborhood Households (2040)	947
CJC Employment (FTE)	1400
Other Office & Facility Employment (FTEs)	400
CJC Average Daily Visitors	650
Retail Space Per Capita (Residents, sf)	38
Retail Space Per Capita Employees & Visitors, sf)	9
Net Retail Space 2040 (sf '000)	208

Table 2.4 Future retail baseline demand

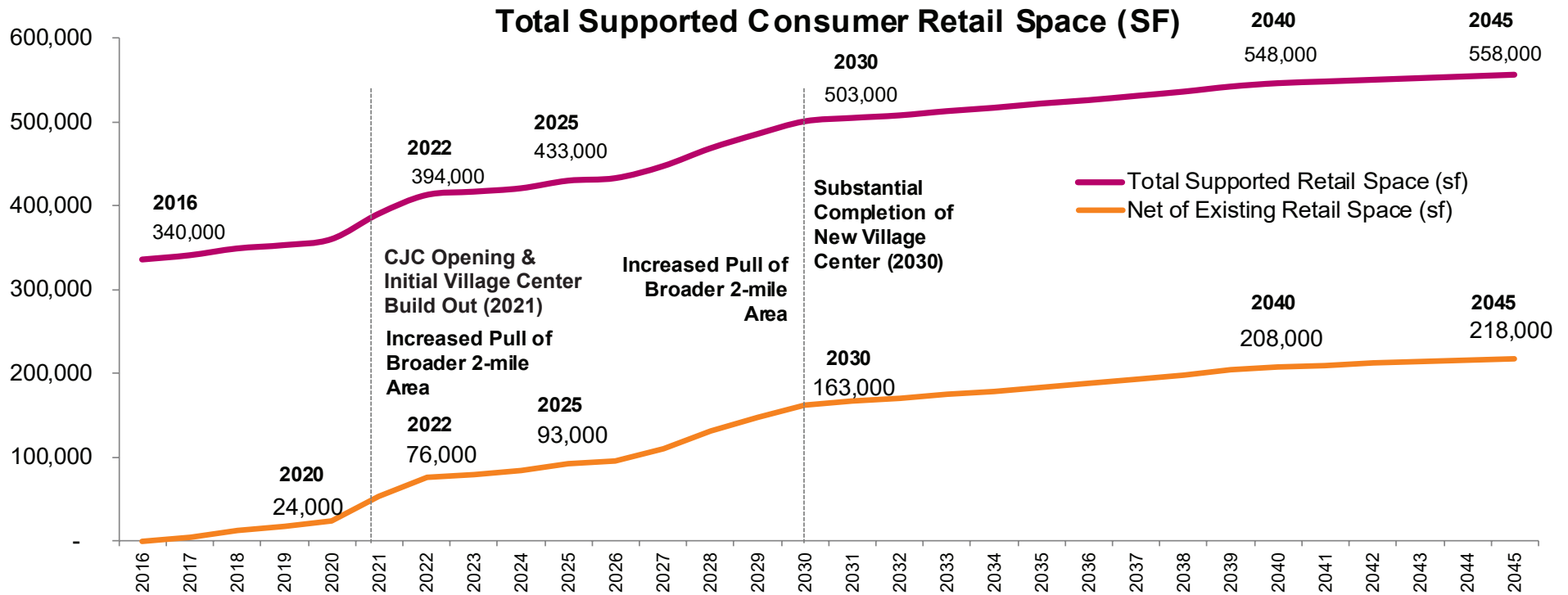


Figure 2.10 Supported retail space over time

OFFICE SPACE DEMAND

Depending on the main use for the Pleasant Run Crossing site, office space demand will vary. If the CJC is located on the site, there will be a demand for office space. If light industrial or an advanced manufacturing business is located on the site, there will be some demand for office space, but it will not be as great.

- Law firms cluster near Monument Circle: 82 law firms in the area, 23 of which are criminal defense firms – typically small (~1,600 sf) and likely to relocate near CJC
- While it is unlikely that large diversified law firms would relocate entirely, they may need some presence by the new courthouse.
- Assuming all criminal defense firms and 1,500 square feet of large law firms relocate, approximately 50,000 square feet of law office space will be required.
- According to interviews with the city, 190,000 sf of law office space will be needed to house public defenders and prosecutors.
- Further, office demand may be induced by activity in the Village Center.

RESIDENTIAL PERMIT ACTIVITY (2000 - 2017)

- Permitting activity shows active change taking place just to the east and north of downtown Indy, especially since 2015.
- Unlike areas on the fringe of Marion County, Fountain Square and the Near Eastside have exceeded their new home growth of the previous decades.

Law Firm Inventory

Firm Type	Total Law Firms	Average SF Per Law Firm	Average Employees	Total Employees
Law Firms	82	10,936	44	3,612
Criminal Defense Firms	23	1,590	8	181
Large Firms (>20,000 SF)	10	58,743	245	2,455

Table 2.5 Indianapolis law firm inventory

Office Demand Projections

Potential SF	
Private law office demand (CJC-driven)	50,000
Public law office demand (CJC-linked)	190,000
Induced office demand (Village Center linked)	Unknown
Total Office Demand (2030)	240,000+

Table 2.6 Office demand projections for the law quad if the CJC relocates to Pleasant Run Crossing

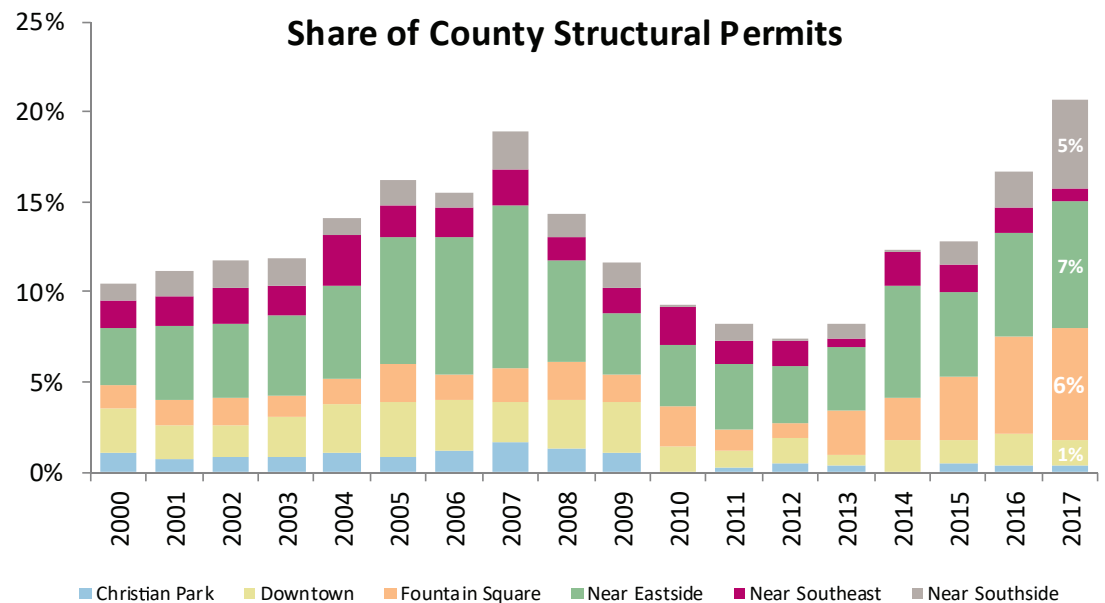


Figure 2.11 Structural permits by neighborhood area comparison

IMPACTS OF ZONING ON REDEVELOPMENT

The current zoning varies on Pleasant Run Crossing and the surrounding properties as shown in Figure 2.12. Pleasant Run Crossing North site is zoned D5. Pleasant Run Crossing, Pleasant Run Crossing South, Prospect Place West and Prospect Place East sites are all zoned I4. Twin Aire's zoning is split with the west half of the site being I4 and the east half being C4.

- C1 Office-Buffer District
- C3 Neighborhood Commercial District
- C4 Community-Regional District
- C5 General Commercial District
- C7 High-Intensity Commercial District
- CS Commercial - Special District
- D5 Dwelling District Five
- D8 Dwelling District Eight
- D10 Dwelling District Ten
- I2 Light Industrial District
- I3 Medium Industrial District
- I4 Heavy Industrial District
- MU2 Mixed-Use Two District
- PK1 Park District One
- SU1 Religious Use
- SU2 School
- SU18 Light or Power Substation

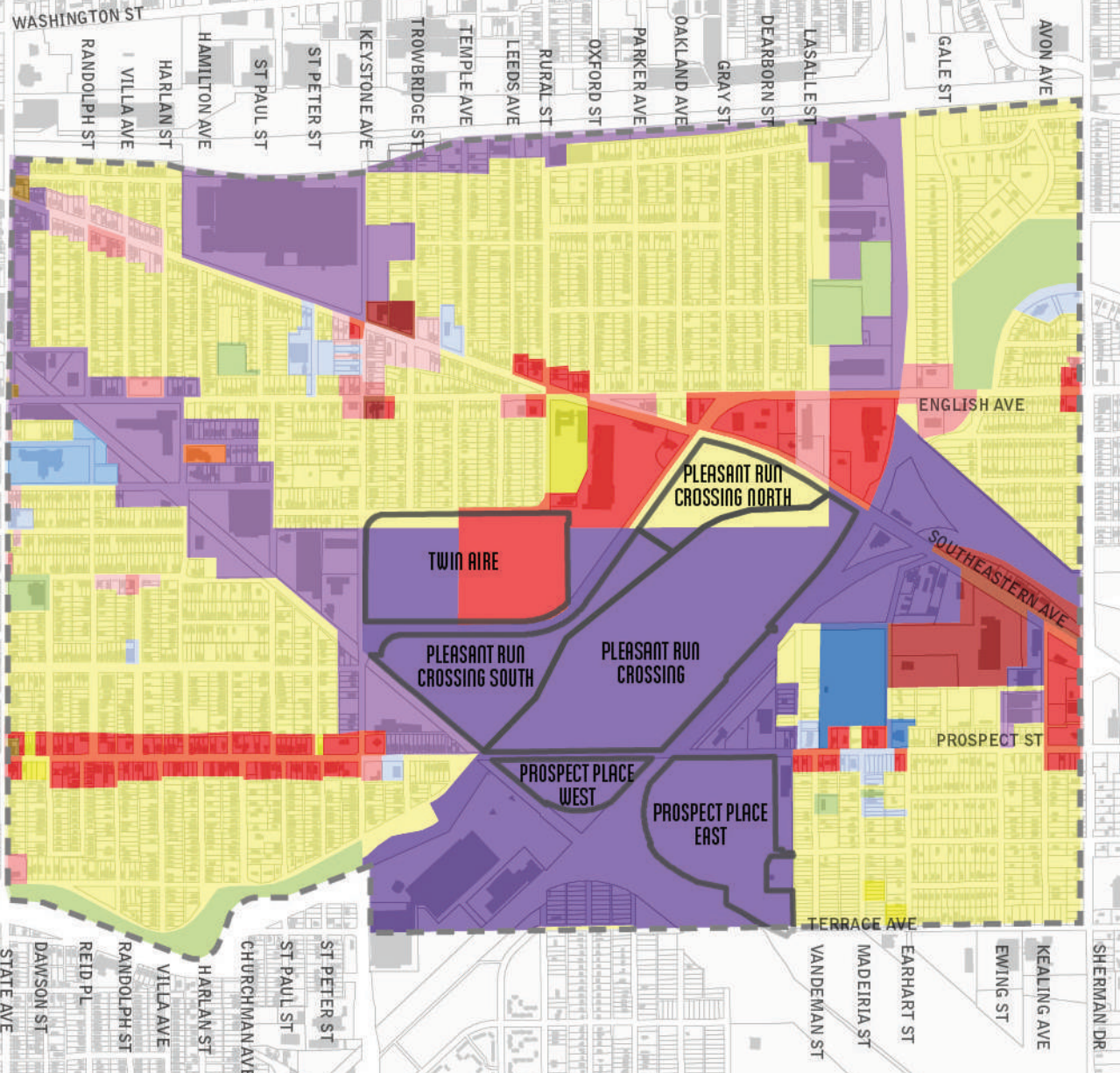


Figure 2.12 Existing Zoning Map

ENVIRONMENTAL ANALYSIS

The Environmental Analysis focused on the sites that comprise the 140 acre Pleasant Run Crossing.

CEG chose to pursue a holistic site-wide approach to identify and delineate impacts consistent with U.S. Environmental Protection Agency (EPA) and Indiana Department of Environmental Management (IDEM) standards.

The Pleasant Run Crossing site contained a facility that manufactured gas which was distributed to gas customers through the CEG gas utility distribution system. The facility also produced metallurgical coke and other byproducts. Processes that once occurred on the Pleasant Run Crossing sites have left contaminants that need to be remediated. The contaminants have not migrated off any sites due to a layer of clay that has kept contaminants from reaching the ground water system.

In 2005, CEG enrolled the Pleasant Run Crossing Run site in IDEM's Voluntary Remediation Program (VRP) to address historic environmental impacts associated with the facility operations. Under the VRP, a Remediation Work Plan (RWP) was submitted to IDEM on July 31, 2017. The site-wide RWP is a non-default, risk-based, nonresidential closure for the facility.

To date, several interim measures (IMs) have been completed and others will be completed in 2017 prior to the RWP being approved. Additional remediation measures will occur post RWP approval. After remediation is complete, Environmental Restrictive Covenants (ERCs) covering the Pleasant Run Crossing sites will need to be recorded.

PLEASANT RUN CROSSING, PLEASANT RUN CROSSING SOUTH, & PLEASANT RUN CROSSING NORTH

INTERIM MEASURES

Multiple interim measures have been completed on these sites since 2012, and additional interim measures are ongoing and/or planned to be complete by the end of 2017. These include:

- 2012: Installation of groundwater and oil collection system on the west side of Pleasant Run Crossing immediately east of Pleasant Run Creek. Treatment and disposal will occur off-site.
- 2013: Excavation of 60 tons of soil near the west side of Pleasant Run Creek and plugged two pipes that were protruding through the retaining wall. In 2016, approximately 2,700 tons of soil were excavated from the same area along the creek.
- 2017: Pleasant Run Creek excavation and restoration per the remedial steps noted below.
- 2017: In the northwest corner of Pleasant Run Crossing South near the former gas holder, impacted soil was removed.
- 2017: Soil excavation in the panhandle of Pleasant Run Crossing South.

Cleanup and Protect Pleasant Run Creek: Based on an Ecological Risk Evaluation conducted in 2014, Pleasant Run Creek exhibited potential ecological concerns. Currently, CEG is implementing an interim measure that will address the ecological concerns and further reduce already acceptable risks to human health. The Pleasant Run Creek interim measures will be completed by December 31, 2017. The Pleasant Run Creek interim measure is comprised of:

1. Install a low-permeability liner in the creek bed to isolate the creek from underlying impacted soils and sediments.
2. A groundwater/oil recovery system to capture and dispose of impacted groundwater/oil off-site so it cannot enter Pleasant Run Creek.
3. Install erosion-control measures to minimize overland surface water impacts to Pleasant Run Creek.
4. Stormwater permitting and monitoring to provide additional regulatory protections.

TWIN AIRE

The 28-acre site was not considered a site of concern because there were no manufacturing or production processes on the site. It is still being investigated none the less. The old drive-in movie screen likely was made with asbestos so screening was conducted for it and VOCs, SVOCs, and RCRA metals. The site was found to be below the residential screening criteria.

PROSPECT PLACE WEST

The 7.5-acre site was originally a salvage yard and transitioned to coke storage; however, no manufacturing occurred on the site. Within the soil samples, PAHs were found, which were below the commercial and industrial levels. There was also arsenic present, but most of the site had levels below commercial and industrial screening criteria. Manganese was also found, but it was below the screening criteria for commercial and industrial. Groundwater was found to have levels of VOCs and PAHs, which were above residential standards.

PROSPECT PLACE EAST

This 22-acre site was found to have coke contamination to a depth of two feet across the site where fill materials were found to be at depths up to 10 feet below ground. Beyond this depth there were no signs of contamination penetrating deeper. Groundwater in the northwest corner of the site was found to have impacts above industrial screening criteria. An interceptor trench was installed to prevent contamination from leaking beyond the site so the groundwater can be disposed of properly. The remediation for Prospect Place East has been completed.

DEEP GROUNDWATER

Groundwater was sampled via monitoring wells reaching 65 to 85 feet deep. Findings indicated there were no contaminants of significance. Currently, no evidence exists to support that contaminants have migrated from the shallow saturated zones to the deep soil zones. Elements like manganese and arsenic were found but not in levels inconsistent with normal ground water. Ammonia and cyanide were discovered but not in levels which would require concern.

REMEDIAL STRATEGY SUMMARY

All potentially complete pathways identified during site characterization activities have been addressed either as interim measures or within the RWP through a combination of active remediation and recording ERC's on the three sites.

In addition to the overall remedial strategy, CEG has elected to implement several other mitigation measures.

Remove Oxide Pad: CEG will remove the oxide pad pursuant to the Modified RCRA TSD Closure Plan submitted as part of the RWP per the requirements of the Voluntary Corrective Action Agreement between CEG and IDEM.

Soil Strategy: In order to protect future non-residential land uses, CEG will use either soil cover placement or limit surface soil removal in identified locations where surface soils exceed IDEM's Remediation Closure Guide Commercial/Industrial Screening levels.

Restrictions on Development: In order to protect future uses and tenants of the site, all future site work for redevelopment will need to be in accordance with a detailed self-implementing Soil Management Plan (SMP) approved as part of the RWP.

Record Restrictive Covenants: Certain restrictions will be placed on all sites that will limit land uses and certain development activities. In order to enforce these, the restrictive covenants will be recorded.

Soil Management Plan: The Soil Management Plan provides procedures for managing potentially contaminated soils during future redevelopment activities.

INFRASTRUCTURE ANALYSIS

INTRODUCTION

The infrastructure evaluation provided an in-depth analysis of the existing conditions regarding all utilities in the area. As illustrated in Figure 2.13, the analysis examined current levels of service and needs that could be addressed. The study was organized into three components:

- **Connectivity:** systems include streets, bridges, pedestrian access, bike paths, bus routes, railways, underpasses and street lights
- **Utilities:** includes water, sanitary sewer, electricity, gas, cable, broadband and other digital infrastructure.
- **Drainage:** includes storm water systems, water sheds, floodplain, wetlands, ditches, streams, and any Waters of the U.S.

Additional details can be found in Appendix 1: Phase 2 Infrastructure Report.

CONNECTIVITY

Within this inventory, only streets that are classified as an expressway/freeway, primary and secondary arterial, or primary collector had their conditions assessed. The Department of Public Works has found that the current capacity of many of the roadways are adequate for their current volumes. Since the sites have limited access, Pleasant Run Crossing will need additional connectivity as they redevelop.

GENERAL ASSESSMENT

Upgrades are not designated for the neighborhoods, however, recent repavings have occurred on State Avenue, southern Southeastern Avenue, and portions of Sherman Drive. Concerns that should be addressed as the area redevelops include many roadways, limited rights-of-way, restrictive rail underpasses, overhead transmission lines in the rights-of-way, and roadways falling within the flood plain.

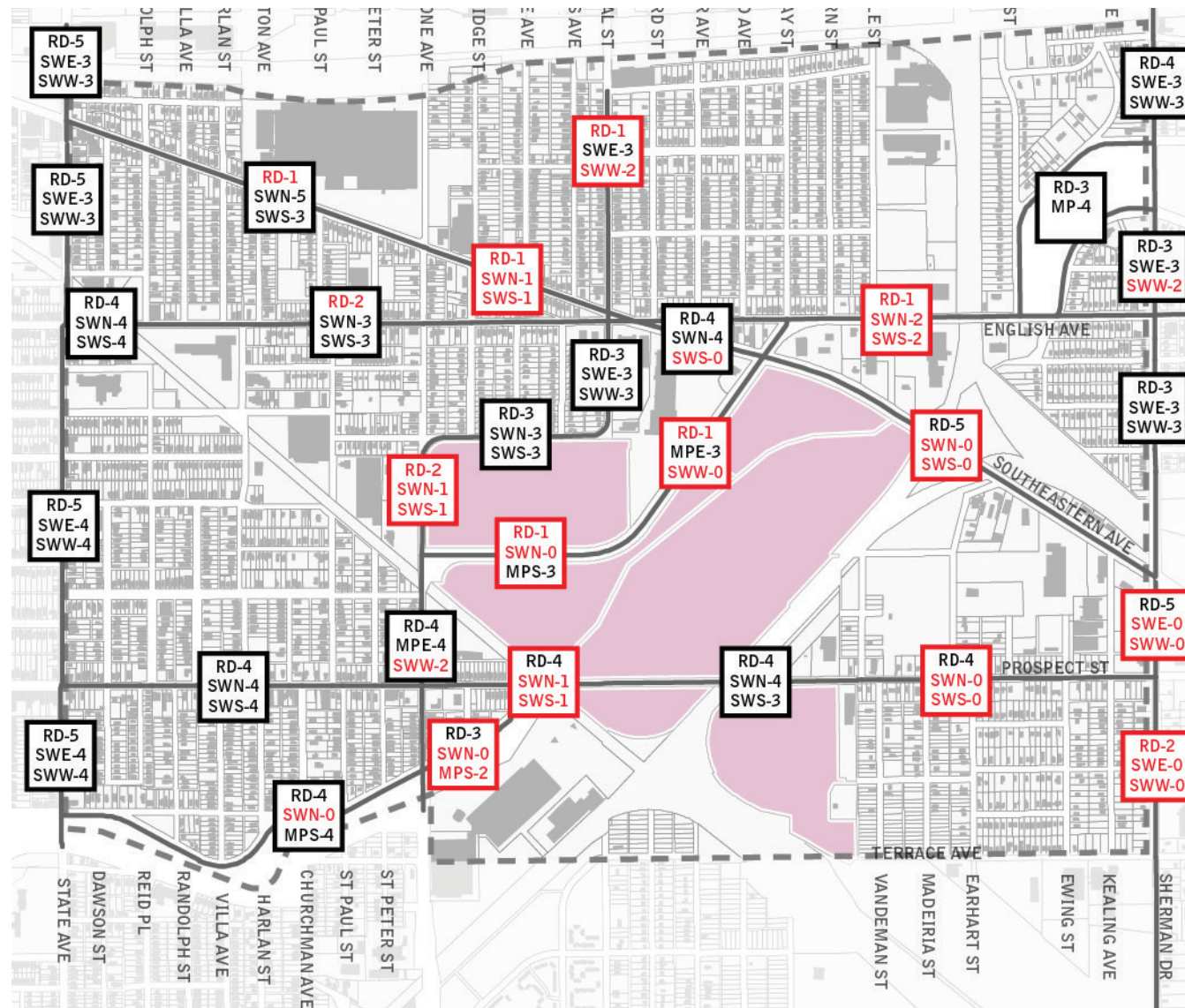


Figure 2.13 Transportation System Conditions

SCORING

- Zero (0) - There are no roads or sidewalks present
- One (1) - Conditions of infrastructure are extremely poor creating safety concerns
- Two (2) - Poor infrastructure conditions causing concerns with accessibility and degrading adjacent property potential
- Three (3) - Infrastructure conditions are average but still may need maintenance and cleaning
- Four (4) - The infrastructure is in good condition
- Five (5) - Infrastructure is new or recently
- Sidewalk (SW)
- Multi-use Path (MP)
- Roadway (RD)

PEDESTRIAN ISSUES

Currently there are sidewalks and multi-use pathways throughout the neighborhood that are areas of concern or in need of repair. As Pleasant Run Crossing redevelops, it will be a great opportunity for the repair and installation of sidewalks and the development of the Pleasant Run Greenway.

UTILITIES

The utilities included within the inventory were water, sanitary sewer, electricity, gas, cable, broadband/fiber optic, and other digital infrastructure.

WATER

Currently the neighborhood surrounding Pleasant Run Crossing are well served for their current use with 6- to 16-inch mains. There are issues that arise when considerations for redevelopment occur. There are numerous dead-end water mains surrounding Pleasant Run Crossing which limit water flow and pressure. As the area redevelops, upgrades to the system will need to be made to incorporate these lines into the main system.

SANITARY SEWER

CEG currently provides wastewater services to Pleasant Run Crossing and adjacent sites. These areas are served by a 48-inch sewer interceptor, 42-inch vitrified sewer brick, and combined sewers with CSO outfalls into Pleasant Run Creek. Analysis predicts that the existing 48-inch interceptor will be sufficient to serve any new development that could occur.

This area has been identified as an area of focus for the Deep Rock Tunnel Project, DigIndy. The DigIndy Project is a 28-mile installation of a deep rock tunnel 250-feet below ground. This 18-foot diameter tunnel will extend along Pleasant Run Creek to collect and transport wastewater overflow keeping it from entering local waterways. The tunnel will directly affect Prospect Place West by the installation of an intermediate shaft requiring an easement until the completion of the tunnel in 2025.

GAS

A transmission station is located on the Pleasant Run Crossing site. A new distribution line under Prospect Street will be constructed within the next two years. The current level of service is adequate for current and future development needs. However, early coordination with CEG should occur to determine individual site needs.

ELECTRIC

Indianapolis Power and Light (IPL), provides electricity to the neighborhood and surrounding communities. Within the study area, there are two substations working to service the area; a smaller substation on English Avenue and Southeastern Avenue and a large substation on Prospect and Earhart Streets. The

area currently has sufficient capacity to serve any new development. However, there are issues concerning the large number of overhead transmission lines in the area. Many of these lines are within the right-of-way and in the narrow sidewalks. It is suggested that any new development should be coordinated with IPL and bury transmission lines where possible to avoid conflicts.

BROADBAND + DIGITAL INFRASTRUCTURE

Currently the area is well served by several providers – Sprint Nextel, CenturyLink, AT&T, and Spectrum. Communication lines and fiber run along Southeastern Ave, Keystone Ave, and Prospect St. Current service capacity is sufficient for current and new development. These providers would like to be engaged as new development occurs to extend services and possibly install next generation infrastructure into the development. This could lower service costs for residents in the future.

DRAINAGE

The drainage systems within the infrastructure boundary identified for analysis were storm water systems, water sheds, floodplains, wetlands, ditches, streams, and Waters of the U.S. The study area falls within the Pleasant Run-Michigan Street Sewer and the White River Indianapolis sub-water shed.

STORM SEWER NETWORK

The study area is a combined sewer with the exception of a storm sewer network which outlets into Pleasant Run Creek. This storm sewer runs through Prospect Place East and Prospect Place West pulling water from the east into Pleasant Run Creek. The existing storm sewer along Pleasant Run Parkway North is currently under-performing causing flooding on the roadway and adjacent sites. Any new development will have to take into consideration isolated flooding concerns and the easements needed to preserve the existing storm sewers.

FLOODPLAIN

Currently the floodway and floodplains cause concerns on almost every CEG site except Prospect Place East. A few major roadways are also located within the floodplain, such as English Ave, Southeastern Ave, Pleasant Run Parkway North Dr, and Prospect St. Some of these roadways flood during periods of heavy rain. Stakeholders have indicated that FEMA should reexamine this area and revise the floodplain maps. There are a number of considerations to be made when revising floodplain maps. Indianapolis restricts specific uses in floodplain zones, through flooding compensatory storage requirements and stream protection corridors.

ON-SITE DRAINAGE

With Pleasant Run Creek adjacent to a majority of the site, it will likely be the location for stormwater outfall for future development. A stormwater master plan is recommended to designate the release points along the creek.



Looking Northwest Across Pleasant Run Crossing



DEVELOPMENT PLAN

INTRODUCTION

Due to changing market conditions and the large amount of land available for redevelopment within the neighborhood, multiple concepts were generated to help guide the potential redevelopment of Pleasant Run Crossing and the Twin Aire Great Place. As part of the Design Workshop, multiple options were explored for each site and then refined into two concepts.

This chapter is an abridged version of the original chapter but contains the design principles which guided the development of each concept. Two concepts are discussed. Concept 1 is the Community Justice Campus focused development plan. The development projects, transportation project, multi-modal transportation projects and infrastructure improvements will be identified and described.

Concept 2 is the Advanced Manufacturing focused development plan. Like Concept 1, the development projects, transportation project, multi-modal transportation projects and infrastructure improvements. However, only the key development projects are described in the abridged version of the document. The approved Pleasant Run Crossing ARI Strategy | Twin Aire Great Place document in its entirety will be available upon request.

DESIGN PRINCIPLES

INTRODUCTION

Both concepts were developed based on a series of industry accepted design principles. The overarching principles guided the development of the preliminary concepts which then were refined into the final concepts contained in this document.

MAXIMIZE JOB CREATION

The layout of Pleasant Run Crossing as well as the adjacent sites should foster a development program and infrastructure improvement that maximizes job creation.

The jobs that are created from redevelopment should be high-paying jobs that increase the quality of life and help residents climb the ladder to economic prosperity. Related quality of life improvements, such as amenity infrastructure, are also needed to attract desirable employers. A facility that can be used for workforce training is included. Related policies and programs identified in the Great Places 2020 chapter should support the creation for workforce training programs. More information can be found on page 207.

CREATION OF WALKABLE BLOCKS

The existing roadway layout has lost its traditional block structure south of English Avenue. Over time, development has merged blocks and bisected neighborhoods, creating odd shaped sites that will be difficult to redevelop. To reintroduce walkable blocks, the existing road network is proposed to be extended to create standard, scalable blocks, making redevelopment easier and enhancing pedestrian/vehicle safety. Property located between English Avenue on the north, Pleasant Run Parkway on the south, Rural Street on the west, and LaSalle Street on the east, is rearranged into walkable urban scale blocks reflective of the existing block scale in the adjacent neighborhoods and containing mixed use pedestrian scale development with structured parking that accommodates new uses on the ground floor.

INCREASE MIXED USE DEVELOPMENT THAT GENERATES ACTIVITY

The area has some commercial assets that serve residents' every day needs. By promoting redevelopment, a greater mix of uses is introduced into the area that can serve both residents and new business that locate in the area. The proposed Village Center, along Southeastern Avenue, and the Twin Aire site contains a mixture of office and retail on the first floor and apartments, townhouses, and condominiums on the upper floors. Office and retail will serve the neighborhood

needs and business needs on the Pleasant Run Crossing site.

RETURN TO THE TRADITIONAL GRID STREET NETWORK

Because of Pleasant Run Parkway North Drive and Southeastern Avenue, the grid system within the neighborhood is disrupted. Therefore, a network of street extensions is proposed to be integrated into the Village Center to provide the comfortable walking scale for the new uses. In order to accomplish this, Rural Street would be extended south to help frame the Village Center. The remaining neighborhood streets are also extended south between English Avenue and Southeastern Avenue. Hoyt Avenue would extend east from Keystone Avenue to LaSalle Street.

OFFER A GREATER MIX OF HOUSING

The area is comprised of mostly single family detached dwellings with only one apartment complex located between English Avenue and Southeastern Avenue. The Market Analysis completed in Phase 1 documented the need for more apartments. The Twin Aire site is the only site out of the 140 acres that can contain residential uses. Therefore, residential redevelopment should be focused on both the Twin Aire site and within the Village Center. The Twin Aire site should be developed with appropriately scaled housing, including apartments and townhouses. The upper floors of the Village Center buildings should contain either condominiums or apartments, which would be located above the mixed uses of retail/office on the ground floor. Housing would be adjacent to, and have access to the Community Center, an expanded grocery, and the Village Green, with highly desired amenities as expressed by the residents and the public to support the stronger neighborhood.

BUFFER ADJACENT INDUSTRIAL USES

Currently, industrial uses are located within the Twin Aire neighborhood. This came about due to historic neighborhood development patterns of the 1930's where employees lived closer to their employment in order to walk. To limit the impact of adjacent or new industrial development on the Pleasant Run Crossing site (Concept 2), a buffer between the industrial and residential uses is needed. In order to address land use incompatibility, significant amenity infrastructure is proposed within each concept to help buffer and soften edges while adding beauty and a more natural environment. The amenities infrastructure are those elements such as trails, parks, multipurpose athletic fields, and a community gathering space all which buffer residential uses from other more intensive



VIEW SOUTH ALONG RURAL STREET EXTENSION AND INTO TWIN AIRE SITE

uses and to ensure high-quality of life for residents remains high.

DEVELOP COMMUNITY GATHERING SPACES

Adding amenity infrastructure to support the assets of a community helps to promote people's health, happiness and well-being, and improve overall quality of life. Central to both concepts is the addition of several green spaces that are public in nature. The incorporation of the Village Green space tying the Pleasant Run Crossing and Pleasant Run Crossing North sites with the Village Center will serve as a community wide gathering space that is flexible for various programming such as art, community events, concerts, and local fairs. The Village Green provides additional organization to the Village Center and has the potential to bridge Pleasant Run Creek and interact with the redevelopment of the Twin Aire and Pleasant Run Crossing sites. In addition to this Village Green, there are other proposed green spaces including the park on the Twin Aire site, expansion of Clayton & LaSalle Park, and a smaller green space in the Makers Village on the Prospect Place East site.

OFFER MULTI-MODAL OPTIONS THAT ENHANCE CONNECTIVITY

An opportunity exists to create a complete multi-modal system that increases connectivity and access. This is accomplished by completing the sidewalk network, adding trails, wider sidewalks, bicycle lanes, cycle tracks, and increased bus service. This includes:

- Tying the Twin Aire neighborhood into downtown Indianapolis via Southeastern Avenue with bicycle lanes;
- Bus service from the Village Center to Washington St. and the Blue Line Bus Rapid Transit (BRT);
- A cycle track on Rural Street;
- Pleasant Run Promenade to connect the currently disconnected portions of the Pleasant Run Greenway;
- A cycle track along the east side of Keystone Avenue;
- Wider sidewalks along Southeastern Avenue in the Village Center; and
- The various other on-street bike facilities in the community.

Additionally, the expansion of Blue Indy and the Pacers bike share into the Village Center would provide many more multi-modal options. This would create a strong, complete, and safe network for all people, including children and the

elderly.

PROVIDE FOR PUBLIC SERVICE FACILITIES

Public service facilities help to stabilize neighborhoods and allow public service officers to be a part of a community. The plan provides options for relocating the Southeast Police district headquarters on the Pleasant Run Crossing South site and the Indianapolis Fire Department training center onto the southern portion of the Pleasant Run Crossing site.

RICH AMENITY INFRASTRUCTURE

Several amenities are proposed including a trail along Pleasant Run Creek, a Dog Park at the southern end of Pleasant Run Creek on the Pleasant Run Crossing South site, an active play area on the Twin Aire site, the Village Green, and the expansion of Clayton & LaSalle park north of English Avenue. Park and recreation space should all be easily accessed from the multi-modal transportation facilities.

ADDRESS GENTRIFICATION

As with any redevelopment project, there is concern that existing neighborhood residents may be displaced. With the anticipation of any proposed development for Pleasant Run Crossing, real estate speculation is likely to occur. The ARI Strategy advocates for the construction of single family homes on vacant sites in the neighborhood. Any new housing must contain a mixture of price points in order to address gentrification. Besides this strategy, it will take the effort of many partners to preserve the character of the community to mitigate the loss of existing residents.

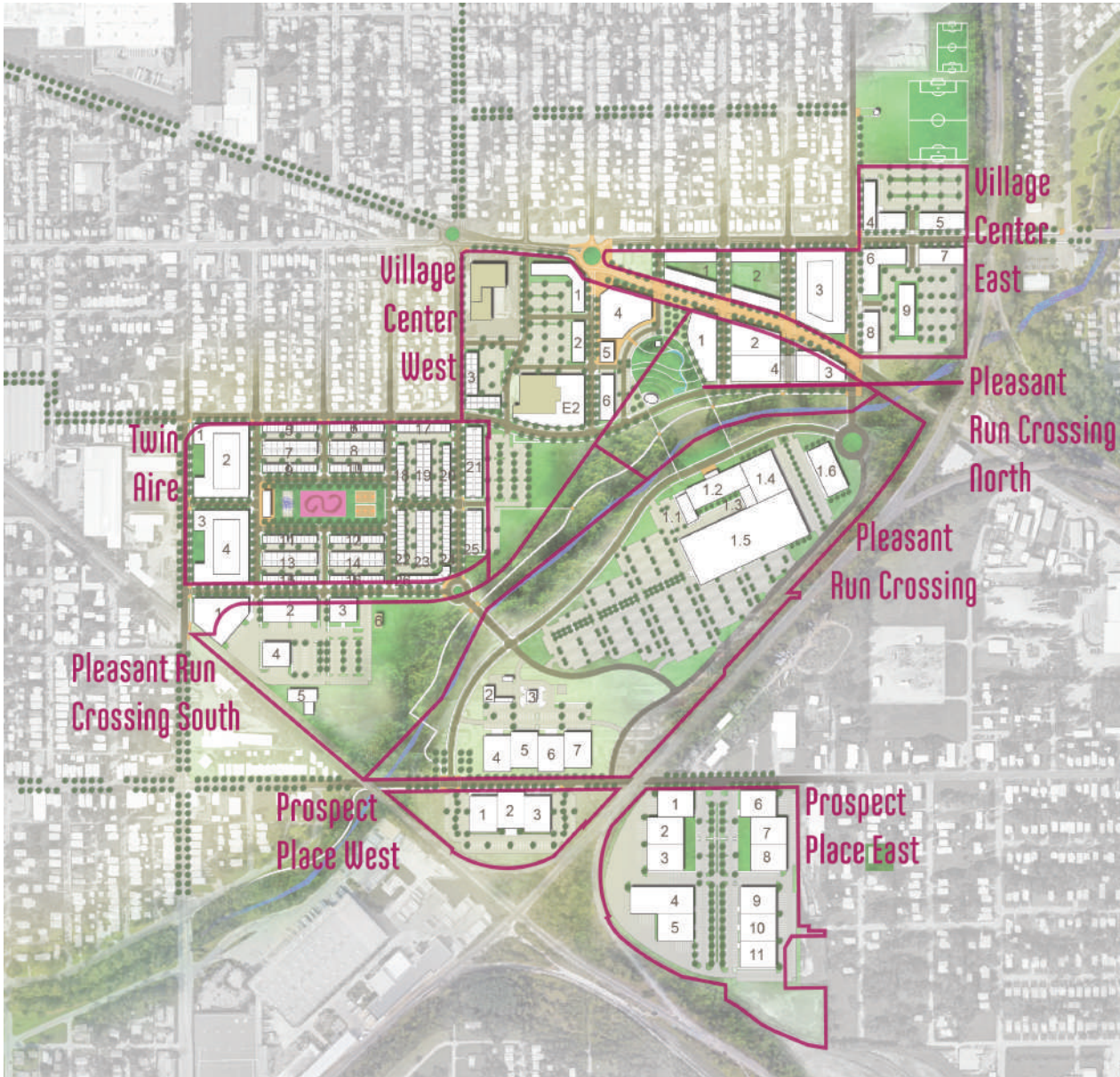


Figure 3.1 Development Block Organizing Framework

DEVELOPMENT BLOCKS

In order to better organize and reference sub-areas within Pleasant Run Crossing and the adjacent neighborhood, a development block framework was created. These development blocks correspond to Pleasant Run Crossing names. Two additional development blocks were identified to incorporate the Village Center area planned along Southeastern Avenue. Figure 3.1, the Development Block Organizing Framework, shows the boundaries of the development blocks. They are as follows:

- Village Center West
- Village Center East
- Twin Aire
- Pleasant Run Crossing North
- Pleasant Run Crossing
- Pleasant Run Crossing South
- Prospect Place West
- Prospect Place East

These development blocks are referenced on the following pages when detailing the development program, vehicular trip generation, and economic impacts. They are also used later in this plan with regard to implementation recommendations. While Figure 3.1 depicts the development blocks in reference to Concept 1: Community Justice Campus Focus, the development block boundaries are the same for Concept 2: Advanced Manufacturing Focus.

CONCEPT 1: CJC FOCUS PROJECTS

- 1 Gateway Nodes
- 2 Village Center
- 3 Expansion of Kroger
- 4 Twin Aire Plaza Redevelopment
- 5 Community Center
- 6 McDonald's Relocation
- 7 Village Green
- 8 CJC Law Quad
- 9 Mixed Use Node
- 10 Retail & Parking
- 11 Retail
- 12 Flex Buildings
- 13 Bail Bonds
- 14 CJC
- 15 SE IMPD & IFD Facility
- 16 Makers Village
- 17 Dog Park
- 18 Pleasant Run Promenade
- 19 Animal Care & Control
- 20 New Park
- 21 Twin Aire Residential
- 22 Expansion of Clayton & LaSalle Park

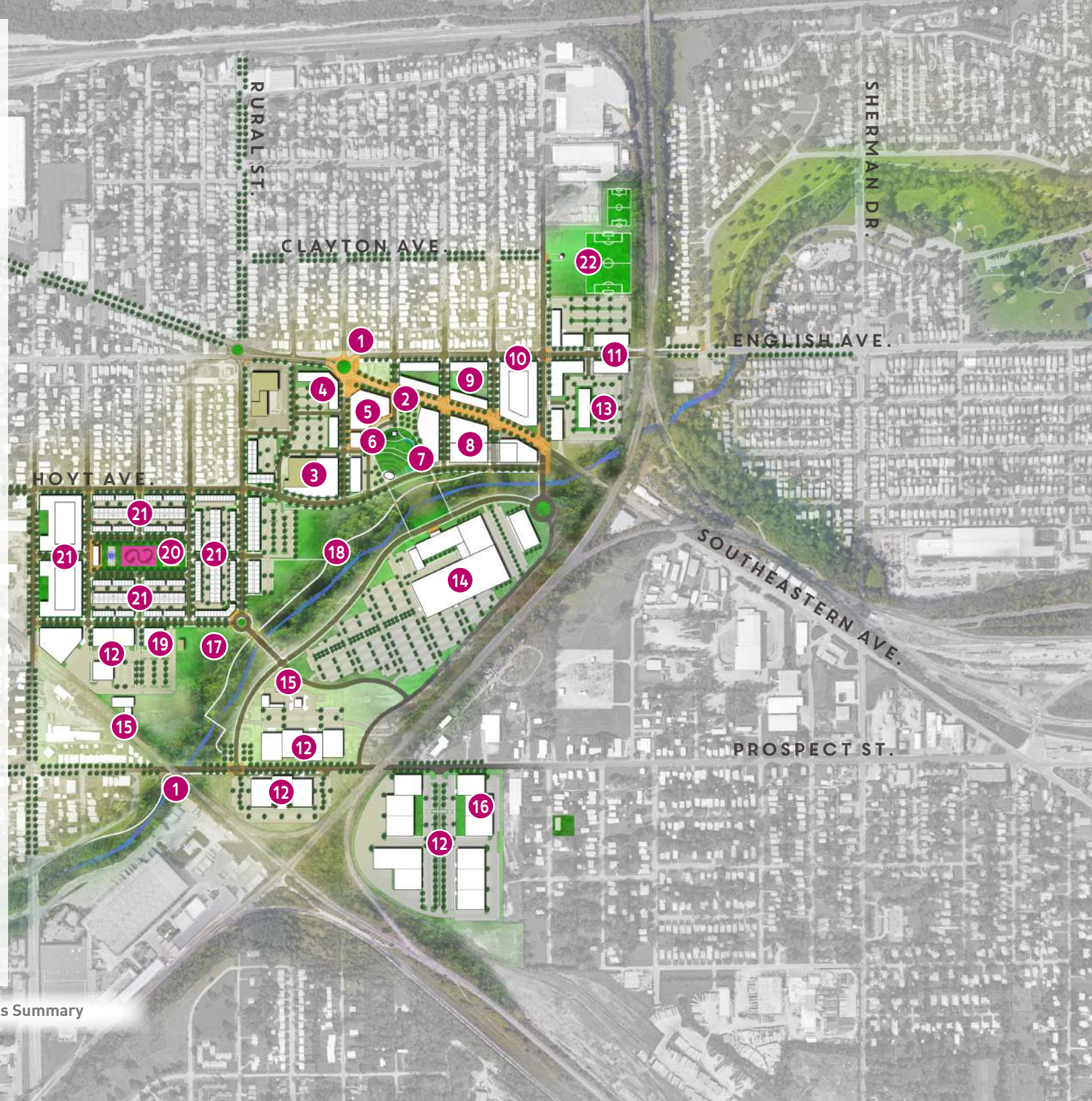


Figure 3.2 Development Projects Summary

CONCEPT 1 - COMMUNITY JUSTICE CAMPUS REDEVELOPMENT FOCUS

The first concept is developed around the placement of the CJC on the Pleasant Run Crossing site. Because of the nature of the CJC, a greater amount of ancillary development is expected based on the market analysis and to support the increase in employment within the neighborhood. This could drive a variety of mixed use development in the surrounding area.

DEVELOPMENT PROGRAM

Based on the market conditions and the availability of resources, it is anticipated that full build out could occur in the next 18 years.

DEVELOPMENT PROJECTS

The following development projects are identified based on the Market Analysis and public input into the process. These improvements include the following as noted on Figure 3.2, Development Projects Summary, on the prior page.

1. **Gateway Nodes:** Locate gateway nodes at Rural Street and Southeastern Avenue, Prospect Street and a newly proposed street, "Justice Drive." The gateways are an enhanced feature that contains upscale landscape, signage and art that represents the neighborhood, CJC or Village Center.
2. **Village Center:** Establish Southeastern Avenue as the primary east-west street to serve as the main street of the Village Center. This will create a more pedestrian oriented street with appropriately sized traffic calmed lanes, wide comfortable sidewalks with parallel parking, storefront market space, and bike connectivity. Businesses within the Village Center are local businesses including cafes, coffee shops, dry cleaners, restaurants, bars, retail, personal services, professional services, etc.
3. **Expansion of Kroger:** With the increase in residential and employment in the area, an expansion of Kroger would be supported per the Market Analysis. As part of the Twin Aire

Plaza Redevelopment, the Kroger expands from its current location to face Parker Street. The parking adjacent to the Kroger plus parking across Hoyt Avenue would support the expansion of this facility.

4. **Twin Aire Plaza Redevelopment:** The existing shopping center contains Ace Hardware, Chase Bank, and other local businesses. The development plan calls for an updated layout of the Twin Aire Plaza where the buildings are closer to the street with parking behind the buildings to give a more pedestrian orientation. The buildings would front both Southeastern Avenue and Parker Street. Enhanced landscape is recommended along Southeastern Avenue, Parker Street, and in the parking lot. These buildings are one story.
5. **Community Center:** The Community Center is located at the corner of Parker Street and Southeastern Avenue and is the anchor for the Village Center. The Community Center is two stories and contains such uses as a clinic, gym, community space, offices, workforce development programs, and training space.
6. **Relocation of McDonald's:** McDonald's is relocated from its existing location to Parker Street where it would have greater access and allow a better traffic flow for the drive-thru.
7. **Village Green:** The central gathering space is the Village Green which borders the Community Center and Law Quad and provides programmed space, a community stage, and a green lawn for a variety of events.
8. **Law Quad:** The Law Quad provides the needed office and parking for the public defenders and prosecutors for the CJC. These buildings are approximately three stories, with ground floor retail and parking and office space on the second and third floors.

9. **Mixed Use Node:** Located between English Avenue and Southeastern Avenue from Oakland Street to Dearborn Street, this area is redeveloped as three story mixed use with retail and restaurants on the street level and residential on the upper floors.
10. **Retail & Parking Garage:** A parking garage is needed to accommodate visitors to the Village Center, and to serve as overflow parking for the CJC and apartments. The first floor of the garage is wrapped with retail on the ground floor. The parking structure is approximately three stories.
11. **Retail:** There are many existing retailers that serve the existing community including Dollar General and Big Lots. These facilities will continue to be located along LaSalle Street and provide the frontage for the bail bonds.
12. **Flex Buildings:** This area has been designated with flex space in order to allow the market to respond to the needs of various businesses. These buildings are located close to English Avenue with parking and loading behind. These buildings are designed to be versatile and may be used in combination with office, research and development, quasi-retail sales, industrial processing or high tech businesses. These buildings are approximately one to two stories and provide the transition point to minimize incompatible land uses.
13. **Bail Bonds:** With the CJC relocation to this area, bail bonds and other related services may follow. The bail bonds location is tucked behind store fronts, with surface parking within walking distance of the CJC. The building is one story.
14. **Community Justice Campus:** The CJC is situated on the Pleasant Run Crossing site to serve as an anchor opposite of the Community Center. Facilities located on site include a courthouse, jail, assessment center, and sheriff's office.

15. **Police Headquarters and Fire Department Training Facility:** The Southeastern division of the Indianapolis Metropolitan Police Department wants to relocate its headquarters from Fountain Square. Additionally, the Indianapolis Fire Department needs a training facility. Given the synergy between these two uses and the CJC, the Indianapolis Fire Department is located just south of the CJC on the Pleasant Run Crossing site. The Indiana Metropolitan Police Department Southern Headquarters is located on the Pleasant Run Crossing South site.
16. **Makers Village:** Prospect Place East offers a buffered area for appropriately scaled industrial development that adds richness and an active “makers spirit” into the neighborhood. The Makers Village will contain incubator units, flex production space, food to table, brewery/distillery, and space for artists, designers and makers. The purpose of this Makers Village is to create an environment to grow small businesses and give them a place to relocate within the Twin Aire neighborhood.
17. **Dog Park:** The Pleasant Run Crossing South site was selected for a Dog Park due to its adjacency to Animal Care and Control and the proposed Pleasant Run Promenade.
18. **Pleasant Run Promenade:** A new multi-use promenade connection would be established from the existing Pleasant Run Greenway, which currently ends at Keystone Avenue, is proposed to run adjacent to Pleasant Run Creek through the Pleasant Run Crossing site, and connect to the existing Pleasant Run Greenway located at Christian Park on English Avenue.
19. **Animal Care and Control Facility with Adoption Center:** The Animal Care and Control facility is located on the Pleasant Run Crossing South site. The location is away from the neighborhoods and buffered by flex buildings to the north and the railroad to the south. It is also adjacent to the Pleasant Run Promenade, Village Green, and the Dog Park.

20. **New Park:** A new park is proposed to be located on the Twin Aire site to provide active play with a splash park, playground and basketball courts to support the higher density of residential on the Twin Aire site.
21. **Twin Aire Residential:** The Twin Aire site has two options for redevelopment due to the Market Analysis findings conflicting with some neighborhood ideas. The Market Analysis shows the need for multi-family housing to compliment existing single-family housing. Figures 3.3 and 3.4 illustrate two different options for Twin Aire.

Option 1, in Figure 3.3, shows the mixture of townhouses surrounding apartments. Rows one and three are townhomes (magenta) with the center row containing apartments (orange). This site has an active green core that includes a spray pad, playground and shelter to complete the neighborhood. The buildings are approximately three stories with parking on-site. Option 1 shows parking garages (white) wrapped with apartments located at the western edge of the site to provide a buffer to the adjacent industrial.

Option 2, in Figure 3.4, of the Twin Aire site is a mixed income residential site. This site is similar in character and scale to the neighborhoods to the north of English Avenue. The site has a prototypical lot size which has the flexibility to increase density by decreasing the lot size or to decrease density by increasing the lot size to accommodate larger homes. This site also has an active green core that includes a spray pad, playground and meeting space and two soccer fields to complete the neighborhood. Soccer fields are located at the western edge of the site to provide a buffer to the adjacent industrial.

22. **Expansion of Clayton & LaSalle Park:** This existing park is expanded to provide for additional soccer fields.

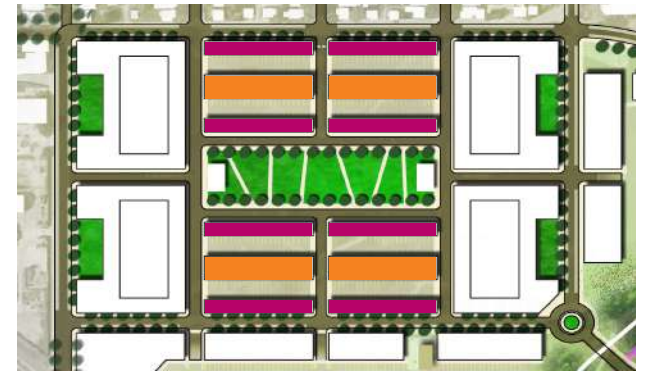


Figure 3.3 Twin Aire Residential Option 1



Figure 3.4 Twin Aire Residential Option 2

CONCEPT 1: INFRASTRUCTURE INITIATIVES

TRANSPORTATION IMPROVEMENTS

Based on the development program for Concept 1, daily trip generation was developed. The square footage of the buildings were used to predict the number of future daily vehicular trips generated within the study area based on the development blocks in Figure 3.5. Table 3.1 describes the various development blocks within the study area, the proposed development within that block, and the expected trip generation from those proposed developments. Of the daily trips expected to be generated by the developments, 20% of the total trips were eliminated because they fall into one of three categories:

- Internal trips that will not utilize a vehicle, such as a resident walking to a nearby store
- Linked trips, such as an employee that drives to work from outside of the site, who also drives to a store after work before returning home
- Trips expected to utilize public transportation rather than a personal vehicle



Figure 3.5 Development Block Map

Pleasant Run Crossing: Concept 1 - CJC Focus*										
Block	General Use	S.F. Commercial	S.F. Office	S.F. Civic	S.F. Industrial	S.F. Residential	Units Residential	Structured Parking	Surface Parking	Daily Trip Generation
Pleasant Run Crossing	CJC, IFD	-	-	1,313,890	97,920	-	-	-	1,629	4,700
Pleasant Run Crossing North	CJC Law Offices	72,585	204,120	-	-	-	-	753	45	18,500
Pleasant Run Crossing South	Industrial, Rescue	-	-	28,615	95,250	-	-	-	174	1,100
Prospect East	Industrial	-	-	-	281,930	-	-	-	547	1,500
Prospect West	Industrial	-	-	-	73,440	-	-	-	194	400
Twin Aire	Residential, Rec.	44,800	-	-	-	987,660	787	838	792	840
Village Center East	Mixed-Use	193,639	-	-	-	168,671	187	954	677	8,700
Village Center West	Mixed-Use	157,807	30,505	82,700	-	45,840	52	-	517	13,500
Totals		468,831	234,625	1,425,205	548,540	1,202,171	1,026	2,546	4,575	56,800

Table 3.1 Development Program and Trip Generation for Concept 1

* These calculations are consistent with the methodology prescribed by the 9th edition of the Institute of Transportation Engineers (ITE) Trip Generation Manual.

CONCEPT 1: CJC FOCUS TRANSPORTATION

- 1 Roundabout
- 2 Roundabout
- 3 Additional Lane
- 4 Extension of LaSalle
- 5 Traffic Signal
- 6 Traffic Signal
- 7 Roundabout
- 8 Relocate Pleasant Run Pkwy
- 10 Extension of LaSalle
- 11 Extension of Rural
- 12 Roundabout
- 13 New Village Main Street
- 15 Extension of Hoyt
- 16 Extension of Oxford
- 17 Extension of Deerborn
- 18 Extension of Gray
- 19 Extension of Oakland
- 20 Extension of Parker
- 22 Extension of Trowbridge
- 23 Extension of Temple
- 24 Extension of Leeds
- 25 New East/West Twin Aire Road
- 26 New Twin Aire Road

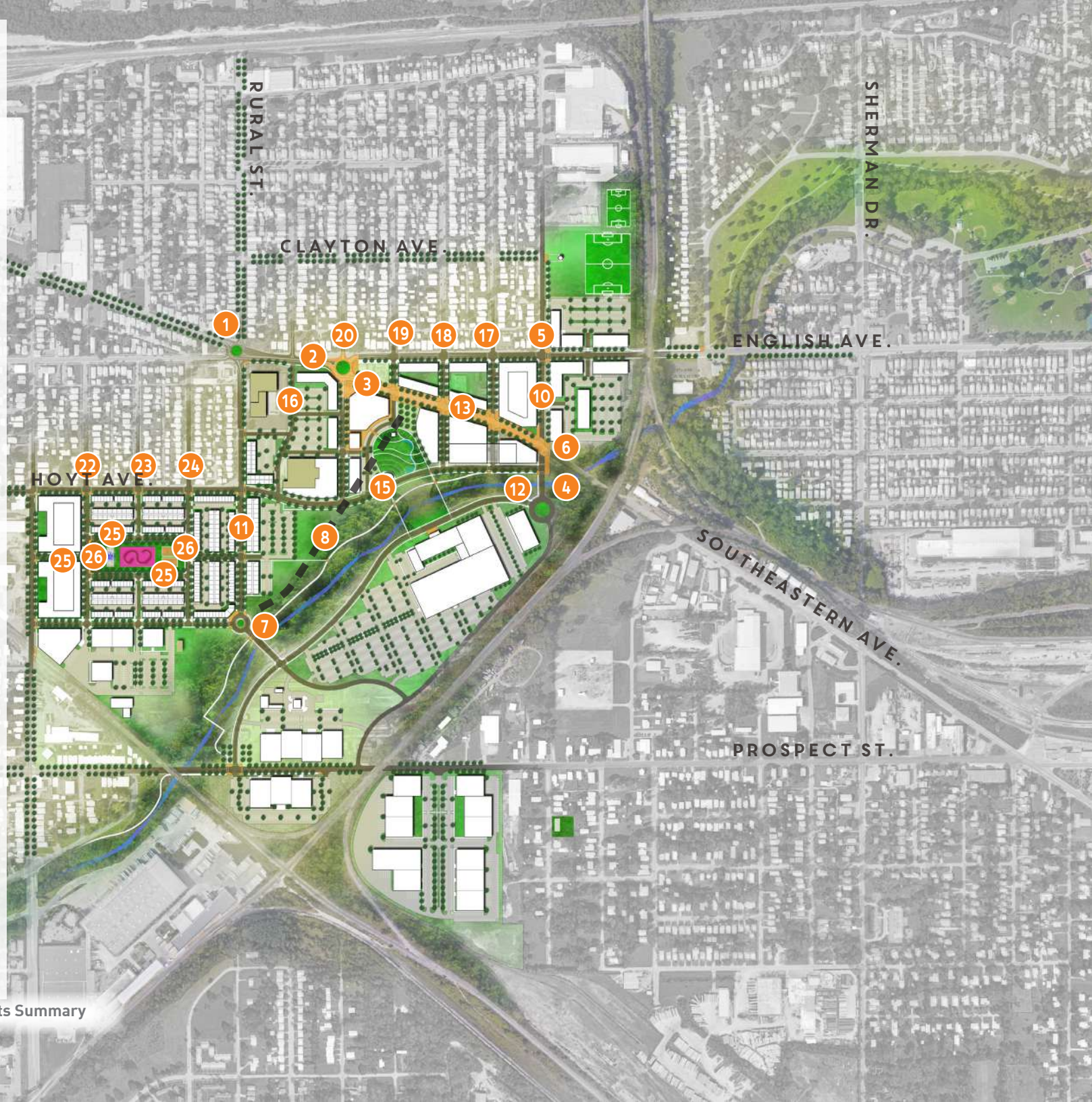


Figure 3.6 Transportation Projects Summary

TRANSPORTATION IMPROVEMENTS

Based on the existing infrastructure studies and the predicted daily traffic generation, the following improvements are proposed for the study area in order to support the Concept 1 development program. These improvements include the following as noted on Figure 3.6, Transportation Projects Summary. Typical cross sections are shown in Figures 3.7, 3.8 and 3.9.

1. **Roundabout at English / Parker / Southeastern:** Proposed single lane roundabout that serves as the gateway in the neighborhood and includes appropriate accommodation for pedestrians and bicycles.
2. **Roundabout at Southeastern / English / Rural:** Proposed single lane roundabout that serves as a gateway into the Village Center and includes

appropriate accommodation for pedestrians and bicycles.

3. **Southeastern Avenue Roundabout:** A second lane will be needed to accommodate traffic entering and exiting the roundabout for Southeastern / English / Rural.
4. **Extension of LaSalle Street to CJC Northern Entry:** Proposed two-lane road extension from Southeastern Avenue and the northern entrance into the CJC.
5. **LaSalle Street at English Avenue:** Traffic signal needed due to increased traffic heading to Law Quad and the CJC.
6. **LaSalle Street at Southeastern Avenue:** Traffic signal needed due to increased traffic heading to Law Quad and the CJC.

7. **Rural Street / Pleasant Run Parkway Roundabout:** Proposed single lane roundabout from the intersection of Rural Street and the Pleasant Run Parkway at the western entrance into the CJC.
8. **Relocate Pleasant Run Parkway:** Relocate Pleasant Run Parkway from Keystone Avenue to the CJC. The segment from the roundabout to the CJC will remain as Pleasant Run Parkway, and will crossover via a bridge onto the south side of Pleasant Run Creek to engage with the Pleasant Run Crossing site. There is a minimum of two multi-modal bridge crossings of the creek.
9. **Vacate Pleasant Run Parkway:** Once Pleasant Run Parkway has been relocated from the segment from Rural Street to Southeastern Avenue, the City should vacate the existing right-of-way.

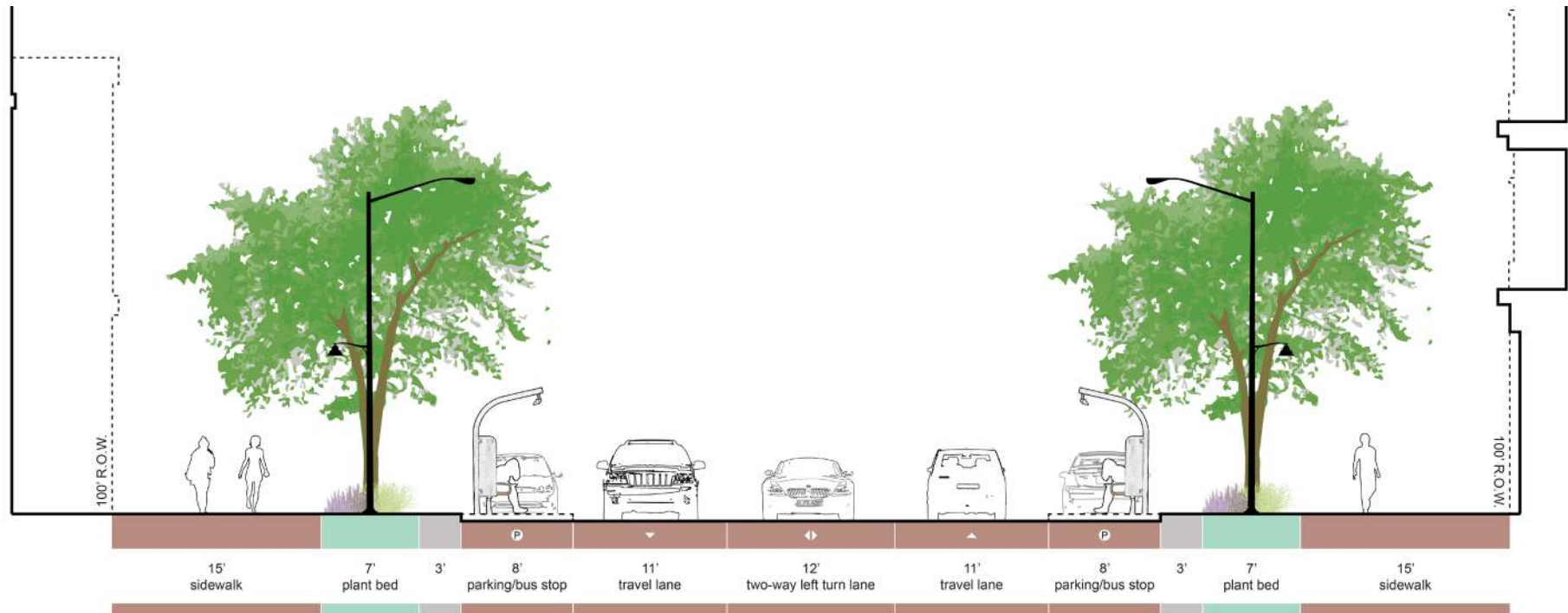


Figure 3.7 Proposed Southeastern Avenue Section

- 10. **Extension of LaSalle Street:** Two-lane extension from English Avenue to Southeastern Avenue and continuing to the CJC site where a bridge would be constructed to access the Pleasant Run Crossing site.
- 11. **Extension of Rural Street:** Proposed two lane extension of Rural Street south from Southeastern Avenue along the east side of the Twin Aire block where it would terminate into the relocated Pleasant Run Parkway.
- 12. **Roundabout on CJC Site:** A roundabout will be an entrance to the CJC, to create access to and from the Village Center to the CJC.
- 13. **Southeastern Avenue (Main Village Street):** Proposed narrowing of Southeastern Avenue from Parker Avenue to LaSalle Street to two lanes, one in each direction, in order to increase sidewalk width and add parking into the Village Center.
- 14. **Improve English Avenue:** English Avenue serves the residential area north of English Avenue. The roadway will be improved from just east of LaSalle Street to Rural Street due to the increased traffic generated by the CJC.
- 15. **Extension of Hoyt Avenue:** Proposed two lane extension from Keystone Avenue to LaSalle Street. This roadway would extend into the Village Center around the Village Green, where parallel parking will be available and provide access to the Law Quad and the northern entrance into the CJC.
- 16. **Extension of Oxford Street:** Proposed two lane extension of Oxford Street from English Avenue to Hoyt Avenue.
- 17. **Extension of Dearborn Street:** Two-lane extension of Dearborn Street south from English Avenue to Hoyt Avenue.

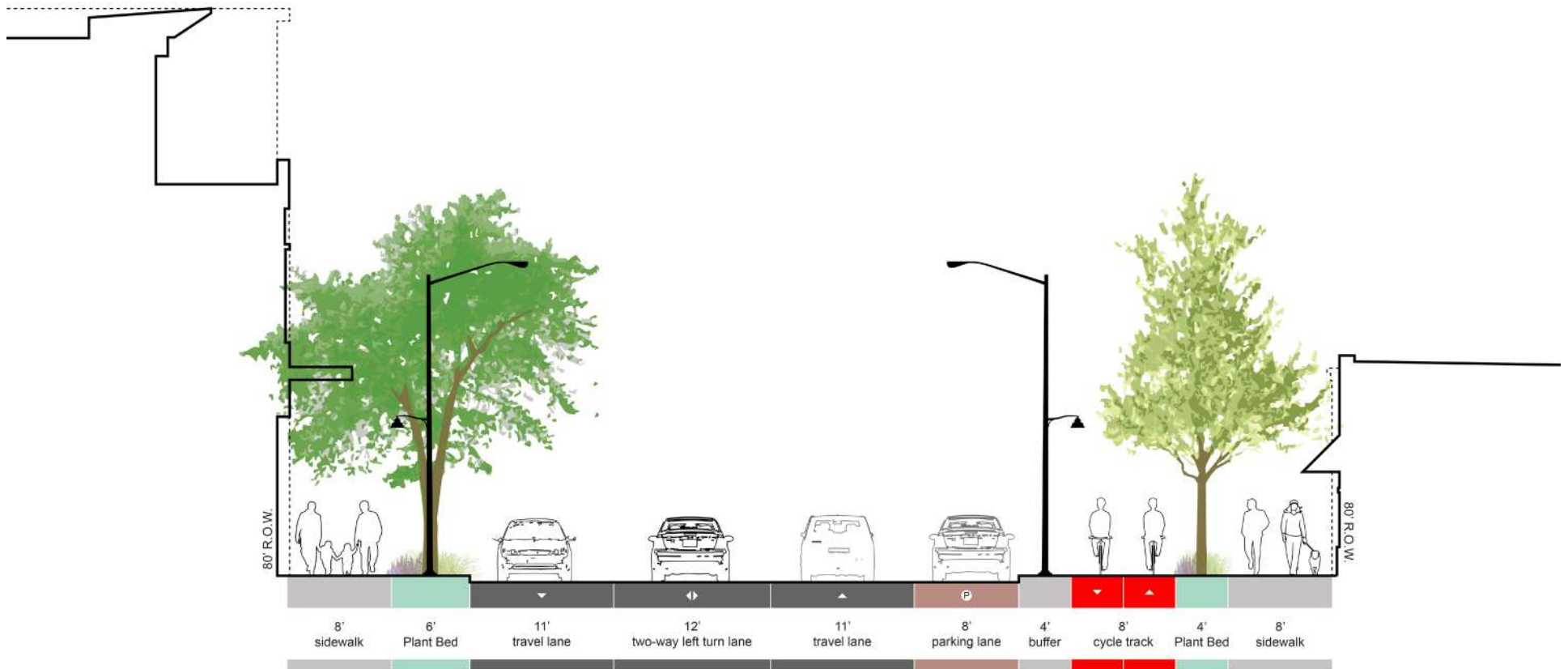


Figure 3.8 Proposed LaSalle Street Section

- 18. **Extension of Gray Street:** Two-lane extension of Gray Street south from English Street to Hoyt Avenue.
- 19. **Extension of Oakland Street:** Two-lane extension of Oakland Street south from English Avenue to Hoyt Avenue.
- 20. **Extension of Parker Avenue:** Two-lane extension of Parker Avenue from Southeastern Avenue to Hoyt Avenue.
- 21. **Keystone Avenue:** Repave the street and narrow lanes to add a cycle track from Hoyt Avenue to Prospect Street.
- 22. **Extension of Trowbridge Street:** Two-lane extension of Trowbridge Street from Hoyt Avenue to the relocated Pleasant Run Parkway.
- 23. **Extension of Temple Avenue:** Two-lane extension of Temple Avenue from Hoyt Avenue to the relocated Pleasant Run Parkway.
- 24. **Extension of Leeds Avenue:** Two-lane extension of Leeds Avenue from Hoyt Avenue to the relocated Pleasant Run Parkway.
- 25. **(New) East/West Twin Aire Road:** Two-lane road from Keystone Avenue to Trowbridge Street and from Leeds Avenue to Rural Street.
- 26. **(New) Twin Aire Road:** Two-lane road from Trowbridge Street to Leeds Avenue.

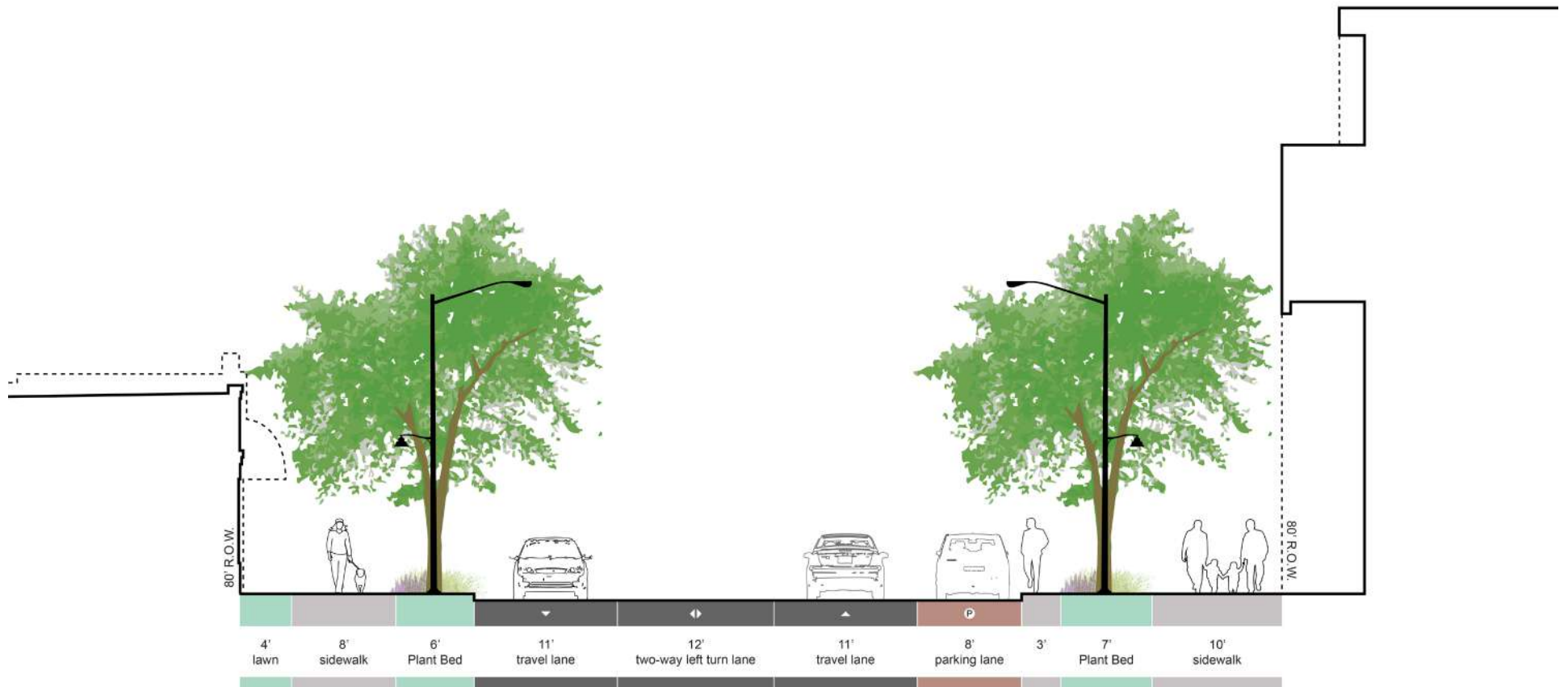


Figure 3.9 Proposed Parker Avenue Section

**CONCEPT 1: CJC FOCUS
MULTI-MODAL**

- 1 Keystone Cycle Track
- 2 Bus Stops/Shelters
- 3 Shuttle Service
- 4 Pleasant Run Promenade
- 5 Sidewalks (not mapped)

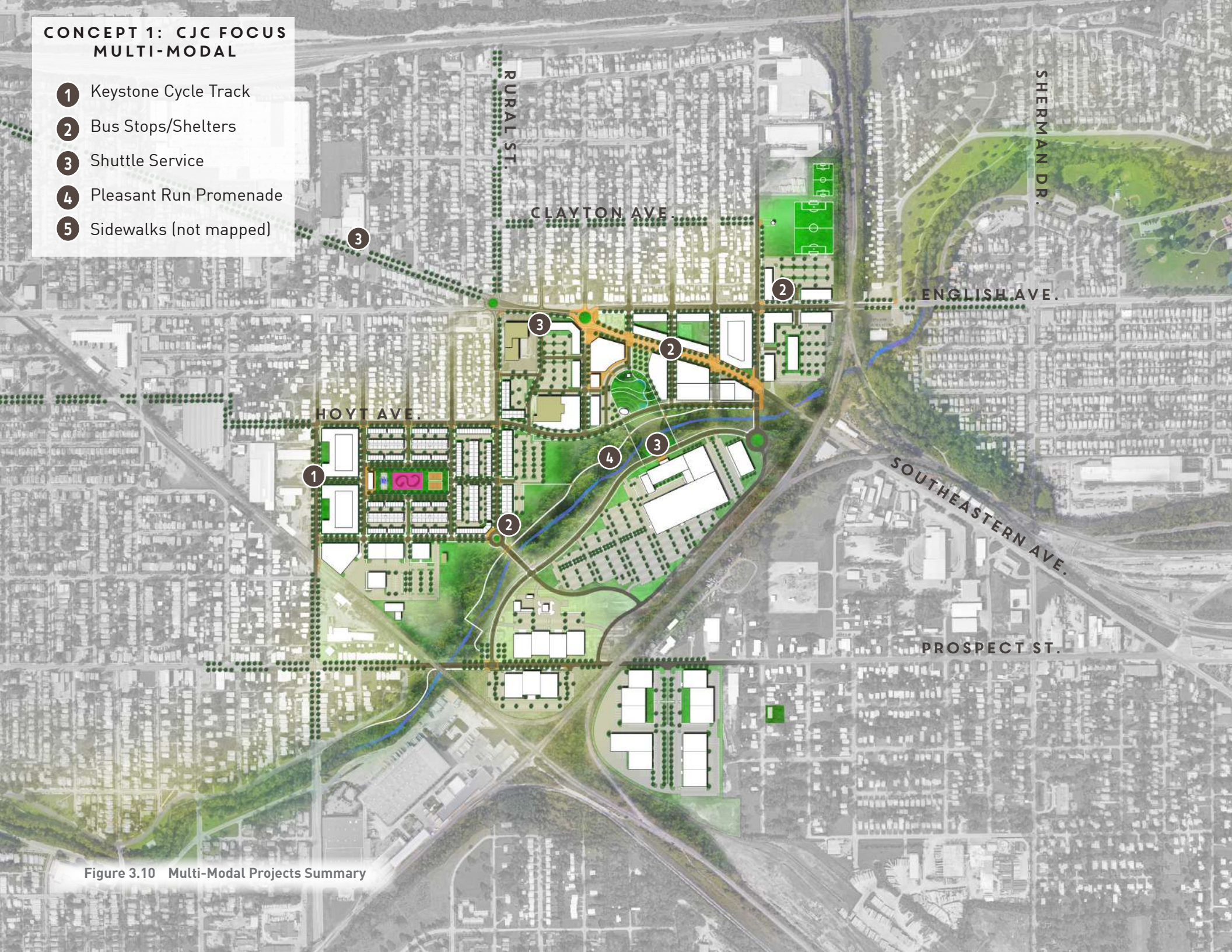


Figure 3.10 Multi-Modal Projects Summary

MULTI-MODAL IMPROVEMENTS

In order to provide a variety of transportation options to businesses, customers and residents in the area, other multi-modal improvements are needed. Based on the input from the public and the existing conditions of the area, the following improvements are recommended as shown on Figure 3.10. Cross sections of multi-modal improvements are shown in Figures 3.11, 3.12, 3.13, and 3.14.

1. **Keystone Avenue:** Cycle track from Southeastern Avenue to Pleasant Run Parkway.

2. **Enhanced Bus Stops / Shelters:** Transit stops should be enhanced with a bus pull-off and shelters to accommodate the new 15 and 30 minute bus routes. These routes are critical to secure the mixed-use zoning needed to support the Village Center and CJC. These enhanced stations are located at English Avenue at LaSalle Street, and Rural Street at Pleasant Run Parkway.
3. **Shuttle Service:** Two shuttle service routes should be provided. One route on Rural Street from the CJC to the Blue Line on Washington Street and another route from the Transit Center to the CJC via Southeastern Avenue.

4. **Pleasant Run Promenade:** A new multi-use promenade connection would be established from the existing Pleasant Run Greenway which currently ends at Keystone Avenue, is proposed to run adjacent to Pleasant Run Creek through the Pleasant Run Crossing site, and connect to the existing Pleasant Run Greenway that is located at Christian Park on English Avenue.

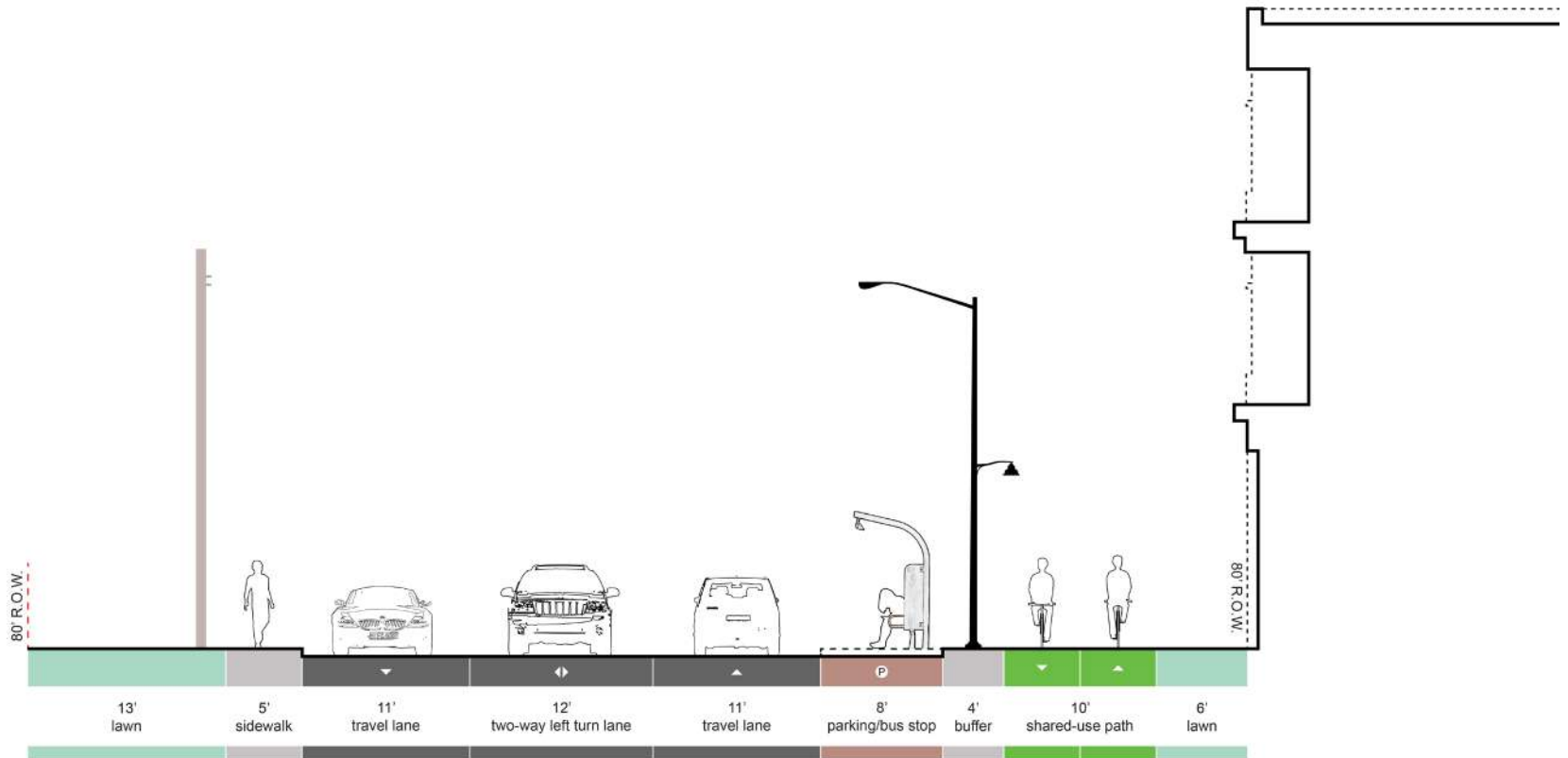


Figure 3.11 Proposed Keystone Avenue Section

5. **Sidewalks:** Missing sidewalk segments and those identified as in need of repair in the infrastructure existing conditions report should be placed in the City's capital improvements program to complete the network, upgrade the curb, ramps, and sidewalks to be ADA compliant. All roads and new development should contain external and internal ADA compliant curbs, ramps and sidewalks. No waivers should be given by the Indianapolis Metropolitan Development Commission from this requirement. These improvements are not mapped in Figure 3.10 because the overall map scale, the projects would not be visible.

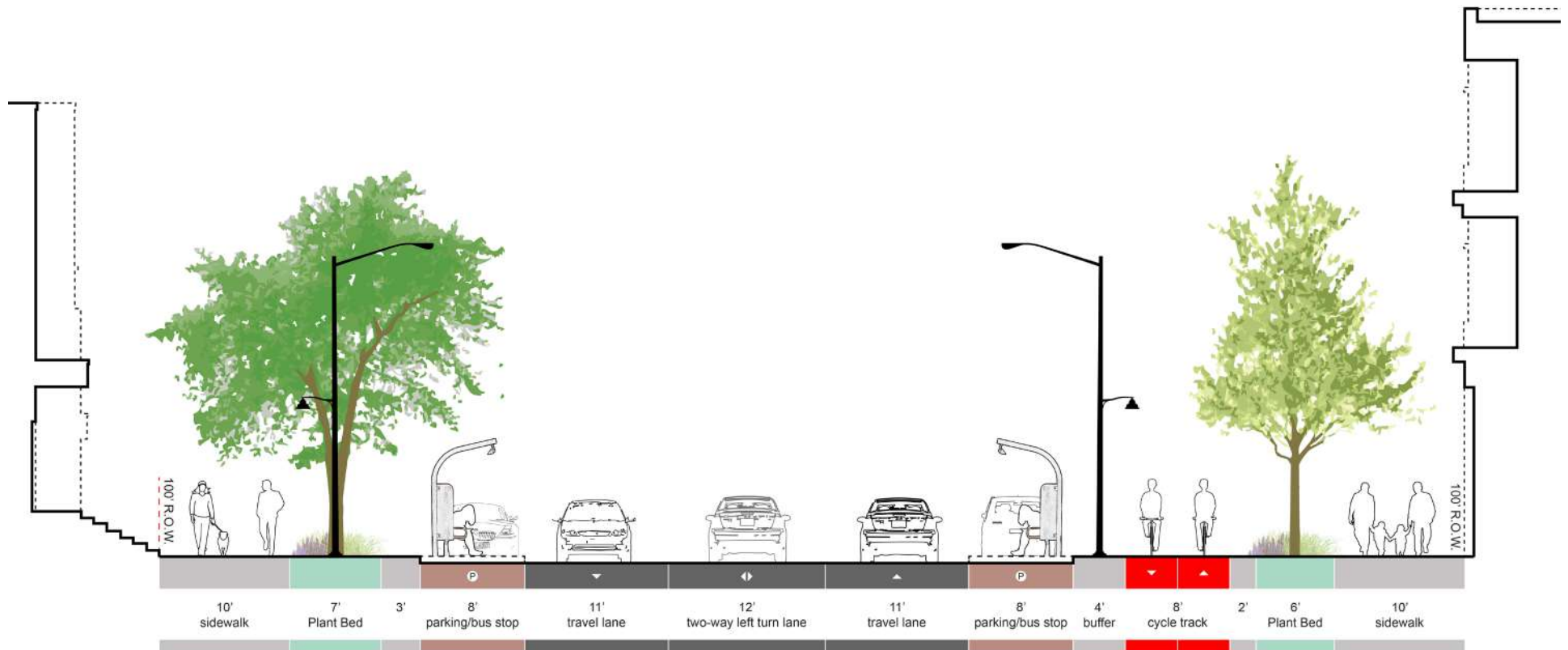


Figure 3.12 Proposed South Rural Street Section

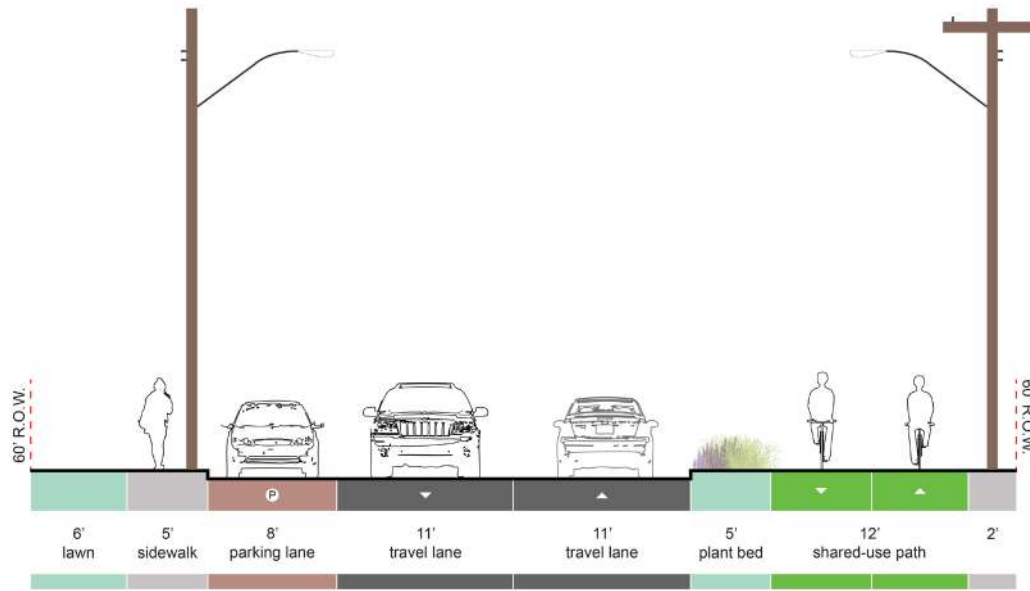


Figure 3.13 Proposed North Rural Street Section

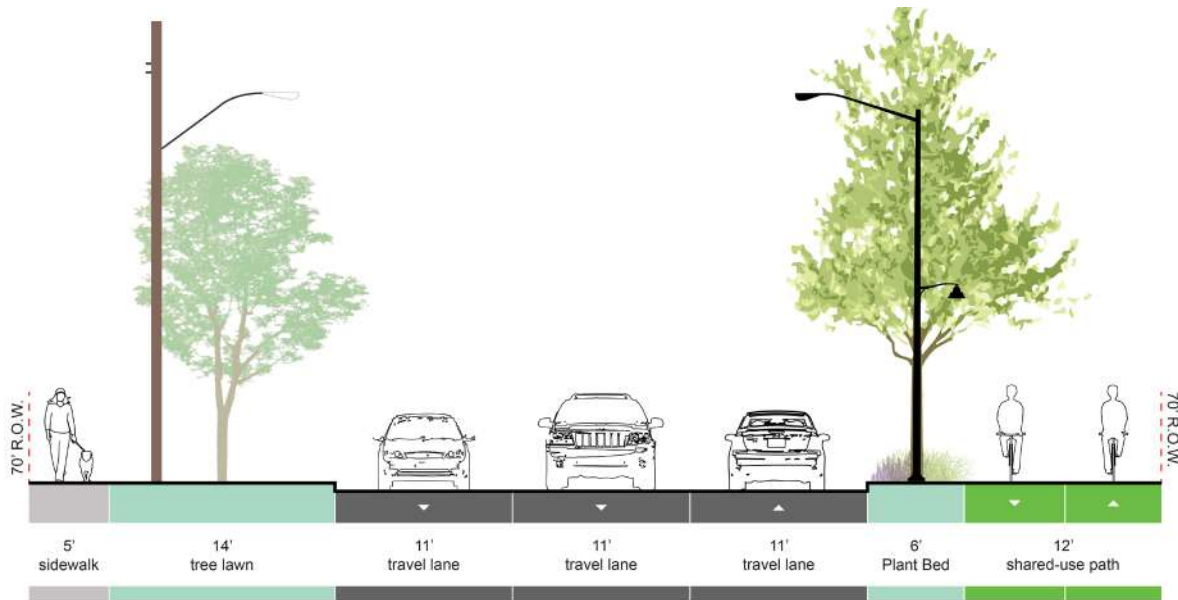





Figure 3.14 Proposed Southeastern Avenue Cycle Track Section

**CONCEPT 1: CJC FOCUS
INFRASTRUCTURE**

-  Sanitary Sewer
-  Water
-  Storm Sewer

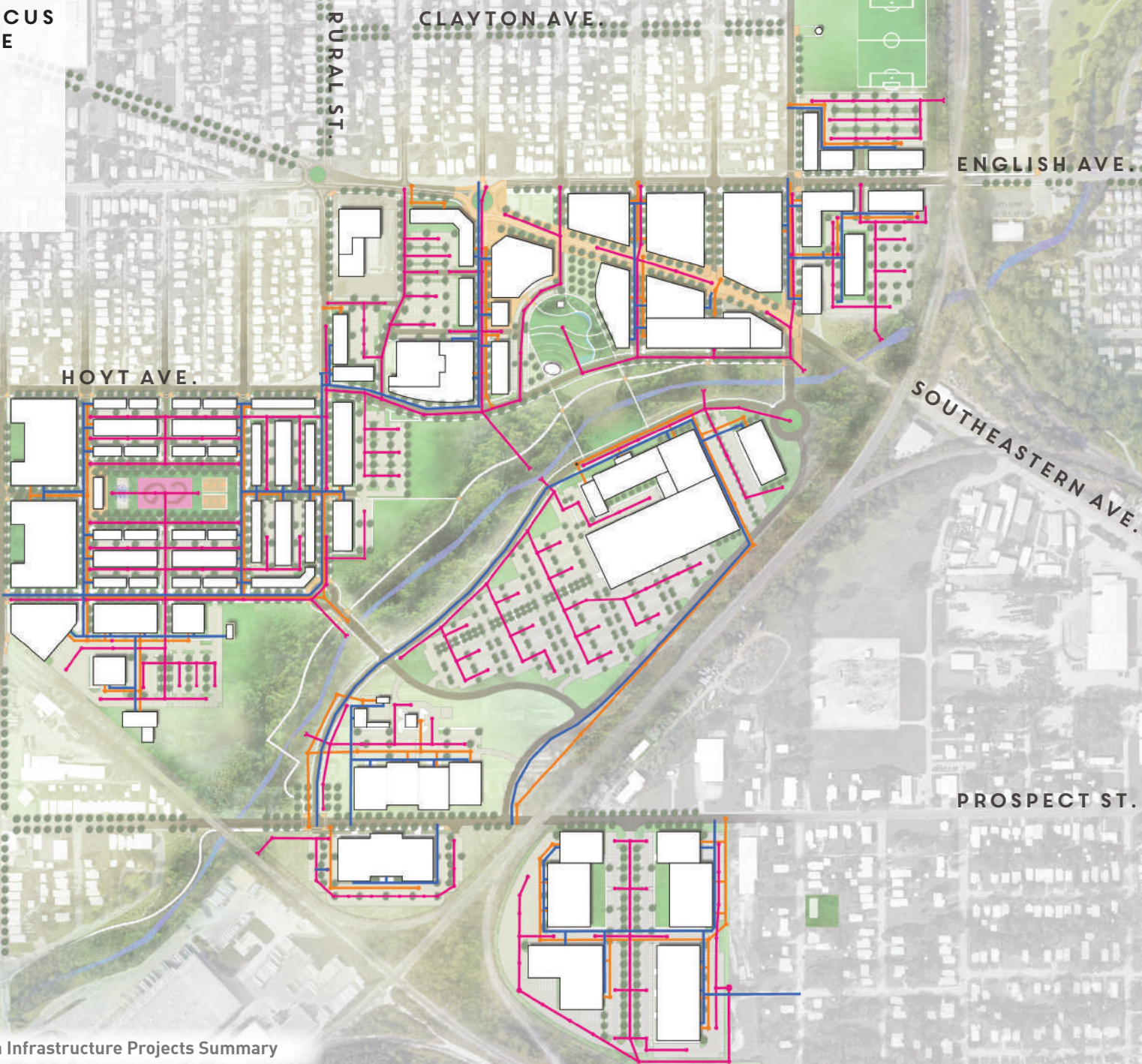


Figure 3.15 Non-Transportation Infrastructure Projects Summary

NON-TRANSPORTATION INFRASTRUCTURE IMPROVEMENTS

Based on the development program for Concept 1, certain non-transportation infrastructure elements were modeled to determine the improvements needed to support the new development. These improvements include the following as shown on Figure 3.15, Non-Transportation Infrastructure Projects Summary. Each section is represented by colors indicated on the map and correspond with sanitary sewer, water, and storm sewer improvements.

SANITARY SEWER

1. Pleasant Run Crossing: 15" sewer from CJC to Prospect Street and 8" sewer from institutional and flex spaces to Prospect Street.
2. Pleasant Run Crossing North: 10" sewer to Southeastern Avenue.
3. 18" trunk sewer to 48" Pleasant Run Interceptor; 12" sewer to Twin Aire and 10" sewer to Pleasant Run Crossing South.
4. Prospect Place East: 15" trunk sewer to Prospect Street.
5. Prospect Place West: 8" sewer to Prospect Street.
6. Village Center East: 10" sewer to English Avenue.
7. Village Center West: 8" sewer to Pleasant Run Interceptor.

WATER

8. Pleasant Run Crossing: 12" diameter main loop from Prospect Street.
9. 12" diameter main along proposed section of Gray Street from English Avenue to Southeastern Avenue and stub to buildings in Pleasant Run Crossing North.
10. Pleasant Run Crossing South: 12" diameter main stub from Pleasant Run Parkway N Drive.
11. Prospect Place East: 12" diameter main loop from Prospect Street.
12. Prospect Place West: 8" diameter main stub from Prospect Street.
13. Twin Aire: 12" diameter main loop along the relocated Pleasant Run Parkway and Rural Street from Keystone Avenue and Hoyt Avenue. 8" diameter mains through the site.
14. 12" diameter main along proposed section of Lasalle Street connecting to English Avenue and Southeastern Avenue and stubs to Village Center East.
15. Village Center West: 12" diameter main from English Avenue to Rural Avenue.

GAS

16. Proposed 20" distribution line from the existing 20" stub on Prospect Street and heading northwest along the railroad tracks toward South Keystone Avenue.

TELECOMMUNICATIONS

17. Proposed installation of underground conduits to accommodate new telephone and cable service for the Pleasant Run Crossing site. As new sites are developed, existing services will need to be placed underground at the developers cost.

DRAINAGE

18. **Storm Water:** Proposed construction of new 12" to 42" storm sewers for all new roads and buildings in the development, discharging to Pleasant Run Creek.
19. **Floodplain:** Work with the Indiana Department of Natural Resources and the Federal Emergency Management Agency to restudy flood model. The floodplain map should be updated based on the outcomes of the study. Additionally, evaluate whether bridge replacements at Prospect Street or Southeastern Avenue are viable options to mitigate flooding in these areas.

CONCEPT 2: ADVANCED MANUFACTURING FOCUS PROJECTS

- 1 Gateway Nodes
- 2 Village Center
- 3 Existing Kroger
- 4 Twin Aire Plaza Redevelopment
- 5 Community Center
- 6 Existing McDonald's
- 7 Village Green
- 8 Mixed Use Node
- 9 Light Industrial/Advanced Manuf.
- 10 SE IMPD & IFD Facility
- 11 Light Industrial/Flex Buildings
- 12 Makers Village
- 13 Dog Park
- 14 Animal Care & Control
- 15 Flex Buildings
- 16 Twin Aire Residential
- 17 New Park
- 18 Pleasant Run Promenade
- 19 Expansion of Clayton & LaSalle Park

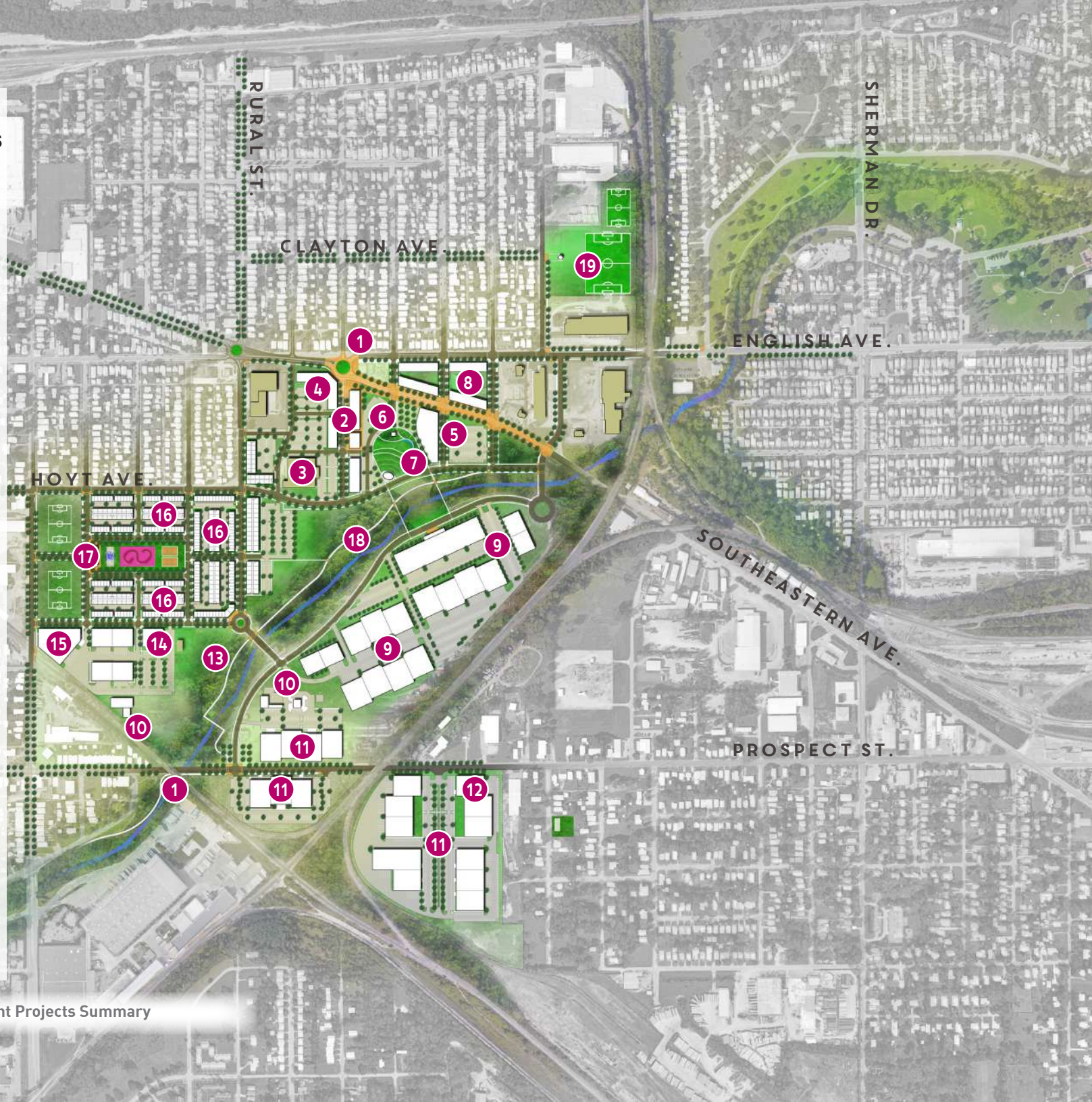


Figure 3.16 Concept 2 Development Projects Summary

CONCEPT 2 - ADVANCED MANUFACTURING REDEVELOPMENT FOCUS

The second concept is developed around the placement of large scale, advanced manufacturing on the Pleasant Run Crossing site. Based on the economic analysis, it is forecasted that the advanced manufacturing concept would create jobs and retail, office, and residential development at a smaller scale.

DEVELOPMENT PROGRAM

Based on the market conditions and the availability of resources, it is anticipated that full build out could occur in the next 18 years.

DEVELOPMENT PROJECTS

The following development projects were identified based on the market analysis and public input. These improvements include the following as noted on Figure 3.29, Concept 2 Development Projects Summary.

1. **Gateway Nodes:** Gateway nodes would be located at Rural Street and Southeastern Avenue, Prospect Street and the new access drive. The gateways would be an enhanced feature that contains upscale landscape, signage and art that represents the neighborhood, or Village Center.
2. **Village Center:** Establish Rural Street as the primary north-west Village Street to serve as the main street of the Village. This will create a more pedestrian oriented street with appropriately sized traffic calmed lanes, wide comfortable sidewalks with parallel parking and storefront market space, and east/west bike connectivity. Businesses within the Village Center are local businesses including cafes, coffee shops, dry cleaners, restaurants, bars, retail, personal services, professional services, etc. The Village Center will be centered along S. Parker Avenue.
3. **Kroger:** With the development of advanced manufacturing and industrial uses on the Pleasant Run Crossing site, new retail development will not increase the demand enough to warrant an expansion of the Kroger, thus it will remain at its current size.
4. **Twin Aire Plaza Redevelopment:** The existing Twin Aire Plaza contains Ace Hardware, Chase Bank, and other local businesses. This plan calls for an updated layout of the site where the buildings are closer to the street with parking behind the buildings to give a more pedestrian orientation. This would then become the Village Center. The buildings would front on both Southeastern Avenue and Parker Street. Enhanced landscape is recommended both along Southeastern Avenue and Parker Street and in the parking lot. The buildings are one story.
5. **Community Center:** The Community Center located at the corner of Parker Street and Southeastern Avenue will be the anchor for the Village Center. It is envisioned that the Community Center would be two stories and contain such uses as a clinic, gym, community space, offices and training space.
6. **McDonald's:** The existing McDonald's will be rebuilt on its existing site.
7. **Village Green:** The central gathering space will be the Village Green which borders the Community Center and provides programmed space, community stage and a green lawn for a variety of events.
8. **Mixed Use Node:** Located between English Avenue and Southeastern Avenue from Oakland Street to Dearborn Street, this area will be redeveloped with retail and restaurants on the first floor at street level and residential on the upper floors. It is anticipated that these buildings will be three stories.
9. **Light Industrial / Advanced Manufacturing:** The Pleasant Run Crossing site contains large amounts of contiguous land which have the capacity to support 1,000,000 square feet of light industrial and advanced manufacturing uses. These uses would create minimal impacts and be contained to enclosed structures.
10. **Police Headquarters and Fire Department Training Facility:** The Southeastern division of the Indianapolis Metropolitan Police Department wants to relocate their headquarters from Fountain Square. Additionally, the Indianapolis Fire Department has requested a training facility. Given the synergy between these two uses, The Indianapolis Fire Department is located just south of the industrial buildings on the Pleasant Run Crossing site. The Indiana Metropolitan Police Department Southern Headquarters is located on the Pleasant Run Crossing South site.
11. **Light Industrial / Flex Buildings:** This area is designated for flex space in order to allow the market to respond to the needs of various businesses. These buildings can be designed to be versatile and used in combination with office, research and development, quasi-retail sales, industrial processing, or high tech. These buildings are approximately one to two stories.
12. **Makers Village/Light Industrial:** The Prospect Place East site offers a more secluded and buffered area for appropriately scaled industrial development that adds richness and an active "makers spirit" into the neighborhood. The Makers Village is anticipated to contain incubator units, flex production space, food to table, brewery/distillery, and space for artists, designers and makers. The purpose of this Makers Village is to create an environment to grow small businesses and give them a place to relocate within the area.

13. **Dog Park:** Pleasant Run Crossing South was selected for a Dog Park due to its adjacency to the proposed relocation of the Animal Care and Control and the proximity to the Pleasant Run Promenade.

14. **Animal Care and Control Facility with Adoption Center:** The Animal Care and Control facilities will be located on the Pleasant Run Crossing South site. The location is away from the neighborhoods and buffered by flex buildings to the west and the railroad to the southeast. It is also adjacent to the Pleasant Run Promenade, Village Green, and the Dog Park.

15. **Flex Buildings:** This area has been designated with flex space in order to allow the market to respond to the needs of various businesses. These buildings are designed to be versatile and used in combination with office, research and development, quasi-retail sales, industrial processing or high tech. These buildings are approximately one to two stories.

16. **Twin Aire Residential:** The Twin Aire site has two options for redevelopment. The market analysis shows the need for additional types of housing in the area as shown in Figures 3.30 and 3.31.

Option 1, as shown in Figure 3.30, shows the mixture of townhouses surrounding apartments. Rows of townhomes will run along the opposite sides of the apartments creating rows of housing and internal access between them. This site would have an active green core. The buildings will be approximately three stories with parking on-site. Option 1 shows parking garages wrapped with apartments located at the western edge of the site providing a buffer to the adjacent industrial.

Option 2, as shown in Figure 3.31, the Twin Aire site is a mixed income residential site. This site would be similar in character and scale to the neighborhoods to the north of English Avenue. The site is a prototypical lot size which has the flexibility to increase density by decreasing the lot size or decrease density by increasing the lot size to accommodate larger homes. This site would also have an active green core. The soccer fields located at the western edge of the site provides a buffer to the adjacent industrial use.

17. **New Park:** A new park is proposed to be located on the Twin Aire site providing active play with a splash park, playground and a shelter supporting higher density residential on the site.

18. **Pleasant Run Promenade:** A new multi-use path connection from the Pleasant Run Greenway, which currently ends at Keystone Avenue, running adjacent to Pleasant Run Creek through the Pleasant Run Crossing site, to connect to the greenway that is located at Christian Park on English Avenue.

19. **Expansion of Clayton & LaSalle Park:** This existing park would be expanded to provide for additional soccer fields.

ADDITIONAL INFORMATION

The information provided in this chapter is an abridged version of the full Pleasant Run Crossing ARI Strategy I Twin Aire Great Place document. The approved document in its entirety will be available upon request.

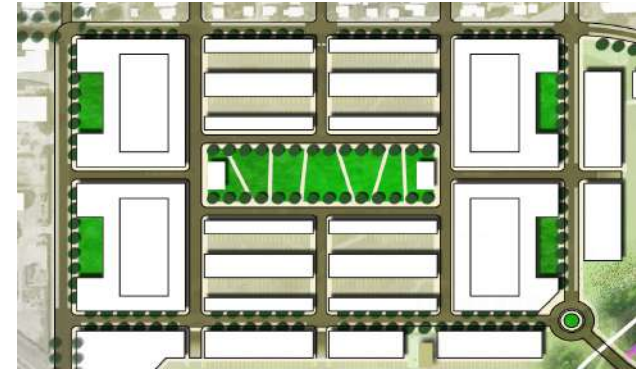


Figure 3.17 Twin Aire Residential Option 1



Figure 3.18 Twin Aire Residential Option 2



Figure 3.19 Neighborhood Event in the Village Green Looking North Towards the Community Center

MICRO PLANNING AREAS

The development plans presented in this document will take at least 18 to 20 years before full build-out is accomplished. In order to illustrate that change is coming to the area and to seize the momentum, two projects were selected for more in-depth design. These two areas are known as micro planning areas. The first micro planning area, the beautification of Prospect Falls Park, can be implemented within 2018. The second micro planning area, a Community Center at the heart of the neighborhood, will be implemented within 5 to 10 years. The Community Center was selected as a micro planning area because of its significance to existing residents. Many residents want a Community Center that offers gathering spaces, healthcare, workforce development services, and space for other community partners. These designs offer marketing imagery and materials to seek additional funding and grants to implement the micro planning areas.



Figure 3.20 Prospect Falls Plan View



Figure 3.21 Prospect Falls Trail



Figure 3.22 Creek Overlook

MICRO PLANNING AREA 1: PROSPECT FALLS

During the community outreach process, including the public meetings and the L.O.V.E. Committee meetings, the community identified Prospect Falls Park as an area that needed improvements. The improvements included making Prospect Falls a key gateway from the south into the Twin Aire neighborhood. The Prospect Falls Park, located at 2599 Prospect St., is not only located within the redevelopment area but also serves as an entry way to Pleasant Run Creek Greenway and enhances the efforts of the Reconnecting to Our Waterways (ROW) collective impact initiative. The community space will become a gateway for the Twin Aire neighborhood and an artistic and natural habitat for monarch butterflies.

A Design Workshop for project partners has been held. It led to one-on-one listening sessions with the Twin Aire Great Place L.O.V.E. Committee Co-Chairs as well as engaging the Arts Council of Indianapolis and the Indiana Historical Society to leverage their resources to provide recommendations to enhance the area. This included taking down the old art piece in the park, refurbishing and rehabbing the play equipment, and developing conceptual ideas for an art installation, proposed locations for native landscapes around the art piece, the area where invasive honeysuckle will be removed, the restoration of Prospect Falls in the Pleasant Run Creek, and additional native plantings providing more visual connection with Pleasant Run Creek.

MICRO PLANNING AREA 2: COMMUNITY CENTER

During the numerous L.O.V.E. Committee meetings, the community identified the need to have a Community Center. The vision for the Community Center included space for multiple activities to function under one roof, as depicted in Figures 3.52 through 3.56. This allows for several touch points for the community and caters to individual and family needs simultaneously. The proposed program includes services for families, entrepreneurs, individuals, group organizations, outside events, and the casual bystander.

This Community Center is strategically located to have multiple building fronts that address the main road through the development, the new pedestrian trail system, and the Village Green facing the CJC (Concept 1 only). In Concept 1 the Community Center is in line visually with the CJC to create a design counter balance between one another. Concept 2 shows the Community Center on the Pleasant Run Crossing site adjacent to the Village Green. It is anticipated that the Village Green serves as an extension of the building for daily activities and larger events in both concepts. The proposed services, as shown in Figure 3.56, will include:

- Community classrooms and rentable space
- Early learning center
- Gym with workout machines and a gymnasium
- Café with street presence
- Workforce development training space
- Health & wellness clinic
- Resource center



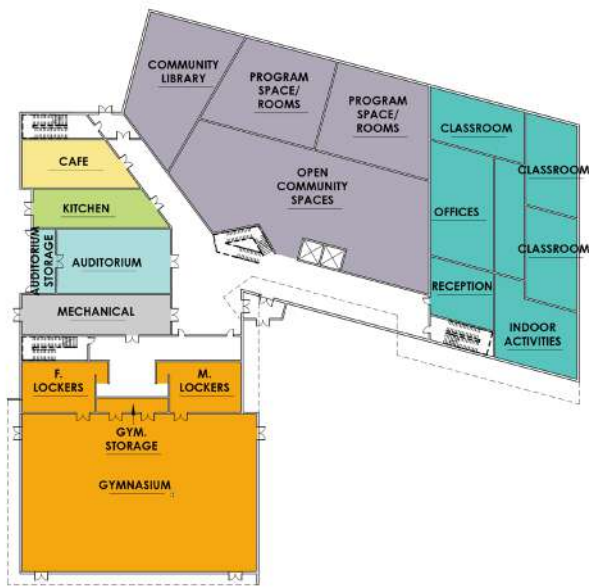
Figure 3.23 Street Perspective from the south side of the center



Figure 3.24 Street Perspective of the north side of the Community Center



Figure 3.25 Street Perspective of the south side of the Community Center

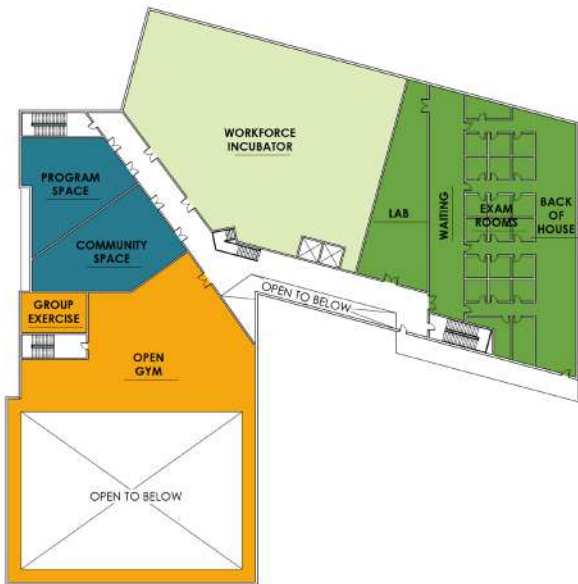


DEPARTMENT LEGEND

- AUDITORIUM
- CAFE
- COMMUNITY SPACE
- DAYCARE
- GYM
- KITCHEN
- MECHANICAL

01 1st FLOOR LAYOUT

1" = 40'-0"



DEPARTMENT LEGEND

- CLINIC
- GYM
- SENIOR SPACE
- WORKFORCE INCUBATOR

02 2nd FLOOR LAYOUT

1" = 40'-0"

GROSS SQUARE FOOTAGE	- 83,700
Departments Square Footage	- 76,500
Auditorium	- 1,850
Storage	- 300
Cafe	- 1,000
Clinic	- 9,500
Waiting and Reception	- 1,900
Exam Rooms (x18) and Treatment Rooms (x2)	- 3,500
Back-of-House	- 2,150
Laboratory	- 1,950
Community Space	- 11,450
Resource Center	- 2,150
Program Rooms	- 4,000
Open Community Space	- 5,300
Daycare	- 8,850
Reception	- 750
Classroom (x3)	- 3,800
Indoor Activities	- 1,250
Outdoor Activities	- 1,550
Offices	- 1,500
Gym	- 18,100
Gymnasium	- 7,700
Storage	- 200
Female and Male Lockers	- 1,700
Open Gym	- 6,600
Group Exercise	- 550
Offices	- 1,350
Lobby and Circulation	- 9,950
Kitchen	- 1,000
Mechanical	- 1,250
Senior Space	- 3,850
Community space	- 2,050
Program room	- 1,800
Workforce Incubator	- 9,700

Figure 3.27 Community Center Programming



TWIN AIRE SITE PROPOSED NEIGHBORHOOD PARK



LOOKING WEST AT TWIN AIRE SITE AND PLEASANT RUN CREEK



GREAT PLACES 2020 A VISION FOR TWIN AIRE

INTRODUCTION

Great Places 2020 is a visionary community development project to transform strategic places in Marion County neighborhoods into dynamic centers of culture, commerce and community. As philanthropic, civic and private partners look toward Indianapolis' Bicentennial, they are engaging neighborhoods to make significant social and capital investments to enhance their quality of life and spur private investment.

Every Great Place needs a variety of attributes to succeed. Great Places 2020 uses the L.O.V.E. acronym to embody these critical components: livability, opportunity, vitality, and education. Together, investments in these four outcomes are aligned to tangibly elevate the people, institutions and places at the "heart" of each selected place.

- Livability - includes the natural and cultural amenities that will improve the health and well-being of residents and make their neighborhood more attractive to new stakeholders.
- Opportunity - focuses on building human capital, supporting existing businesses and redeveloping industrial/commercial property for viable new businesses, which requires the deployment of capital and technical support to bolster neighborhood entrepreneurs.
- Vitality - focuses on retaining and attracting residents to under-populated neighborhoods in a way that diversifies household income levels and leads to enhanced density and prosperity.
- Education - seeks to offer a rich array of educational opportunities to residents from cradle to career to ensure that all children in these areas will have access to quality public schools, and that adults will have opportunities to improve their employment skills.

The following pages outline the L.O.V.E. goals for the Twin Aire Great Place.

L.O.V.E. ENGAGEMENT

L.O.V.E. Committees, which consisted of neighborhood residents and subject matter experts, guided the Twin Aire Great Place planning process. Each of the four committees met monthly to discuss a variety of topics related to the Twin Aire Great Place. In addition, there were other outreach meetings, such as the design workshop and monthly TANC (Twin Aire Neighborhood Coalition) meetings that the L.O.V.E. committee members were invited to in order to better understand the wants of residents, employees, and business owners of the Twin Aire neighborhood. These meetings introduced the project, collected ideas, and solicited feedback from the L.O.V.E. Committees members in addition to the general public.

STRENGTHS, CONCERNS, + OPPORTUNITIES

The L.O.V.E. Committees were tasked with identifying strengths, concerns, and opportunities that were within the neighborhood. The input from the various committees was aggregated to represent opportunities for the neighborhood to identify existing and potential assets and target areas that could be improved. The items below are listed in descending order of importance.

STRENGTHS

- Local parks (Christian, Clayton & LaSalle, Pride, etc.)
- Local Elementary Schools
- Shopping Center (Kroger, Chase, ACE, etc.)
- Locally-focused organizations (Englewood, SEND, Southeast Community Services, etc.)
- Independent grocers including a wide variety of Latinx grocery stores
- Housing market momentum moving east
- Trails + bike lanes
- Farm 360
- FULLBEAUTY Brands employs 800 people
- Grass median on Meredith Ave.
- Crime Watch Groups
- Local restaurants

CONCERNS

- Deteriorating housing
- Lighting (streets, parks, underpasses, etc.)
- Intersection walkability
- Vacant retail spaces
- Absentee landlords
- Future bail bonds locations
- Maintaining affordability as market improves
- Education level of adult residents
- 6-street intersection
- Library not accessible
- Keeping residents in their homes
- No health care facilities
- Street flooding
- Lack of retail options
- Lack of affordable childcare
- Need for workforce development

OPPORTUNITIES

- Underutilized land throughout neighborhood
- Redevelopment of Citizens Energy Group's Pleasant Run Crossing
- New commercial development opportunities at key intersections
- Florence Fay Senior Apartments
- Pleasant Run Trail + bike lane connectivity
- Community Justice Campus – workforce development opportunities
- Purdue Extension Polytechnic High School development
- Potential early education facilities
- Prospect Falls
- Community Justice Campus – new healthcare opportunities
- Revitalization of the Twin Aire shopping center

THE L.O.V.E. COMMITTEE

The L.O.V.E. acronym's outcomes, standing for Livability, Opportunity, Vitality, and Education, implement and advocate for the vision set forth by neighborhood residents, partners, and stakeholders. Led by SEND, this diverse group of stakeholders will work diligently to implement the goals developed in this plan.

TWIN AIRE PLACEMAKING TEAM

A placemaking team concentrates on one Great Place. The team has many members but has two chairs dedicated to each of the L.O.V.E. focuses. A coordinator is also created to be a point of contact for the team.

CITY-WIDE STEERING COMMITTEE

The 26-member civic leadership team meets quarterly to govern the Great Places 2020 Initiatives.

CITY-WIDE L.O.V.E. COMMITTEES

Neighborhood and topic specific experts comprise the committees and meet regularly to offer support and technical assistance to each Great Place and their plans.

TWIN AIRE PLANNING TEAM

With the Placemaking Team, the Planning Team manages the planning process for the Twin Aire Neighborhood Great Place.

PUBLIC INPUT & STAKEHOLDER GROUPS

Both the Placemaking and Planning Teams have worked with residents, stakeholders, and local topical experts to assist in the development and guidance of the plan. The intention was to ensure the plan was reacting to the neighborhoods' needs and aspirations.



Figure 6.1 Twin Aire L.O.V.E. Organization Chart

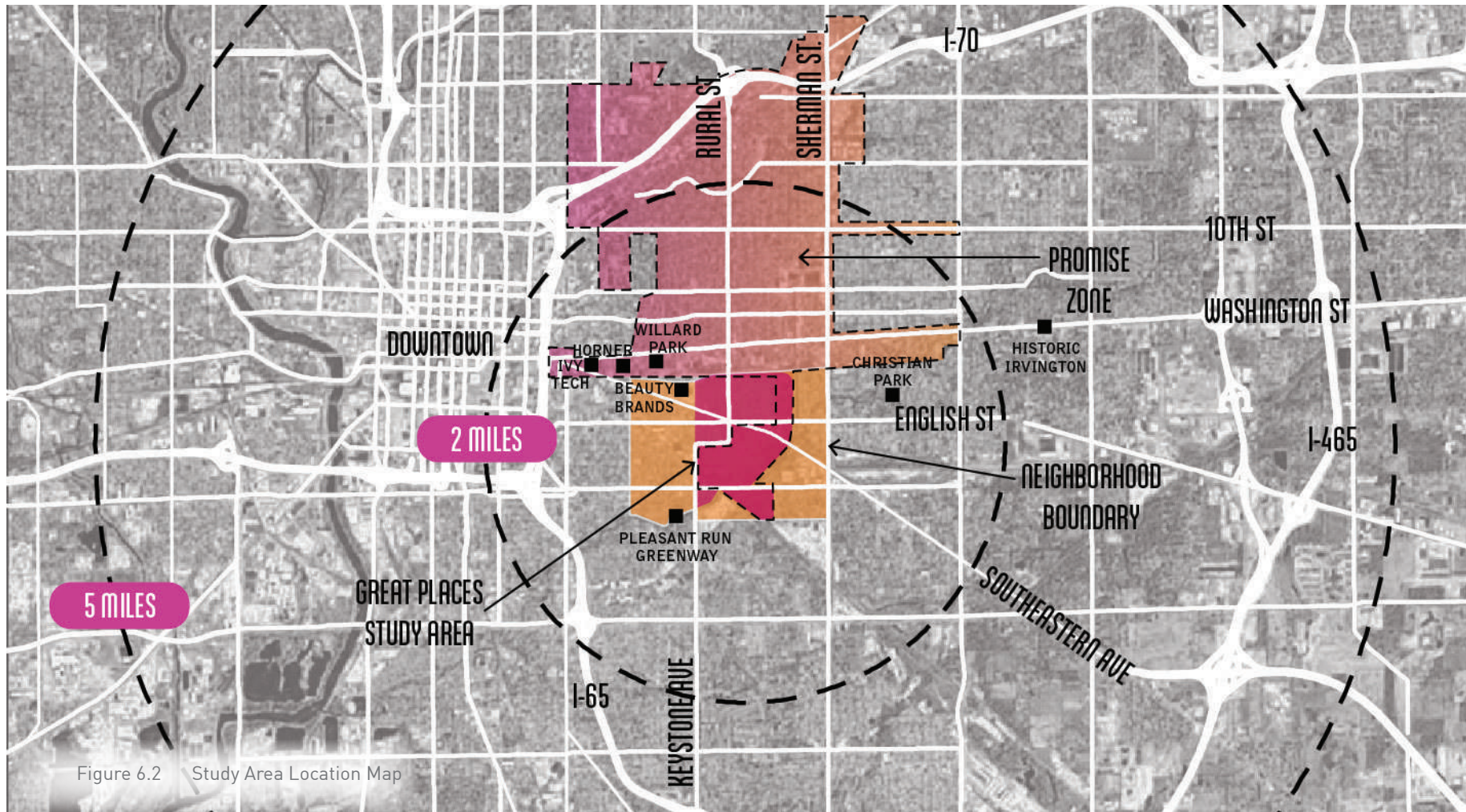


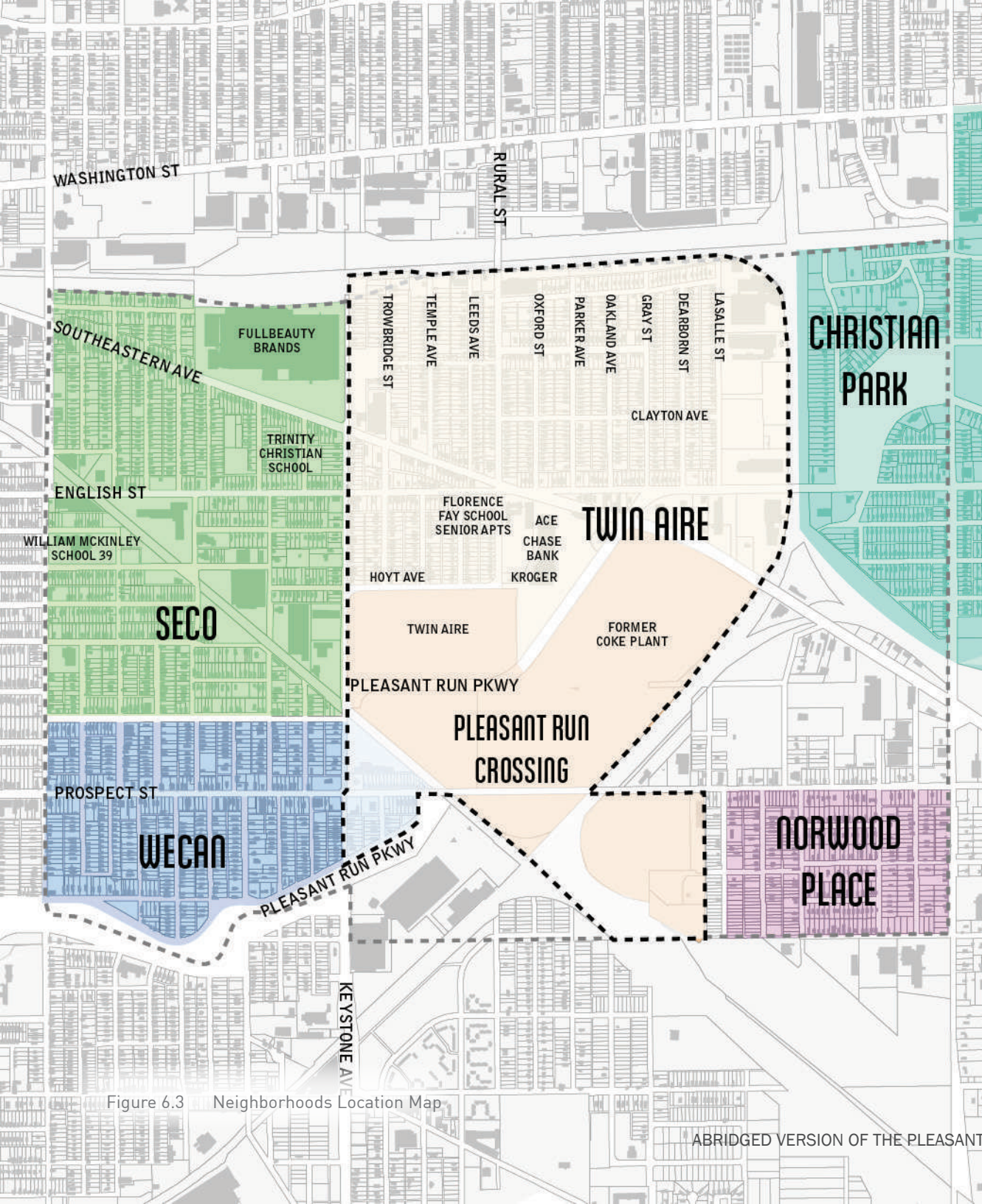
Figure 6.2 Study Area Location Map

NEARBY ANCHORS + ASSETS

- Angie's List
- Ivy Tech Community College
- Historic Irvington
- East Washington Branch Public Library
- Farm 360
- FULLBEAUTY Brands
- Fountain Square
- Horner Industrial Group
- McKinley Elementary
- Pleasant Run Creek and Trail
- Christian Park School and Christian Park
- Bethel Park

WHERE IS TWIN AIRE?

Twin Aire is in the Southeast neighborhood and is located at the intersection of Hoyt Avenue and Rural Street. The Great Place Study Area (shown above) touches several neighborhoods: Christian Park, Twin Aire, SECO, WECAN, and Norwood Place. At its heart is Pleasant Run Crossing which is ripe for redevelopment. Twin Aire is close to downtown, Fountain Square, and the Englewood Village Great Place. Interstates I-65 and I-70 are both within a two-mile drive from the site allowing easy access for residents, employees, and visitors.



THE NEIGHBORHOOD'S HEART

The Twin Aire Great Place study area is adjacent to other neighborhoods that have joined together in support of the Twin Aire Great Place goals for community improvement.

TWIN AIRE

The neighborhood is bordered by the CSX rail line to the north and east, Prospect Street to the south and Keystone Avenue to the west. This 1950's era neighborhood is one of the few in the area with a marketplace for daily shopping needs.

CHRISTIAN PARK

Christian Park Neighborhood surrounds the iconic Christian Park which has the Christian Park School and Pleasant Run Trail within it. The neighborhood boundaries are Washington Street to the north, the CSX rail line to the west and south, and Emerson Avenue to the east.

NORWOOD PLACE

Norwood Place is bounded by Prospect Street to the north, Sherman Avenue to the east, Terrace Avenue to the south and Vanderman Street to the west. Norwood Place, built in the early 1900s, has always been a diverse working class neighborhood. "A community with pride," this neighborhood houses the Pride Community Center.

SECO

SECO is typically associated with a large area encompassing many neighborhoods within its boundaries. Its borders include Sherman Drive to the east, the CSX rail line or Washington Street to the north, Shelby Street to the west, and Pleasant Run Parkway/Prospect Street to the south. For the purposes of this study it will be recognized as the remaining residential zones that do not have another neighborhood representing them.

WE CAN

Bounded by Woodlawn Ave to the north, CSX rail lines on the east, Pleasant Run Pkwy on the south, and State St to the west, this neighborhood is situated just southeast of Fountain Square and south of SECO Neighborhoods.

Figure 6.3 Neighborhoods Location Map



Figure 6.4 Clayton & LaSalle Park

EARLY ACTION PROJECTS

Early action projects are those projects that can be implemented even before the plan is adopted. These early action projects can be anything that gives the community a quick win and alerts residents, future residents, and businesses that the neighborhood is seeking to improve the quality of life in the area. Early action projects can be beautification efforts, social interactions amongst residents, and special events. The L.O.V.E. Committees identified several early action projects that could be organized and completed quickly as a way to begin to create change in the neighborhood. These include the following:

- Work with TANC, SEND and/or Southeast Community Services (SECS) to create new cultural programming to celebrate the heritage of the people in the neighborhood.
- Invest in Pride Park that currently serves as an under-utilized and under-programmed park.
- Work with Indy Parks to enhance Clayton & LaSalle Park.
- Create a neighborhood task force to address crime.
- Work with SEND, INHP, and the City of Indianapolis to increase home repair and property maintenance grants to individuals in the neighborhood.
- Work with Indy Parks to implement a youth “intern” program where youth in the neighborhood work for the Parks department to maintain parks in the neighborhood.
- Work with the City of Indianapolis Department of Minority & Women Business Development to implement a local procurement program for the Community Justice Campus.
- Work with SEND, SECS, Employ Indy and other partners to bring workforce training programs for residents of the area.
- Relocate the SEND office to within the Twin Aire Great Place.

CLIMATE RESILIENCY

WHAT IS CLIMATE RESILIENCE?

Climate resilience is the capacity of a community, business, or natural environment to prevent, withstand, respond to, and recover from a disruption. In other words, it's the ability to adapt, recover, and flourish in the face of a changing climate.

WHY DOES IT MATTER?

Changing climate conditions will have harmful effects on communities. Preparation is needed in order to adapt to these changes and ensure the neighborhood's long-term success.

Projected climate conditions in Indianapolis include higher temperatures, heat waves, increased precipitation, heavy downpours, and droughts. In general, these changes will have negative effects on health and safety, infrastructure, transportation, natural and environmental resources, and cultural resources.

More specifically, they will cause:

- Reduced air quality;
- Increased risk of heat stress and heat-related death;
- Higher food prices;
- Increased energy costs;
- Reduced water supply;
- Flooding; and
- Relocation of people from coasts.

The Twin Aire neighborhood is also home to people who are most vulnerable to these changes: young children, the elderly and those with limited mobility or pre-existing health conditions, low income households, and those historically exposed to environmental burdens.

For all of these reasons, it is critical for Twin Aire to implement a resilient strategic plan so the neighborhood will continue to thrive long after it is put into place. The L.O.V.E. Committees have accomplished this by setting various goals and objectives that will allow the area to better prevent, adapt to, and recover from the effects of a changing climate. Resilient initiatives they have incorporated into the plan include:

- Improving walkability, bikeability, and travel efficiency;
- Addressing flooding issues;
- Improving the stormwater and sewer system;
- Preserving natural assets and establishing new greenspace;
- Strengthening the neighborhood's relationships with healthcare providers and law enforcement;
- Identifying potential indoor areas to serve as safe places during extreme weather; and
- Providing environmental education programs and opportunities.

L.O.V.E. GOALS AND OBJECTIVES

INTRODUCTION

Twin Aire developed the following L.O.V.E. goals during the community engagement and planning process to build upon current assets and guide work over the next five years.

LIVABILITY GOALS

1. **INCREASE CONNECTIVITY THROUGHOUT THE AREA BY EXPANDING TRAILS, IMPROVING PEDESTRIAN INFRASTRUCTURE, AND CREATING OPPORTUNITIES TO ACCESS A VARIETY OF TRANSPORTATION OPTIONS**
 - A. Improve the Rural/Southeastern/English Avenue intersection by creating safer pedestrian crossings, slowing cars, and building new or expanding existing sidewalks
 - B. Connect the Pleasant Run Trail to the city's existing trail network, local parks, and nearby community centers and thru Pleasant Run Crossing
 - C. Address flooding and drainage issues throughout the neighborhood
 - D. Focus pedestrian infrastructure investments along Rural Street, Southeastern Avenue, English Avenue, Pleasant Run Parkway, Keystone Avenue, and around Twin Aire Plaza to create a neighborhood that is accessible by residents of all ages and abilities
 - E. Connect and expand existing bike routes, build new bicycle amenities, and improve bicycle safety
 - F. Create strong connections to transit and provide ample amenities at and around stops
 - G. Work with Blue Indy to explore options for lower cost / affordable car share services
 - H. Reconnect the urban grid
2. **EXPAND ACCESS TO ART, NATURE, AND RECREATIONAL OPPORTUNITIES FOR ALL RESIDENTS**
 - A. Foster a unique cultural identity for the neighborhood by capitalizing on the area's diverse working-class history and existing assets
 - B. Create a centralized community gathering space while enhancing connections between existing open spaces
 - C. Activate Pleasant Run Creek and Prospect Falls as natural assets
 - D. Offer new recreation facilities and programs, such as soccer fields with particular focus given to Clayton & LaSalle Park
 - E. Create new cultural programming to celebrate resident diversity
 - F. Encourage small pocket or neighborhood parks within the existing neighborhood fabric that serve the immediate area and increase neighborhood greenspace

3. IMPROVE PUBLIC HEALTH AND SAFETY

- A. Improve public safety
- B. Strengthen the community's relationship with IMPD
- C. Explore opportunities to partner with healthcare providers to expand resident access to primary care and health clinics, and mental health facilities
- D. Support Southeast Community Health Task Force and its efforts to expand healthy options at corner stores

4. CREATE A COMMUNITY CENTER

- A. Develop a central community space for all people that provides health and recreation facilities, career development programs, workforce training, and event spaces.

OPPORTUNITY GOALS

1. **ESTABLISH A DENSE, MIXED-USE CENTER OF ACTIVITY THAT ATTRACTS LOCAL BUSINESSES AND ENHANCES ECONOMIC DEVELOPMENT INITIATIVES**
 - A. Improve infrastructure, including bike/pedestrian amenities, plazas, roadways, storm water facilities, sewer, etc., to support new commercial and industrial investment.
 - B. Reduce barriers to reinvestment by prioritizing brownfield remediation, site assembly, and clustering commercial development to create a neighborhood Village Center
 - C. Prioritize development in the Village Center to act as a catalyst for revitalization of the area
 - D. Create additional opportunities for small businesses, retailers, and restaurants to locate in the area so that the daily needs of residents and employees can be met locally
 - E. Maintain / support affordable rents for local businesses
2. **INCREASE EMPLOYMENT OPPORTUNITIES FOR LOCAL RESIDENTS AND CREATE AN ECONOMIC DEVELOPMENT INITIATIVE THAT LEVERAGES THE STRENGTHS OF THE NEIGHBORHOOD TO ATTRACT LOCAL BUSINESSES AND HIGHER PAYING EMPLOYERS**
 - A. Leverage the redevelopment of Pleasant Run Crossing as a potential employment generator by adopting local hiring practices

- B. Advocate for a local procurement program for the Community Justice Campus that prioritizes utilizing local businesses and assists residents in identifying business opportunities related to purchasing needs
- C. Create a marketing strategy to attract new businesses to the area by promoting the neighborhood's workforce, strategic location, existing facilities, shovel-ready properties, etc.
- D. Connect residents and organizations to larger economic and workforce development initiatives offered throughout the city.
- E. Improve access to other job centers

3. CREATE RESOURCES FOR ENTREPRENEURSHIP AND MINIMIZE BARRIERS TO ENTRY FOR SMALL BUSINESSES

- A. Partner with small business support programs to connect entrepreneurs to business mentoring services, technical assistance, and capital
- B. Provide bilingual programming to connect non-native English speakers to small-business resources
- C. Create a Makers Village to act as an incubator for industrial and artisan small businesses

VITALITY GOALS

1. ENSURE THAT THE AREA WILL REMAIN AFFORDABLE FOR RESIDENTS OF ALL INCOME LEVELS BY DEVELOPING PROGRAMS TO ASSIST CURRENT RESIDENTS TO REMAIN IN THEIR NEIGHBORHOODS

- A. Partner with local housing organizations to preserve and expand affordable rental and for-sale options in the area
- B. Focus initial efforts to preserve affordability near the western edge of the Great Places 2020 boundary due to the rapidly changing housing market
- C. Explore the possibility of a community land trust to preserve affordability as the housing market continues to improve
- D. As the housing market continues to improve, work with public officials and community leaders to establish mechanisms to reduce or limit property tax impacts on homeowners
- E. Encourage increased home ownership by connecting renters and potential homeowners with services such as INHP's down payment assistance program and other financial products

2. IMPROVE THE QUALITY OF THE EXISTING HOUSING STOCK AND CREATE A DIVERSE RANGE OF NEW HOUSING OPTIONS

- A. Create new mixed income housing products that are currently missing from the market, including townhomes, small multi-family apartments, and live/work units
- B. Help current homeowners access technical assistance and capital to make home improvements
- C. Explore the possibility of establishing a rental repair program that provides loans, construction management, and project management services to carry out repair and improvements to market-rate rental properties. This capital and technical support can be tied to maintaining the long-term affordability of units
- D. Create a neighborhood pattern book to guide new development so that it complements the existing character and form of the area

3. BECOME A MODEL "AGING-IN-PLACE" COMMUNITY

- A. Create more opportunities for seniors to engage with the community through volunteer opportunities, the development of senior-focused gathering spaces, and connections to existing services
- B. Develop a homeowner repair program specifically designed to make aging modifications so that seniors may remain in their homes

EDUCATION GOALS

1. INCREASE ACCESS TO HIGH-QUALITY EARLY LEARNING AND YOUTH PROGRAMMING

- A. Increase the quality, access, and capacity of early learning options in the area
- B. Work with providers to expand child care options
- C. Expand Pre-K offerings throughout the neighborhood
- D. Utilize existing ecological assets, such as Pleasant Run Creek and Prospect Falls, to create environmental educational opportunities
- E. Increase transportation options for students to access educational opportunities
- F. Work with existing education providers to offer a variety of opportunities for neighborhood youth so that more of their education needs can be met locally and will set them up for success to graduate with a high school diploma

- G. Increase communication about child care, educational, and programming opportunities in the area

2. EXPAND OPPORTUNITIES FOR POST-SECONDARY EDUCATION AND WORKFORCE DEVELOPMENT

- A. Connect residents to existing services, adult educational programs, job-skills programs, and training opportunities
- B. Connect low-wage and underemployed workers with training opportunities and higher paying industry jobs offered throughout the city
- C. Provide tailored job skills training that aligns with future employment opportunities that will be available through the redevelopment of Pleasant Run Crossing and the revitalization of the surrounding neighborhood.
- D. Work with existing educational and social service providers to teach life, job readiness, and entrepreneurship skills
- E. Create opportunities to access virtual and online trainings for residents who may not have access to internet in their homes
- F. Provide environmental education training programs

3. CAPITALIZE ON THE UNIQUE CULTURAL CONTEXT OF THE AREA AND PROVIDE ENGLISH LANGUAGE PROGRAMMING FOR NON-ENGLISH SPEAKERS

- A. Connect non-English speaking residents to resources for overcoming language barriers
- B. Connect immigrants to opportunities where they can learn about legal services
- C. Provide cultural and bilingual programming
- D. Provide education for parents and/or caregivers to increase their support systems so they can have a better quality of life

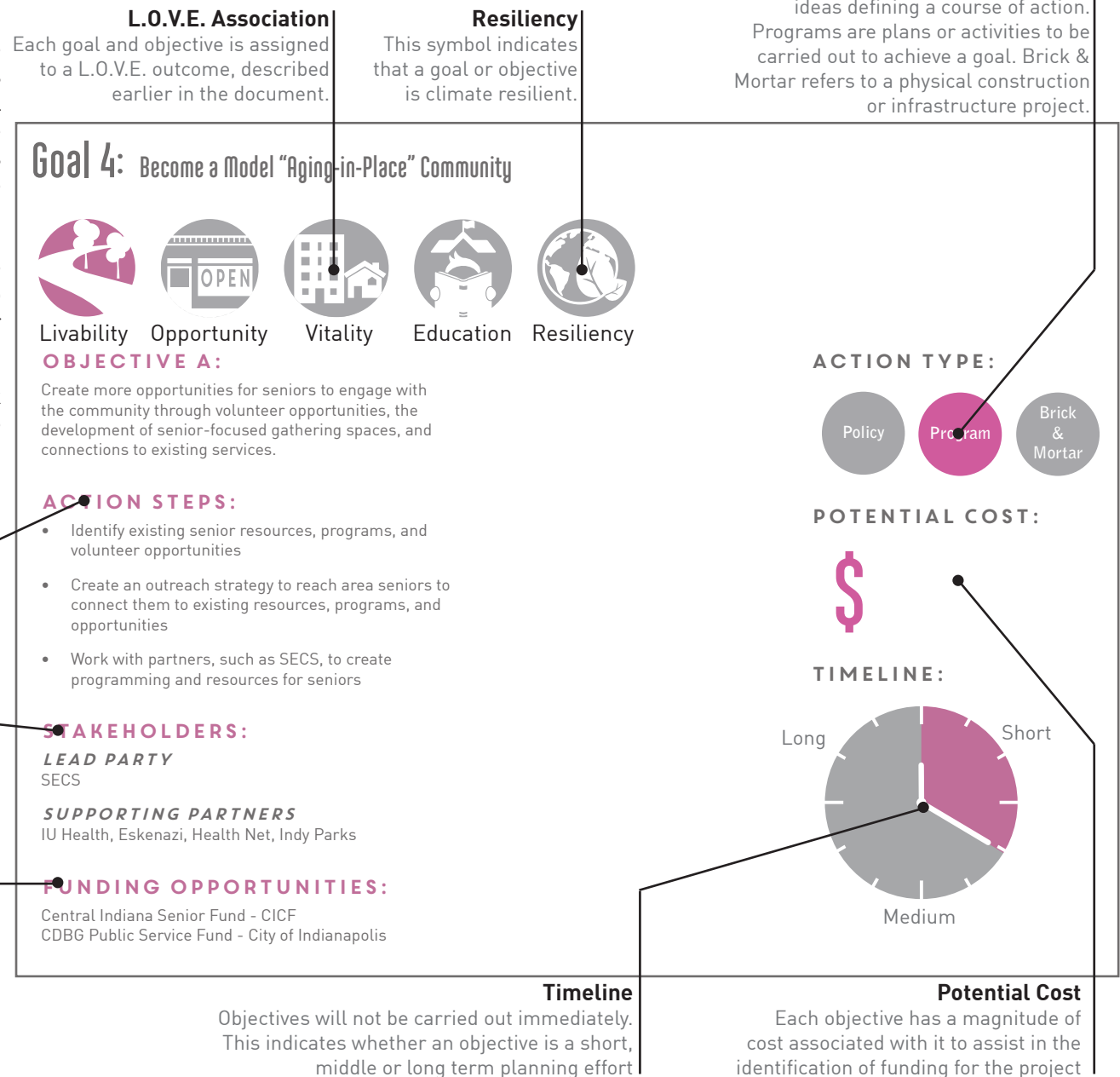
Policies and Programs Implementation

WHAT ARE OBJECTIVES AND ACTION STEPS?

The following pages of L.O.V.E Goals, Objectives, and Action Steps were developed through the community engagement process and discussions with the L.O.V.E. committees in order to distill community desires into actionable items. These are comprehensive and sensitive to the various aspects of community development. Although many of the goals are focused on the built environment, and concentrating on the physical aspects of the area, many others relate to the people-based needs of the community. The intent of the L.O.V.E. framework is to create actionable steps to achieve these goals over the next five years.

The L.O.V.E. Goals provide the overarching framework while the Objectives and Action Steps create measurable, implementable steps for success.

Action Type
Each objective references a specific action or task. Policies are overarching ideas defining a course of action. Programs are plans or activities to be carried out to achieve a goal. Brick & Mortar refers to a physical construction or infrastructure project.



Action Steps
These are the actionable items to facilitate or support the completion of the objective

Stakeholders
The organization or entity that is designated as a potential community partner to facilitate or complete the objective and action steps

Funding
These are specific funding opportunities for the project. Lettered abbreviations refer to funding sources identified in the Implementation chapter

Goal 1: Increase connectivity throughout the area by expanding trails, improving pedestrian infrastructure, and creating opportunities to access a variety of transportation options



OBJECTIVE A:

Improve the Rural/Southeastern/English Avenue intersection by creating safer pedestrian crossings, slowing cars, and building new or expanding existing sidewalks

ACTION STEPS:

- Conduct a walkability study of the intersection to identify missing infrastructure, areas in need of repair, and areas of opportunity
- Prioritize projects and locations for investment
- Advocate for sidewalk improvements, street repairs, traffic calming measures, and improved pedestrian crossings that fit with the brand of the Twin Aire Great Place

STAKEHOLDERS:

LEAD PARTY

SEND

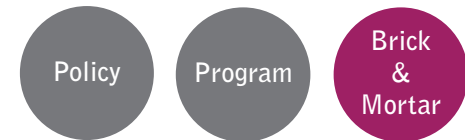
SUPPORTING PARTNERS

TANC, Health by Design, City of Indianapolis

FUNDING OPPORTUNITIES:

City of Indianapolis GF, Bond, A, B, E, J, AA, AD

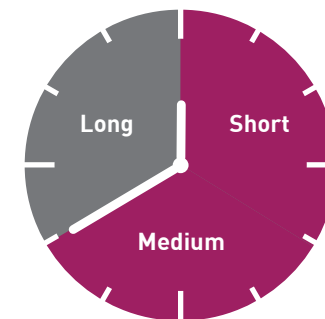
ACTION TYPE:



POTENTIAL COST:



TIMELINE:



Goal 1: Increase connectivity throughout the area by expanding trails, improving pedestrian infrastructure, and creating opportunities to access a variety of transportation options



OBJECTIVE B:

Connect the Pleasant Run Trail to the city's existing trail network, local parks, and nearby community centers

ACTION STEPS:

- Map existing community destinations, trails, and bike lanes
- Conduct a walkability and bikeability study to identify missing infrastructure, areas in need of repair, and areas of opportunity
- Prioritize projects and locations for investment
- Advocate for new trails and improvements
- Identify non-municipal funding sources to leverage to support potential City investment

STAKEHOLDERS:

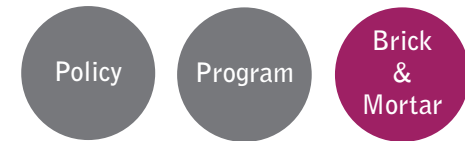
LEAD PARTY
SEND

SUPPORTING PARTNERS
TANC, Health by Design, City of Indianapolis, Keep Indianapolis Beautiful

FUNDING OPPORTUNITIES:

City of Indianapolis GF, Bond, A, B, C, D, J, O, V, AA, AB, AD, AJ

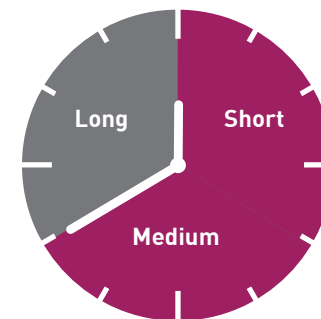
ACTION TYPE:



POTENTIAL COST:



TIMELINE:



Goal 1: Increase connectivity throughout the area by expanding trails, improving pedestrian infrastructure, and creating opportunities to access a variety of transportation options



OBJECTIVE C:

Address flooding and drainage issues throughout the neighborhood

ACTION STEPS:

- Advocate for the City to address the drainage through communication with DPW, DMD, and the Mayor's Action Center. Areas of specific concern include:
 - Hoyt and S Rural intersection
 - Along Southeastern Ave
 - Along Pleasant Run Parkway N Dr
 - Railroad underpasses
- Encourage the use of on-site green infrastructure best management practices in new development
- Improve stormwater utility infrastructure in conjunction with roadway, multimodal, and other utility projects.

STAKEHOLDERS:

LEAD PARTY

SEND

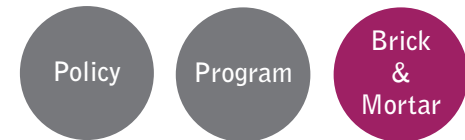
SUPPORTING PARTNERS

TANC, Health by Design, City of Indianapolis

FUNDING OPPORTUNITIES:

City of Indianapolis GF, Bond, A, C, J, U, AD

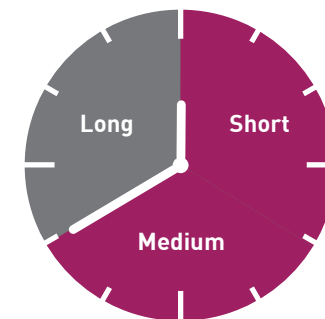
ACTION TYPE:



POTENTIAL COST:



TIMELINE:



Goal 1: Increase connectivity throughout the area by expanding trails, improving pedestrian infrastructure, and creating opportunities to access a variety of transportation options



OBJECTIVE D:

Focus pedestrian infrastructure investments along Rural Street, Southeastern Avenue, English Avenue, Pleasant Run Parkway, Keystone Avenue, and around Twin Aire Plaza to create a neighborhood that is accessible by residents of all ages and abilities

ACTION STEPS:

- Fill in missing sidewalks as identified in Appendix 4: Phase 1 Infrastructure Assessment
- Reconstruct deteriorating sidewalks as identified in Appendix 4: Phase 1 Infrastructure Assessment

STAKEHOLDERS:

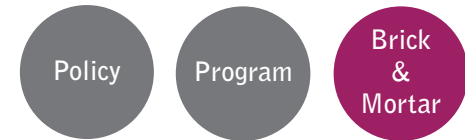
LEAD PARTY
SEND

SUPPORTING PARTNERS
City of Indianapolis

FUNDING OPPORTUNITIES:

City of Indianapolis GF, Bond, A, C, E, J, O, AD

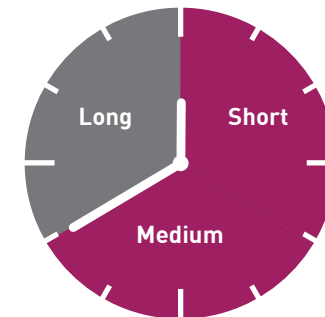
ACTION TYPE:



POTENTIAL COST:



TIMELINE:



Goal 1: Increase connectivity throughout the area by expanding trails, improving pedestrian infrastructure, and creating opportunities to access a variety of transportation options



OBJECTIVE E:

Connect and expand existing bike routes, build new bicycle amenities, and improve bicycle safety

ACTION STEPS:

- Map existing trails, routes, bike lanes, and bike sharrows
- Conduct a walkability and bikeability study to identify missing infrastructure, areas in need of repair, and opportunity areas
- Prioritize projects and locations for investment, including the recommended Keystone Ave cycle track, Southeastern Ave cycle track, and Pleasant Run Promenade
- Advocate for new trails and improvements
- Host bicycle educational classes for both adults and children. Classes could provide maintenance instructions, teach state bike laws, and provide low-cost safety features (i.e. headlights, taillights, bells, etc.)

STAKEHOLDERS:

LEAD PARTY

SEND

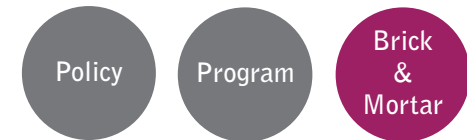
SUPPORTING PARTNERS

TANC, Health by Design, Indy Cog, Pacers Bike Share, City of Indianapolis, SECS, Nine13sports

FUNDING OPPORTUNITIES:

City of Indianapolis GF, Bond, A, B, C, O, V, AA, AB, AD, AJ, Nine13sports

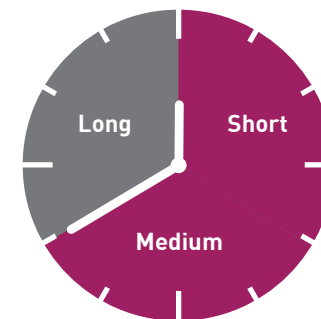
ACTION TYPE:



POTENTIAL COST:



TIMELINE:



Goal 1: Increase connectivity throughout the area by expanding trails, improving pedestrian infrastructure, and creating opportunities to access a variety of transportation options



OBJECTIVE F:

Create strong connections to transit and provide ample amenities at and around stops

ACTION STEPS:

- Map existing transit infrastructure, including bus stops, bus routes, bicycle routes, sidewalks, etc. with particular focus on the existing infrastructure near stops
- Conduct a walkability study of the area to identify missing infrastructure, areas in need of repair, and areas of opportunity
- Work with IndyGo to identify locations of future transit stops that would benefit from improvements and enhanced amenities
- Work with IndyGo and CIRTa to improve transit access to other job centers
- Work with large local employers to explore the possibility of non-municipal transportation services, such as shuttles and rideshares, to and from major employment locations

STAKEHOLDERS:

LEAD PARTY

SEND

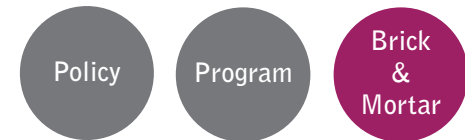
SUPPORTING PARTNERS

TANC, SECS, IndyGo, CIRTa, City of Indianapolis

FUNDING OPPORTUNITIES:

City of Indianapolis GF, Bond, A, B, C, D, E, AD, AJ

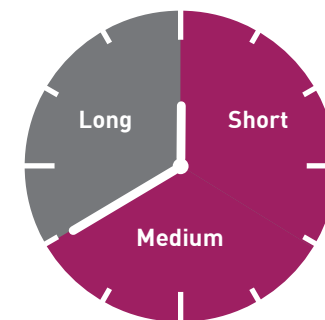
ACTION TYPE:



POTENTIAL COST:



TIMELINE:



Goal 1: Increase connectivity throughout the area by expanding trails, improving pedestrian infrastructure, and creating opportunities to access a variety of transportation options



OBJECTIVE G:

Work with Blue Indy to explore options for lower cost / affordable car share services

ACTION STEPS:

- Explore national best practices about car sharing for low-income individuals
- Work with Blue Indy to identify feasible locations for a potential car share station

STAKEHOLDERS:

LEAD PARTY

SEND

SUPPORTING PARTNERS

Blue Indy, City of Indianapolis

FUNDING OPPORTUNITIES:

Blue Indy, City of Indianapolis, SEND

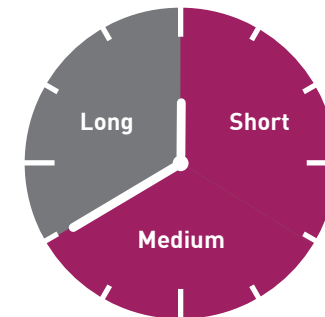
ACTION TYPE:



POTENTIAL COST:



TIMELINE:



Goal 1: Increase connectivity throughout the area by expanding trails, improving pedestrian infrastructure, and creating opportunities to access a variety of transportation options



OBJECTIVE H:

Reconnect the urban grid

ACTION STEPS:

- All roadway improvements should contain pedestrian and bicycle infrastructure
- Extend Trowbridge St, Temple Ave, Leeds Ave, and S Rural St into the Twin Aire site to reconnect the urban grid, support commercial activity, and encourage new residential development
- Extend Parker Ave, Oakland Ave, Gray St, Dearborn St, and LaSalle St south, across English Ave and Southeastern Ave to increase connectivity with new developments in these areas.
- Vacate Pleasant Run Parkway to improve connectivity throughout the area and support commercial activity

STAKEHOLDERS:

LEAD PARTY

SEND

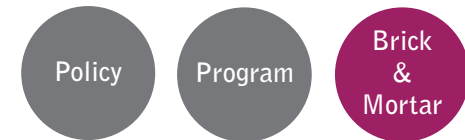
SUPPORTING PARTNERS

City of Indianapolis

FUNDING OPPORTUNITIES:

City of Indianapolis GF, Bond, Private, A, AD

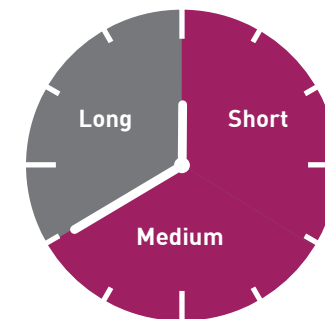
ACTION TYPE:



POTENTIAL COST:



TIMELINE:



Goal 2: Expand access to art, nature, and recreational opportunities for all residents



OBJECTIVE A:

Foster a unique cultural identity for the neighborhood by capitalizing on the area's diverse working-class history and existing assets

ACTION STEPS:

- Work with residents, long-standing businesses, and other stakeholders to identify locations that are historically significant within the neighborhood
- Create artwork, historic markers, and/or neighborhood gateways that reflect and honor the working-class history of the area

STAKEHOLDERS:

LEAD PARTY

SEND

SUPPORTING PARTNERS

TANC, Big Car, Arts Council of Indianapolis

FUNDING OPPORTUNITIES:

L, M, W, X, Y, AJ, AK, AS

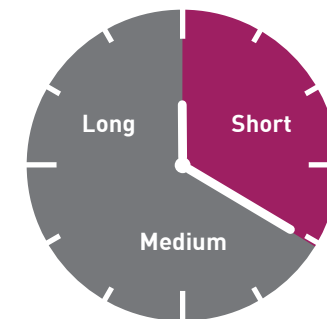
ACTION TYPE:



POTENTIAL COST:



TIMELINE:



Case Study: Lawrence Inside Out Community Art



Lawrence, Kansas is a small city with a strong arts culture. To celebrate the city's history, culture, and residents, a local photographer gathered 600 portraits of artists and community members to create a city-wide display. The Lawrence project is part of the worldwide "Inside Out" participatory art project created to strengthen communities.



"[Inside Out] is a global platform for people to share their untold stories and transform messages of personal identity into works of public art."

-Inside Out Project

Goal 2: Expand access to art, nature, and recreational opportunities for all residents



OBJECTIVE B:

Create a centralized community gathering space while enhancing connections between existing open spaces

ACTION STEPS:

- Using the recommendations from the plan, and specifically the outdoor village green, identify and prioritize potential gathering spaces for future investment
- Identify existing property ownership of prioritized potential gathering spaces to determine feasibility
- Work with existing property owner to negotiate land usage/ownership
- Identify funding opportunities and work with businesses and organizations to gather in-kind contributions
- Recruit residents, local organizations, and other volunteers to create the space
- Create a maintenance plan

STAKEHOLDERS:

LEAD PARTY

SEND

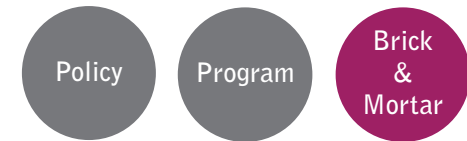
SUPPORTING PARTNERS

TANC, Keep Indianapolis Beautiful, SECS

FUNDING OPPORTUNITIES:

City of Indianapolis GF, Bond, AD, AJ, AK, AN, AS

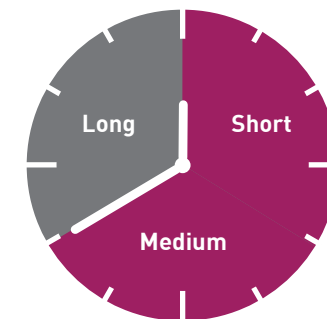
ACTION TYPE:



POTENTIAL COST:



TIMELINE:



Goal 2: Expand access to art, nature, and recreational opportunities for all residents



OBJECTIVE C:

Activate Pleasant Run Creek and Prospect Falls as natural assets

ACTION STEPS:

- Continue to develop and construct Micro Planning Area 1
- Organize Clean-up events with residents, local organizations, and other volunteers
- Work with KIB, ROW, and supporting partners to identify funding sources to enhance and make these natural assets accessible to all users
- Create a maintenance plan for regular clean-up events

STAKEHOLDERS:

LEAD PARTY

Keep Indianapolis Beautiful (KIB), Reconnecting With Our Waterways (ROW)

SUPPORTING PARTNERS

SEND, TANC, SECS

FUNDING OPPORTUNITIES:

KIB, ROW, Y, AJ, AK, AS

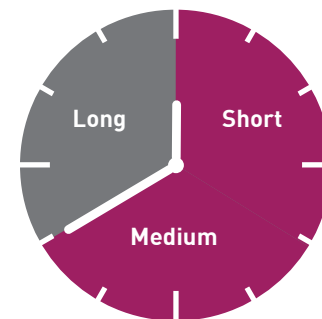
ACTION TYPE:



POTENTIAL COST:



TIMELINE:



Goal 2: Expand access to art, nature, and recreational opportunities for all residents



OBJECTIVE D:

Offer new recreation facilities and programs, such as soccer fields, basketball courts, etc., with particular focus given to Clayton and LaSalle Park

ACTION STEPS:

- Using the recommendations from the plan, work with Indy Parks to prioritize potential spaces for future investment
- Work with existing property owner to negotiate land usage/ownership
- Identify funding opportunities and work with businesses and organizations to gather in-kind contributions
- Recruit residents, local organizations, and other volunteers to create the space

STAKEHOLDERS:

LEAD PARTY

SECS

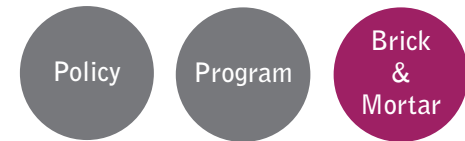
SUPPORTING PARTNERS

SEND, Indy Parks, Renew Indianapolis

FUNDING OPPORTUNITIES:

City of Indianapolis GF, Bond, AD, AJ, AK, AN, AS

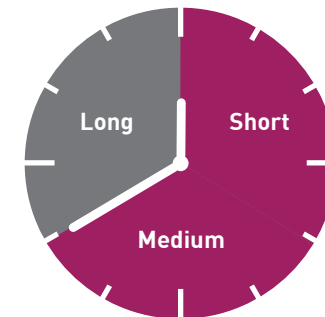
ACTION TYPE:



POTENTIAL COST:



TIMELINE:



Goal 2: Expand access to art, nature, and recreational opportunities for all residents



OBJECTIVE E:

Create new cultural programming to celebrate resident diversity

ACTION STEPS:

- For each program, identify the event theme based on resident and target-audience interest
- Create a calendar of existing events and activities to ensure that the new program will not compete with long-established events
- Identify funding sources
- Plan the program and market to the identified audience

STAKEHOLDERS:

LEAD PARTY

SEND

SUPPORTING PARTNERS

TANC, SECS

FUNDING OPPORTUNITIES:

SEND, W, Y, AJ, AK, AS

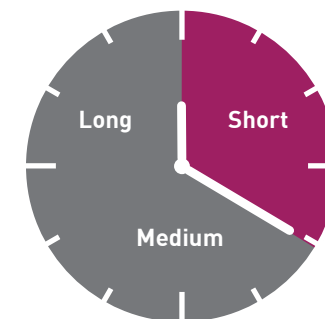
ACTION TYPE:



POTENTIAL COST:



TIMELINE:



Goal 2: Expand access to art, nature, and recreational opportunities for all residents



OBJECTIVE F:

Encourage small pocket or neighborhood parks within the existing neighborhood fabric that serve the immediate area and increase neighborhood greenspace

ACTION STEPS:

- Identify and prioritize potential pocket parks through resident input and engagement
- Identify existing property ownership of prioritized potential gathering spaces to determine feasibility
- Work with existing property owner to negotiate land usage/ ownership
- Identify funding opportunities and work with businesses and organizations to gather in-kind contributions
- Recruit residents, local organizations, and other volunteers to create the space
- Create a maintenance plan

STAKEHOLDERS:

LEAD PARTY

KIB

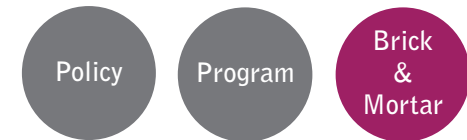
SUPPORTING PARTNERS

SEND, TANC

FUNDING OPPORTUNITIES:

City of Indianapolis GF, Bond, Y, AD, AJ, AK

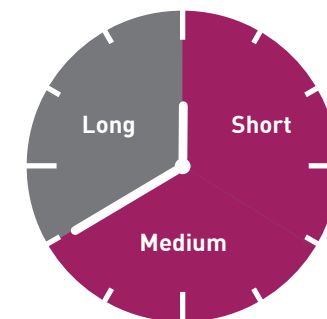
ACTION TYPE:



POTENTIAL COST:



TIMELINE:



Goal 3: Improve Public Health and Safety



OBJECTIVE A:

Improve public safety

ACTION STEPS:

- Increase pedestrian-scaled lighting along streets, trails, and sidewalks
- Advocate for minimum lighting levels in parking lots, driveways, and walkways in private development
- Advocate for and implement Crime Prevention Through Environmental Design principles

STAKEHOLDERS:

LEAD PARTY

SEND

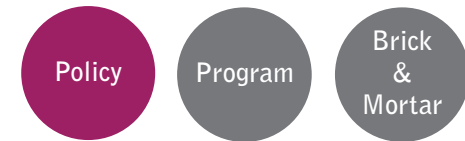
SUPPORTING PARTNERS

City of Indianapolis, IMPD, IPL, Mayor's Action Center

FUNDING OPPORTUNITIES:

City of Indianapolis GF, Bond, Private, A, C

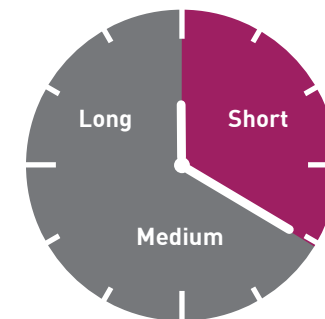
ACTION TYPE:



POTENTIAL COST:



TIMELINE:



Goal 3: Improve Public Health and Safety



OBJECTIVE B:

Strengthen the community's relationship with IMPD

ACTION STEPS:

- Develop a mentorship program between schools and IMPD with an emphasis on the Latinx community
- Advocate for IMPD to conduct roll calls in neighborhood
- Explore the possibility of community relations officers for the area
- Support the transition of the Southeast District into Twin Aire. Invite IMPD to attend community meetings & school functions.
- Consider hosting a National Night Out event

STAKEHOLDERS:

LEAD PARTY

Southeast Crime Watch District

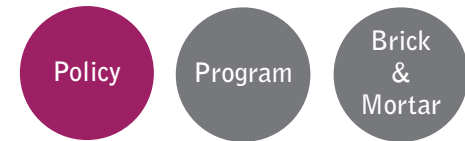
SUPPORTING PARTNERS

TANC, La Plaza, IMPD, Southeast Crime Watch District

FUNDING OPPORTUNITIES:

IMPD, City of Indianapolis GF

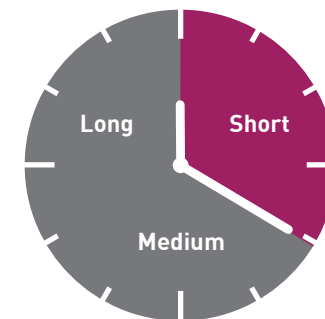
ACTION TYPE:



POTENTIAL COST:



TIMELINE:



Goal 3: Improve Public Health and Safety



OBJECTIVE C:

Explore opportunities to partner with healthcare providers to expand resident access to primary care, health clinics, and mental health facilities

ACTION STEPS:

- Partner with local health care providers
- Identify a potential location for a health clinic and/or explore the possibility of bringing a mobile clinic to the area

STAKEHOLDERS:

LEAD PARTY

SECS

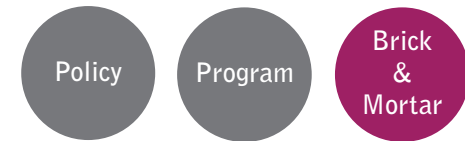
SUPPORTING PARTNERS

HealthNet, Eskenazi Community Health Network, IU Health

FUNDING OPPORTUNITIES:

SECS, HealthNet, Eskenazi Community Health Network, IU Health

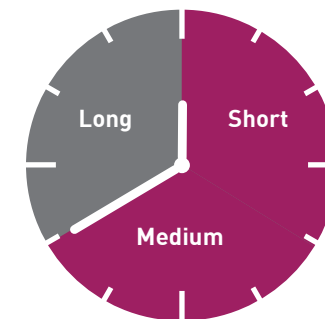
ACTION TYPE:



POTENTIAL COST:



TIMELINE:



Goal 3: Improve Public Health and Safety



OBJECTIVE D:

Support Southeast Community Health Task Force and its efforts to expand healthy options at corner stores

ACTION STEPS:

- Identify existing convenience stores and gas stations, with particular focus at the Prospect & Keystone intersection
- Explore national best practices for healthy corner store programs

STAKEHOLDERS:

LEAD PARTY

Purdue Extension

SUPPORTING PARTNERS

SECS, SEND, TANC, Indy Food Council, Garden on the Go

FUNDING OPPORTUNITIES:

SECS, Private

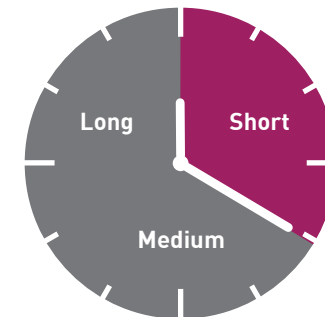
ACTION TYPE:



POTENTIAL COST:



TIMELINE:



Case Study: Healthy in a Hurry Corner Store Program



LOCATION: LOUISVILLE, KY

The YMCA of Greater Louisville partnered with the Louisville Department of Public Health and the Center for Healthy Equity to create the Healthy in a Hurry Corner Store Initiative that works to address the lack of fresh produce in the city's low-income neighborhoods. The initiative is grant funded and provides financial and technical assistance to corner stores interested in selling fresh and affordable produce. Six corner stores are currently participating in the program, with some experiencing double the amount of sales of produce and a significant increase in customer traffic. The University of Louisville found a 95% increase in the amount of fresh produce consumed by customers since the program was implemented.



Goal 4: Create a Community Center



OBJECTIVE A:

Develop a central community space for all people that provides health and recreation facilities, career development programs, workforce training, and event spaces

ACTION STEPS:

- Work with partners to identify a location, if different from the location represented on the Concept 1- CJC Focus or Concept 2 - Advanced Manufacturing Focus development plans
- Refine the draft program based on updated community needs to determine spaces and resources to prioritize
- Conduct a feasibility study building upon the proposed development and program
- Identify funding sources and conduct a fundraising campaign for the facility

STAKEHOLDERS:

LEAD PARTY

SEND, SECS

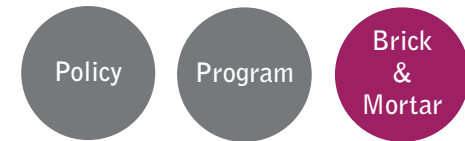
SUPPORTING PARTNERS

LISC, United Way

FUNDING OPPORTUNITIES:

Private, Lease, AD, AE, AJ, AN, AS

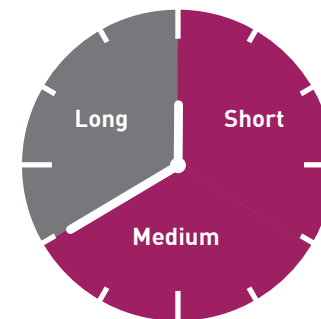
ACTION TYPE:



POTENTIAL COST:



TIMELINE:



Goal 1: Establish a dense, mixed-use center of activity that attracts local businesses and enhances economic development initiatives



OBJECTIVE A:

Improve infrastructure, including bike/pedestrian amenities, plazas, roadways, storm water facilities, sewer, etc., to support new commercial and industrial investment

ACTION STEPS:

- For any areas that are rezoned for mix use development, ensure the standards contained within the document are incorporated into the zoning
- Advocate for a scoping report for identified infrastructure projects (cross-reference with infrastructure recommendations)
- Advocate for storm water upgrades including green infrastructure
- Establish a tax increment financing district (TIF) to fund some infrastructure projects
- Seek funding through both local and non-municipal sources

STAKEHOLDERS:

LEAD PARTY

SEND

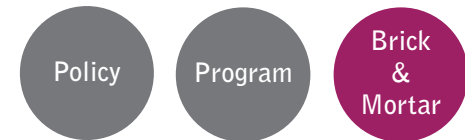
SUPPORTING PARTNERS

City of Indianapolis, TANC, Local Property Owners

FUNDING OPPORTUNITIES:

City of Indianapolis GF, Bond, Private, A, B, C, O, V, AA, AB, AD, AJ,

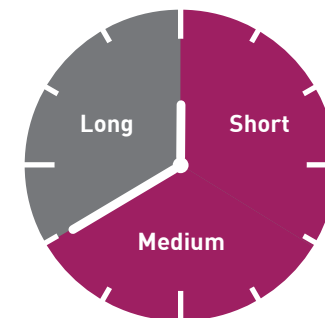
ACTION TYPE:



POTENTIAL COST:



TIMELINE:



Goal 1: Establish a dense, mixed-use center of activity that attracts local businesses and enhances economic development initiatives



OBJECTIVE B:

Reduce barriers to reinvestment by prioritizing brownfield remediation, site assembly, and clustering commercial development to create a neighborhood Village Center

ACTION STEPS:

- Work with DMD and Develop Indy to build upon the investment to identify an economic development professional who would help to redevelop this area
- Identify an organizational project lead to focus on-site assembly
- Seek funding for continued remediation
- Using the recommendations from this plan, encourage customer-facing businesses to locate in the village core

STAKEHOLDERS:

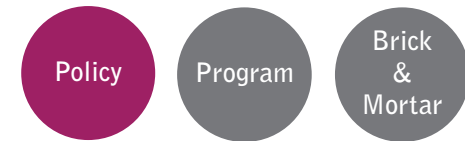
LEAD PARTY
SEND

SUPPORTING PARTNERS
City of Indianapolis, Renew Indianapolis

FUNDING OPPORTUNITIES:

T, U, AD

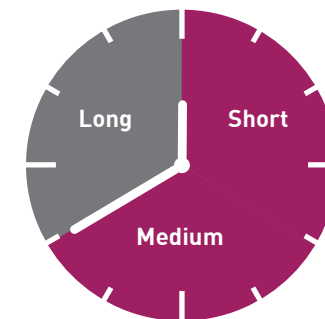
ACTION TYPE:



POTENTIAL COST:



TIMELINE:



Goal 1: Establish a dense, mixed-use center of activity that attracts local businesses and enhances economic development initiatives



OBJECTIVE C:

Prioritize development in the Village Center to act as a catalyst for revitalization of the area

ACTION STEPS:

- Review zoning and encourage the rezoning of properties to support mixed use developments
- Work with property owners to increase density on their property
- Ensure retention and expansion of existing business during redevelopment
- Consider locating the Community Center in the Village Center to act as a catalyst project

STAKEHOLDERS:

LEAD PARTY

SEND

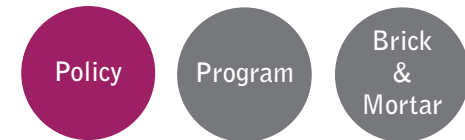
SUPPORTING PARTNERS

City of Indianapolis, Property Owners, LISC

FUNDING OPPORTUNITIES:

City of Indianapolis GF, Bond, AD, AJ, AK

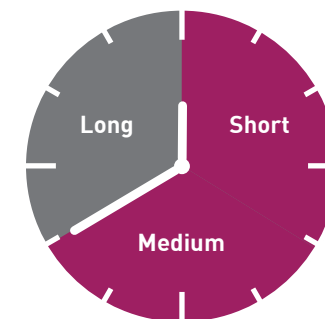
ACTION TYPE:



POTENTIAL COST:



TIMELINE:



Case Study: Mashpee Commons



LOCATION: MASHPEE, MA

First constructed in the mid-1960s, the development now known as Mashpee Commons was a typical suburban strip center and was home to a bank, hardware store, florist, two-screen movie theater, small market, post-office, and restaurant. The strip center faced significant disinvestment in the 1980s until it was converted into a mixed-use, mixed-income, pedestrian-friendly town center. Mashpee Commons was the first retrofit of a strip shopping center into a mixed-use town center, and now it is a thriving, open-air shopping district.



Goal 1: Establish a dense, mixed-use center of activity that attracts local businesses and enhances economic development initiatives



OBJECTIVE D:

Create additional opportunities for small businesses, retailers, and restaurants to locate in the area so that the daily needs of residents and employees can be met locally

ACTION STEPS:

- Create new commercial spaces in the Village Center
- Explore the possibility of offering free or reduced rents to new small businesses and entrepreneurs for a certain period of time

STAKEHOLDERS:

LEAD PARTY

SEND

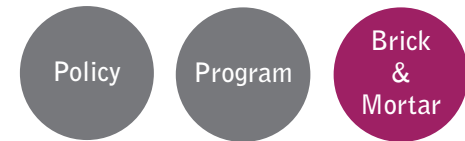
SUPPORTING PARTNERS

EmployIndy, Property Owners, LISC, Develop Indy

FUNDING OPPORTUNITIES:

Y, AN, AP

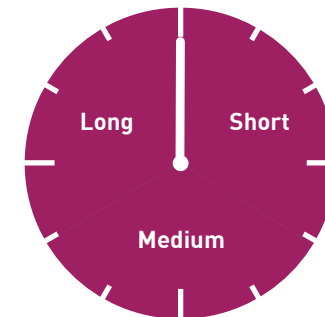
ACTION TYPE:



POTENTIAL COST:



TIMELINE:



Goal 1: Establish a dense, mixed-use center of activity that attracts local businesses and enhances economic development initiatives



OBJECTIVE E:

Maintain / support affordable rents for local businesses

ACTION STEPS:

- Identify best practices from other communities, such as the NorthEast Investment Cooperative example on the facing page.
- Partner neighborhood groups and local institutions to create a rent subsidy program, whereby qualifying local businesses receive a subsidy to make rental rates in new commercial buildings more affordable
- Develop a task force to implement the findings from the best practice research

STAKEHOLDERS:

LEAD PARTY

SEND

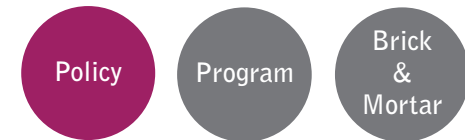
SUPPORTING PARTNERS

LISC

FUNDING OPPORTUNITIES:

SEND, AK, A0

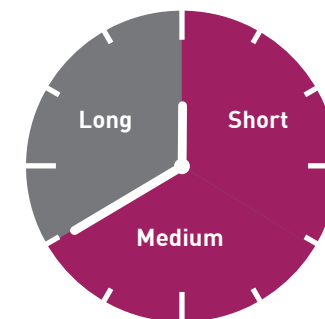
ACTION TYPE:



POTENTIAL COST:



TIMELINE:



Case Study: NorthEast Investment Cooperative



LOCATION: MINNEAPOLIS, MN

The NorthEast Investment Cooperative was founded in 2011 by a group of concerned citizens to collectively purchase, rehab, and manage commercial properties in Northeast Minneapolis. The organization rents commercial spaces to local tenants that provide services residents were interested in having in the area, including a bike shop, bakery, and brewery. Because the organization is focused on the neighborhood's long-term success, the NorthEast Investment Cooperative offers more affordable rents and flexibly compared to traditional retail landlords. NorthEast Investment Cooperative identifies underutilized property in the community and raises capital from community members, who then see modest financial returns on their investment.



*2506 Central Avenue
Before NorthEast Investment Cooperative*



*After NorthEast Investment Cooperative bought the building, which is
now home to Fair State Brewing*



Goal 2: Increase employment opportunities for local residents and create an economic development initiative that leverages the strengths of the neighborhood to attract local businesses and higher paying employers



OBJECTIVE A:

Leverage the redevelopment of Pleasant Run Crossing as a potential employment generator by adopting local hiring practices

ACTION STEPS:

- Identify best practices and programs to promote local hiring for both construction jobs during the construction period as well as permanent jobs in new businesses and institutions
- Create an implementation team made up of community organization representatives, city staff, workforce development professionals, and job training providers
- Establish a referral clearinghouse and job applicant portal for employers to utilize when they are ready to hire
- Adopt policy that developers and employers must use the referral system and make good faith efforts to hire job seekers

STAKEHOLDERS:

LEAD PARTY

SEND

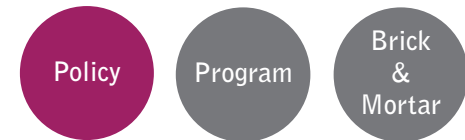
SUPPORTING PARTNERS

EmployIndy, Buy Indy East, SECS

FUNDING OPPORTUNITIES:

SEND, City of Indianapolis, EmployIndy, Private

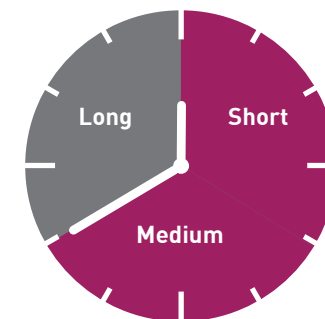
ACTION TYPE:



POTENTIAL COST:



TIMELINE:



Goal 2: Increase employment opportunities for local residents and create an economic development initiative that leverages the strengths of the neighborhood to attract local businesses and higher paying employers



OBJECTIVE B:

Advocate for a local procurement program for the Community Justice Campus that prioritizes utilizing local businesses and assists residents in identifying business opportunities related to purchasing needs

ACTION STEPS:

- Work with Indy's small business office to advocate for a local procurement program
- Work with the Community Justice Campus to identify necessary goods and services
- Work with neighborhood businesses to identify which goods and services they would be able to provide
- Support and provide technical assistance to businesses to scale-up to Community Justice Campus needs

STAKEHOLDERS:

LEAD PARTY

SEND

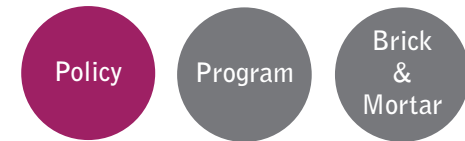
SUPPORTING PARTNERS

LISC, Buy Indy East, Indy Chamber, EmployIndy, SECS

FUNDING OPPORTUNITIES:

SEND, City of Indianapolis, EmployIndy

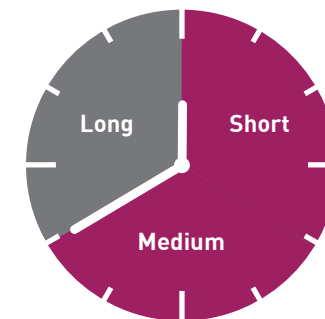
ACTION TYPE:



POTENTIAL COST:



TIMELINE:



Goal 2: Increase employment opportunities for local residents and create an economic development initiative that leverages the strengths of the neighborhood to attract local businesses and higher paying employers



OBJECTIVE C:

Create a marketing strategy to attract new businesses to the area by promoting the neighborhood's workforce, strategic location, existing facilities, shovel-ready properties, etc.

ACTION STEPS:

- Identify neighborhood strengths and develop a neighborhood-specific economic development strategy
- Use branding developed through the Great Places 2020 process to promote the neighborhood to developers
- Explore the possibility of working with Buy Indy East to package and market shovel ready properties to developers

STAKEHOLDERS:

LEAD PARTY

SEND

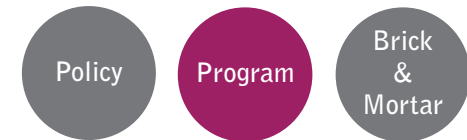
SUPPORTING PARTNERS

Buy Indy East, Develop Indy, LISC

FUNDING OPPORTUNITIES:

SEND, City of Indianapolis, Develop Indy

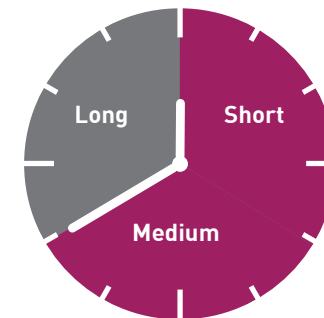
ACTION TYPE:



POTENTIAL COST:



TIMELINE:



Goal 2: Increase employment opportunities for local residents and create an economic development initiative that leverages the strengths of the neighborhood to attract local businesses and higher paying employers



OBJECTIVE D:

Connect residents and organizations to larger economic and workforce development initiatives offered throughout the city

ACTION STEPS:

- Identify and connect with existing economic and workforce development initiatives available throughout the city, such as programming through TeenWorks, Centers for Working Families, EmployIndy, and SUPPORTING PARTNERS
- Create an outreach and marketing strategy to connect residents to these existing initiatives
- Identify gaps in service or barriers preventing residents from accessing these opportunities

STAKEHOLDERS:

LEAD PARTY

SECS

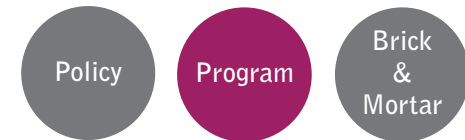
SUPPORTING PARTNERS

SEND, the Excel Center, Ivy Tech, WorkOne, EmployIndy, Centers for Working Families

FUNDING OPPORTUNITIES:

SECS, SEND, EmployIndy

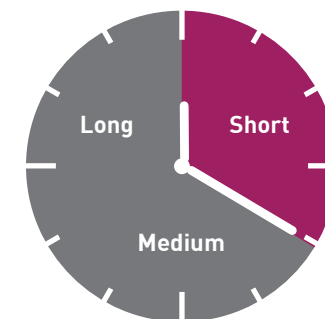
ACTION TYPE:



POTENTIAL COST:



TIMELINE:



Goal 2: Increase employment opportunities for local residents and create an economic development initiative that leverages the strengths of the neighborhood to attract local businesses and higher paying employers



OBJECTIVE E:

Improve access to other job centers

ACTION STEPS:

- Advocate for additional public transit opportunities
- Work with large employers in Indianapolis to explore the possibility of organized rideshare/carpool/shuttle service for the neighborhood

STAKEHOLDERS:

LEAD PARTY

SEND

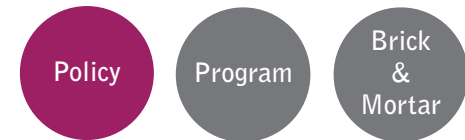
SUPPORTING PARTNERS

TANC, SECS, Transit Task Force, IndyGo, Blue Indy

FUNDING OPPORTUNITIES:

SEND, IndyGo

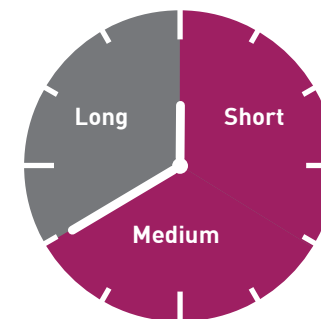
ACTION TYPE:



POTENTIAL COST:



TIMELINE:



Goal 3: Create resources for entrepreneurship and minimize barriers to entry for small businesses



OBJECTIVE A:

Partner with small business support programs to connect entrepreneurs to business mentoring services, technical assistance, and capital

ACTION STEPS:

- Identify an appropriate location for the small business support center, with potential priority given to the new community center
- Identify potential workforce development partners
- Provide technical assistance with business plans, identifying funding, legal structures, federal and state tax IDs, licenses and permits, MBE/WBE/VBE/DBE certification, etc.

STAKEHOLDERS:

LEAD PARTY

SECS

SUPPORTING PARTNERS

SEND, TANC, The Excel Center, Ivy Tech, WorkOne, EmployIndy, Centers for Working Families, LISC

FUNDING OPPORTUNITIES:

SECS, SEND, A0

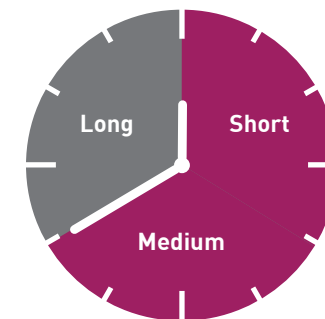
ACTION TYPE:



POTENTIAL COST:



TIMELINE:



Goal 3: Create resources for entrepreneurship and minimize barriers to entry for small businesses



OBJECTIVE B:

Provide bilingual programming to connect non-native English speakers to small-business resources

ACTION STEPS:

- Develop a toolbox to connect residents to business opportunities

STAKEHOLDERS:

LEAD PARTY
SECS

SUPPORTING PARTNERS
La Plaza

FUNDING OPPORTUNITIES:

SECS

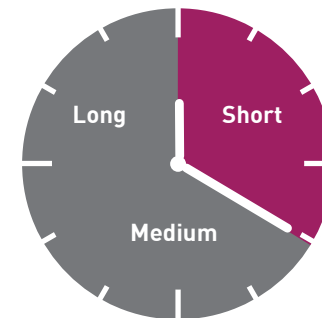
ACTION TYPE:



POTENTIAL COST:



TIMELINE:



Goal 3: Create resources for entrepreneurship and minimize barriers to entry for small businesses



OBJECTIVE C:

Create a “makers” village to act as an incubator for industrial and artisan small businesses

ACTION STEPS:

- Examine national best practices to determine the model appropriate for the Twin Aire maker space
- Using this plan, prioritize potential locations for a maker space and work with existing property owner(s) to determine feasibility
- Identify additional funding sources

STAKEHOLDERS:

LEAD PARTY

SEND

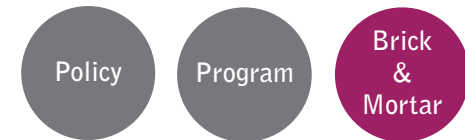
SUPPORTING PARTNERS

LISC, Riley Area Development Corp,

FUNDING OPPORTUNITIES:

Private, SEND, LISC, F

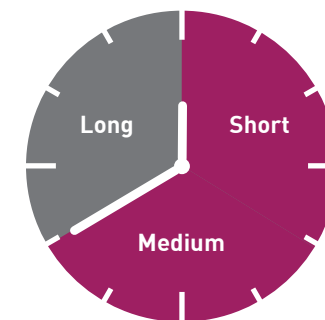
ACTION TYPE:



POTENTIAL COST:



TIMELINE:



Case Study: Greenpoint Manufacturing and Design



LOCATION: BROOKLYN, NYC

Founded in 1992, The Greenpoint Manufacturing and Design Center (GMDC) utilizes public/private financing to purchase, renovate, and lease space in derelict factories around the Greenpoint neighborhood. As a non-profit industrial developer, they utilize debt financing and are supported by many philanthropists and foundations. The 99 businesses surveyed in 2011 had the following make-up: 39 woodworkers, 27 fine artists/graphic artists, 20 artisans, 9 manufacturers, and 4 architecture/design studios. Over 100 businesses and 500 people are employed at the 6 buildings GMDC runs. With an average annual salary of \$41,618 per year, these businesses are making a significant impact on the surrounding neighborhoods. Many of the products are sold outside of the NY region, including 15% nationally, and 9% internationally, bringing outside dollars in to the local economy.



Goal 1: Ensure that the area will remain affordable for residents of all income levels by developing programs to assist current residents to remain in their neighborhoods



OBJECTIVE A:

Partner with local housing organizations to preserve and expand affordable rental and for-sale options in the area

ACTION STEPS:

- Create a map/inventory of property ownership in the area, noting which properties are subsidized affordable, market-rate, and naturally occurring affordable
- Identify potential development/redevelopment opportunities
- Work with private landlords to ensure that private options are safe and habitable
- Prioritize the long-term affordability of existing affordable housing

STAKEHOLDERS:

LEAD PARTY

SEND

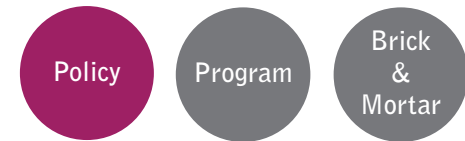
SUPPORTING PARTNERS

Renew Indianapolis, City of Indianapolis, IHADA, Marion County Treasurer's Office, Existing Property Owners, TWG

FUNDING OPPORTUNITIES:

F, G, H, I, X, AM, AQ, AR

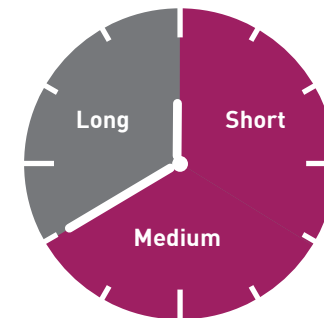
ACTION TYPE:



POTENTIAL COST:



TIMELINE:



Goal 1: Ensure that the area will remain affordable for residents of all income levels by developing programs to assist current residents to remain in their neighborhoods



OBJECTIVE B:

Focus initial efforts to preserve affordability near the western edge of the Great Places 2020 boundary due to the rapidly changing housing market

ACTION STEPS:

- Advocate for public policy that supports affordability
- Focus on advocacy for state statute change

STAKEHOLDERS:

LEAD PARTY

SEND

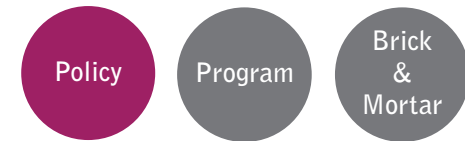
SUPPORTING PARTNERS

Fair Housing Center of Central Indiana, LISC, INHP

FUNDING OPPORTUNITIES:

SEND

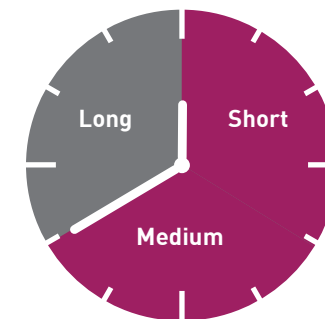
ACTION TYPE:



POTENTIAL COST:



TIMELINE:



Goal 1: Ensure that the area will remain affordable for residents of all income levels by developing programs to assist current residents to remain in their neighborhoods



OBJECTIVE C:

Explore the possibility of a community land trust to preserve affordability as the housing market continues to improve

ACTION STEPS:

- Examine national best practices and determine feasibility. Identify potential development/redevelopment opportunities
- If a community land trust is the best option, identify lead organization and implement

STAKEHOLDERS:

LEAD PARTY

SEND

SUPPORTING PARTNERS

TANC, Renew Indianapolis, City of Indianapolis

FUNDING OPPORTUNITIES:

SEND, Renew Indianapolis, City of Indianapolis

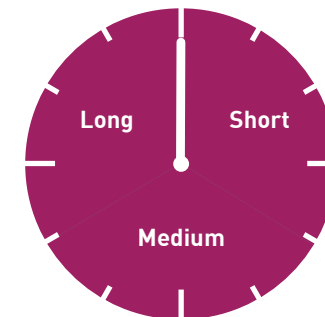
ACTION TYPE:



POTENTIAL COST:



TIMELINE:



Case Study: Durham Community Land Trust



LOCATION: DURHAM, NC

A community land trust (CLT) is a non-profit, community-based organization created to acquire and hold land in order to provide long-term affordable housing access for community residents. CLTs primarily work to preserve long-term housing affordability for low and moderate-income households, specifically targeting families at or below 80% of the Area Median Income. When the trust acquires land, it maintains ownership of it permanently. Once a prospective buyer is found, the land trust enters in to a long-term renewable lease with the buyer as opposed to a purchase agreement (typically a 99-year renewable land lease). When the home is sold in the future, the homeowner shares in a percentage of the increased property value, while the rest returns to the CLT so that it can ensure housing affordability for the next low to moderate income family.

Durham Community Land Trustees, Inc. (DCLT) was established in 1987 when members of Durham’s West End, Burch Avenue, and Lyons Park neighborhoods came together to improve the community through crime prevention, increasing housing affordability, and promoting homeownership. The land trust’s portfolio now includes over 200 units of affordable housing in Durham’s West End neighborhoods with an additional 47 units currently under development.



Before



After

Goal 1: Ensure that the area will remain affordable for residents of all income levels by developing programs to assist current residents to remain in their neighborhoods



OBJECTIVE D:

As the housing market continues to improve, work with public officials and community leaders to establish mechanisms to reduce or limit property tax impacts on homeowners

ACTION STEPS:

- Explore best practices in property tax discount programs.
- Advocate for statutes that enable such programs at the state and local level.
- Establish eligibility criteria that may include minimum length of ownership, unit type (single family or duplex), minimum percent change in property tax over a given period, income restrictions, and no tax delinquency.
- Determine if the tax assistance will be set up as a loan to be repaid when the property is sold or if it is a reduction in tax owed.
- Adopt the program at the city level.

STAKEHOLDERS:

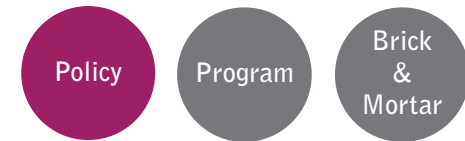
LEAD PARTY
SEND

SUPPORTING PARTNERS
City of Indianapolis, Fair Housing Center of Central Indiana

FUNDING OPPORTUNITIES:

SEND, City of Indianapolis

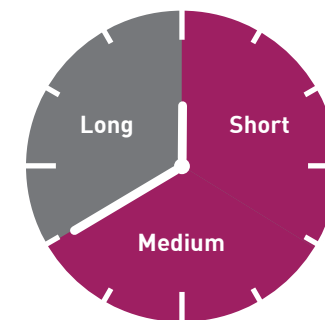
ACTION TYPE:



POTENTIAL COST:



TIMELINE:



Goal 1: Ensure that the area will remain affordable for residents of all income levels by developing programs to assist current residents to remain in their neighborhoods



OBJECTIVE E:

Encourage increased home ownership by connecting renters and potential homeowners with services such as INHP's down payment assistance program and other financial products

ACTION STEPS:

- Direct residents to existing resources

STAKEHOLDERS:

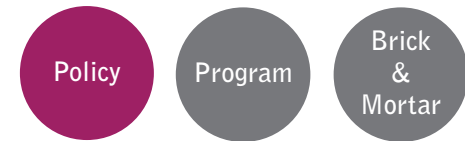
LEAD PARTY
SEND, SECS

SUPPORTING PARTNERS
INHP, IHCDA

FUNDING OPPORTUNITIES:

INHP, F

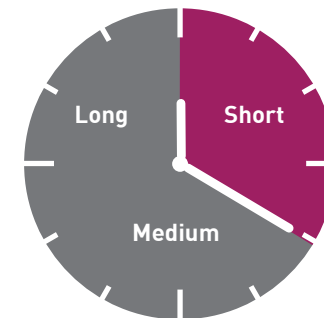
ACTION TYPE:



POTENTIAL COST:



TIMELINE:



Goal 2: Improve the quality of the existing housing stock and create a diverse range of new housing options



OBJECTIVE A:

Create new mixed income housing products that are currently missing from the market, including townhomes, small multi-family apartments, and live/work units

ACTION STEPS:

- Prioritize the former Twin Aire Drive-in site as a location for new mixed income development
- Market the opportunity to developers

STAKEHOLDERS:

LEAD PARTY

SEND

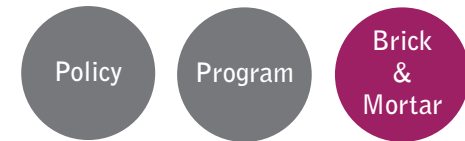
SUPPORTING PARTNERS

Live Indy East, City of Indianapolis, MIBOR

FUNDING OPPORTUNITIES:

Private

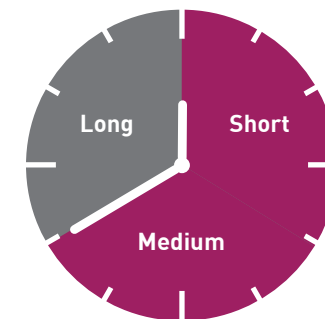
ACTION TYPE:



POTENTIAL COST:



TIMELINE:



Goal 2: Improve the quality of the existing housing stock and create a diverse range of new housing options



OBJECTIVE B:

Help current homeowners access technical assistance and capital to make home improvements

ACTION STEPS:

- Connect current homeowners to Owner-Occupied Repair resources available through SEND, INHP, Habitat for Humanity, and other local partners
- Connect residents to INHP's Revive Indy Program.

STAKEHOLDERS:

LEAD PARTY

SEND

SUPPORTING PARTNERS

Habitat for Humanity, City of Indianapolis, INHP

FUNDING OPPORTUNITIES:

SEND, City of Indianapolis, INHP

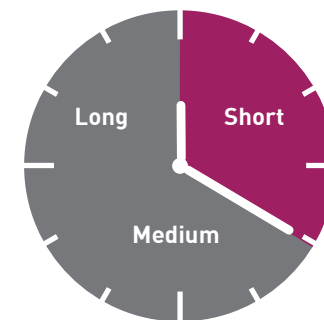
ACTION TYPE:



POTENTIAL COST:



TIMELINE:



Goal 2: Improve the quality of the existing housing stock and create a diverse range of new housing options



OBJECTIVE C:

Explore the possibility of establishing a rental repair program that provides loans, construction management, and project management services to carry out repair and improvements to market-rate rental properties. This capital and technical support can be tied to maintaining the long-term affordability of units

ACTION STEPS:

- Investigate best practices from other cities
- Determine the feasibility of program
- Create program rules and eligibility
- Market to existing landlords

STAKEHOLDERS:

LEAD PARTY

SEND

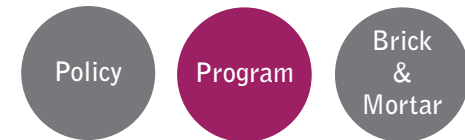
SUPPORTING PARTNERS

City of Indianapolis, Live Indy Eats, INHP, LISC

FUNDING OPPORTUNITIES:

SEND, City of Indianapolis, INHP

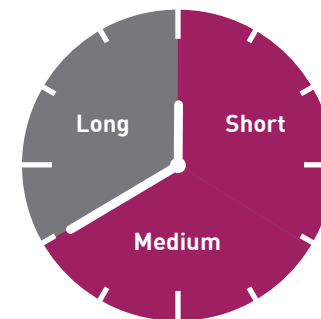
ACTION TYPE:



POTENTIAL COST:



TIMELINE:



Goal 2: Improve the quality of the existing housing stock and create a diverse range of new housing options



OBJECTIVE D:

Create a neighborhood pattern book to guide new development so that it complements the existing character and form of the area

ACTION STEPS:

- Create a Pattern Book for the neighborhood to guide the design of new development.
- Work with the Department of Metropolitan Development to adopt the guidebook.

STAKEHOLDERS:

LEAD PARTY

SEND

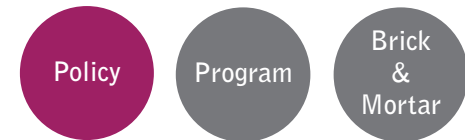
SUPPORTING PARTNERS

City of Indianapolis, IUPUI, Ball State University

FUNDING OPPORTUNITIES:

City of Indianapolis

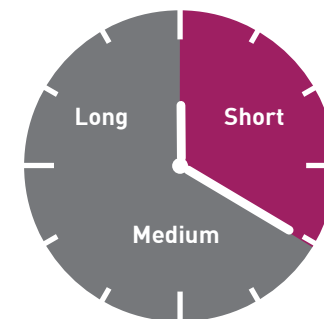
ACTION TYPE:



POTENTIAL COST:



TIMELINE:



Case Study: St. Clair Place Pattern Book



LOCATION: INDIANAPOLIS, IN

A Neighborhood Pattern Book provides a set of guidelines that either recommend or require design standards for properties that undergo building activity within a specific geography. Pattern Books help to ensure that new investments in neighborhoods are durable, fit within the context of the existing homes, and contribute to the neighborhood's success. St. Clair Place on the east side of Indianapolis has a neighborhood Pattern Book that is used to guide housing development.

4.6.1 SIDING

- ❑ Vinyl siding is generally discouraged.
- ❑ If proposed, vinyl must be smooth, not stamped with false wood-grain or other textures.
- ❑ Dutch lap siding is not permitted.
- ❑ Cementitious siding is to be smooth, not patterned.
- ❑ The maximum exposure for all horizontal siding is 6".

4.6.2 TRIM

NOTE: Trim is to be sensitively handled as it often gives a great sense of character to traditional housing units.

- ❑ Corner trim must be a minimum of 3-1/2" wide.
- ❑ Trim is to be smooth, not rough-sawn.
- ❑ Trim must be primed on all surfaces + painted.
- ❑ Trim should be either Cedar, Composite, or Engineered Wood. No SPF, Framing Lumber, or Poplar is permitted for trim.
- ❑ When vinyl siding is used as the surface material - trim boards should be built out to allow vinyl siding to tuck behind trim boards.

NOTE: This essentially requires that windows/doors/corners be trimmed twice - once with a "filler board" that the J-channel butts into, then once with a finish trim board that overlaps the J. The filler board cannot be OSB or another synthetic product and it needs to be flashed properly to ensure durability.

4.6.5 COLORS

- ❑ A minimum of two colors is to be used on exterior elevations (an additional complementary or contrasting color should be used on doors and important details).
- ❑ Highly detailed units may exceed three colors for detailing purposes.
- ❑ Final color choices must be approved.

Dutch lap vinyl is not permitted.

Recreated or wood grain vinyl is not permitted.

J-channels should be tucked behind trim pieces.

The St. Clair Place Pattern Book outlines development standards for the neighborhood, such as siding and trim standards.

COMPLIANT FRONT DOORS: These types of doors and the shapes of their inserts are often found on existing homes and are acceptable.

NON-COMPLIANT FRONT DOORS: These types of doors and the shapes of their inserts come from housing styles such as ranches and newer styles which are inconsistent with the housing types in Saint Clair Place.

COMPLIANT WINDOWS: These types of windows and sash configurations are commonly found in Saint Clair Place and are acceptable.

NON-COMPLIANT WINDOWS: These types of windows come from housing styles such as ranches and newer styles which are inconsistent with the types in Saint Clair Place. However, this is primarily a concern for rehab as new construction allows more flexibility.

The St. Clair Place Pattern Book provides also guides design topics like doors and windows.

Goal 3: Become a Model “Aging-in-Place” Community



OBJECTIVE A:

Create more opportunities for seniors to engage with the community through volunteer opportunities, the development of senior-focused gathering spaces, and connections to existing services.

ACTION STEPS:

- Identify existing senior resources, programs, and volunteer opportunities
- Create an outreach strategy to reach area seniors to connect them to existing resources, program, and opportunities
- Work with partners, such as SECS, to create programming and resources for seniors

STAKEHOLDERS:

LEAD PARTY

SECS

SUPPORTING PARTNERS

IU Health, Eskenazi, Health Net, Indy Parks

FUNDING OPPORTUNITIES:

AJ, AK, AS

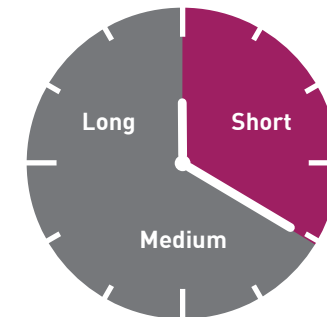
ACTION TYPE:



POTENTIAL COST:



TIMELINE:



Case Study: Mathers More Than a Café



LOCATION: CHICAGO, IL

Mathers More than a Café is a neighborhood-based, retail-oriented community center focused on senior programming. The café is a full-service restaurant that also offers community gathering spaces for residents all ages. However, Mathers Café focuses specifically on offering senior-focused activities, including fitness classes, chronic-disease management, continuing education, as well as other services and programs. More than 40 other organizations throughout the U.S. have expanded on or duplicated the Mathers Café model.



“NOTHING ABOUT MATHER’S – MORE THAN A CAFÉ LOOKS AS IF ITS AIMED AT PEOPLE OVER 50. BUT THE CHICAGO CAFÉ, WHICH COULD EASILY BE MISTAKEN FOR A LARGE STARBUCKS, IS MUCH MORE THAN THAT, SERVING AS A COMMUNITY HUB MOSTLY FOR OLDER PEOPLE, WITH DOZENS OF CLASSES ON TOPICS LIKE FLOWER ARRANGING, EGYPTIAN HISTORY AND DIGITAL SAFETY.”

— CONSTANCE GUSTKE, THE NEW YORK TIMES

Goal 3: Become a Model “Aging-in-Place” Community



OBJECTIVE B:

Develop a homeowner repair program specifically designed to make aging modifications so that seniors may remain in their homes

ACTION STEPS:

- Work with SEND, INHP, and the City to develop program logistics
- Create a marketing and outreach strategy to reach low-to-moderate income seniors in the neighborhood to connect them with resources

STAKEHOLDERS:

LEAD PARTY

SEND

SUPPORTING PARTNERS

NeighborLink, INHP, Rebuilding Together, 46201 Project, Indy Do Day

FUNDING OPPORTUNITIES:

SEND, F, G, AR

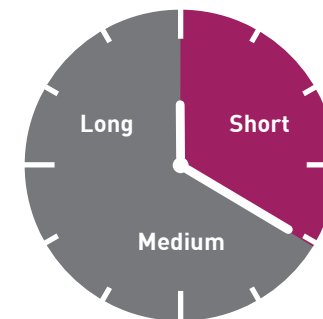
ACTION TYPE:



POTENTIAL COST:



TIMELINE:



Goal 1: Increase access to high-quality early learning and youth programming



OBJECTIVE A:

Increase the quality, access, and capacity of early learning options in the area

ACTION STEPS:

- Develop a map of child care options in the area
- Identify the licensed, unlicensed, and unregulated facilities
- Encourage existing facilities to work towards licensure and support facilities participating in the Paths to Quality program
- Provide trainings to current providers

STAKEHOLDERS:

LEAD PARTY

SECS

SUPPORTING PARTNERS

SEND, TANC, United Way

FUNDING OPPORTUNITIES:

SECS, United Way, Private

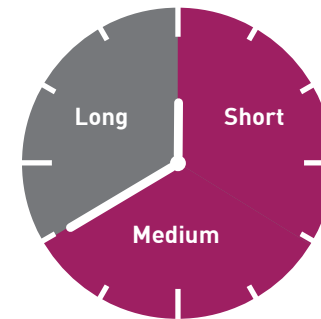
ACTION TYPE:



POTENTIAL COST:



TIMELINE:



Goal 1: Increase access to high-quality early learning and youth programming



OBJECTIVE B:

Work with provider to provide extended child care options

ACTION STEPS:

- Encourage existing providers to become Child Care and Development Fund (CCDF) certified so that low-income families with CCDF vouchers can access childcare locally
- Work with providers to expand facility hours to meet the needs of neighborhood working-families

STAKEHOLDERS:

LEAD PARTY

SECS

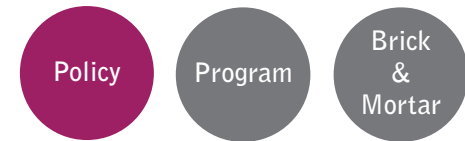
SUPPORTING PARTNERS

Early Learning Indiana, United Way, SEND, TANC

FUNDING OPPORTUNITIES:

SECS, United Way, Private

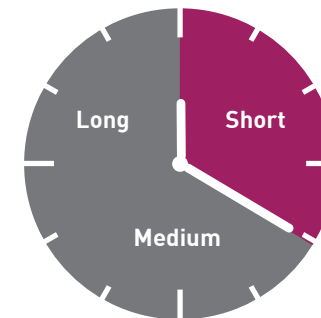
ACTION TYPE:



POTENTIAL COST:



TIMELINE:



Goal 1: Increase access to high-quality early learning and youth programming



OBJECTIVE C:

Expand pre-k offerings throughout the neighborhood so that all residents can access early-childhood educational opportunities

ACTION STEPS:

- Explore the possibility of creating two generational programming
- Explore the possibility of an infant to pre-k early learning facility

STAKEHOLDERS:

LEAD PARTY

SECS

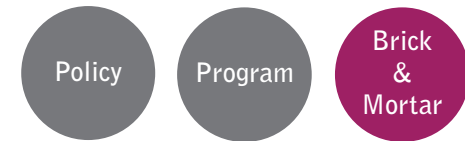
SUPPORTING PARTNERS

SEND, United Way, Early Learning Indiana, IFF

FUNDING OPPORTUNITIES:

SECS, IFF

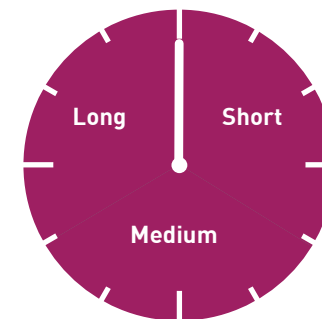
ACTION TYPE:



POTENTIAL COST:



TIMELINE:



Goal 1: Increase access to high-quality early learning and youth programming



OBJECTIVE D:

Utilize existing ecological assets, such as Pleasant Run Creek and Prospect Falls, to create environmental educational opportunities

ACTION STEPS:

- Develop a learning trail for students and residents that highlights the environmental/ecological characteristics of the area

STAKEHOLDERS:

LEAD PARTY

SEND

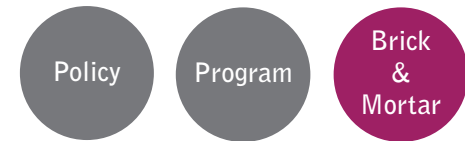
SUPPORTING PARTNERS

Keep Indianapolis Beautiful, Reconnecting to Our Waterways, Indy Parks

FUNDING OPPORTUNITIES:

KIB, ROW, Y, AJ

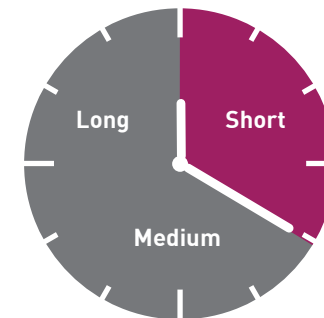
ACTION TYPE:



POTENTIAL COST:



TIMELINE:



Goal 1: Increase access to high-quality early learning and youth programming



OBJECTIVE E:

Increase transportation options for students to access educational opportunities

ACTION STEPS:

- Continue to advocate for the Marion County Transit Plan
- Examine existing routes for walking and biking to local schools and identify areas for improvement
- Encourage nearby schools, including public, private, and charter, to participate in Safe Routes to School programs
- Increase bus capacity at local schools

STAKEHOLDERS:

LEAD PARTY

Southeast Transit Task Force

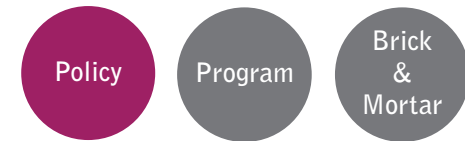
SUPPORTING PARTNERS

SEND, TANC, Indy Connect, Indy Cog, IPS, Local Charter Schools

FUNDING OPPORTUNITIES:

Indy Connect, IndyGo, IPS

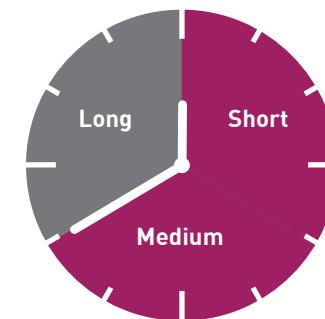
ACTION TYPE:



POTENTIAL COST:



TIMELINE:



Goal 1: Increase access to high-quality early learning and youth programming



OBJECTIVE F:

Work with existing education providers to offer a variety of opportunities for neighborhood youth so that more of their education needs can be met locally and will set them up for success to graduate with a high school diploma

ACTION STEPS:

- Inventory existing educational opportunities in the area
- Identify areas to improve and expand
- Work with educational partners to improve and/or expand educational opportunities in the area
- Work with and support current schools, including IPS and nearby charter schools, to improve quality
- Expand before and after school care and programs as well as learning opportunities over summer breaks

STAKEHOLDERS:

LEAD PARTY

SECS

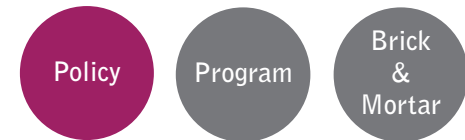
SUPPORTING PARTNERS

SEND, IPS, Local Charter Schools, Office of Education Innovation

FUNDING OPPORTUNITIES:

SECS, IPS, Local Charter Schools, Office of Education Innovation

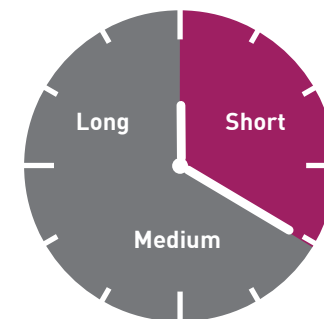
ACTION TYPE:



POTENTIAL COST:



TIMELINE:



Goal 1: Increase access to high-quality early learning and youth programming



OBJECTIVE G:

Increase communication about child care, educational, and programming opportunities in the area

ACTION STEPS:

- To increase local knowledge about educational opportunities, utilize social media, distribute community flyers, create bill boards, post on Next Door, and communicate through the Neighborhood Association

STAKEHOLDERS:

LEAD PARTY

SEND

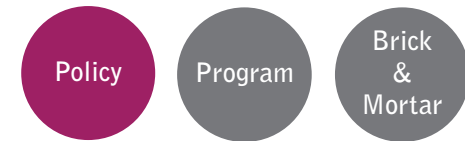
SUPPORTING PARTNERS

TANC, Neighborhood Associations, Mayor's Neighborhood Advocates

FUNDING OPPORTUNITIES:

TANC, City of Indianapolis

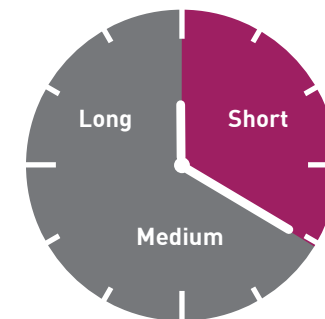
ACTION TYPE:



POTENTIAL COST:



TIMELINE:



Goal 2: Expand opportunities for post-secondary education and workforce development



OBJECTIVE A:

Connect residents to existing services, adult educational programs, job-skills programs, and training opportunities

ACTION STEPS:

- Communicate educational opportunities to residents
- Examine existing routes to Ivy Tech campuses and IUPUI to identify areas for improvement
- Explore the possibility of providing bus passes and/or gas cards to residents seeking these programs
- Explore the possibility of creating a mentorship program
- Connect locals to legal services so that residents can feel empowered regarding real estate matters, family law, immigration, criminal concerns, etc.

STAKEHOLDERS:

LEAD PARTY

SECS

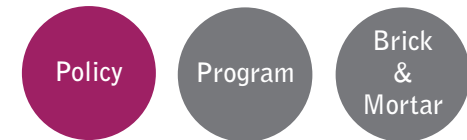
SUPPORTING PARTNERS

SEND, Southeast Transit Task Force, The Excel Center, Ivy Tech, IUPUI, WorkOne, EmployIndy, Centers for Working Families, Legal Aid, Neighborhood Christian Legal Clinic, Indiana Legal Services, Immigrant Welcome Center, Fair Housing Action Center

FUNDING OPPORTUNITIES:

SECS, LISC, Ivy Tech, IUPUI, WorkOne, EmployIndy

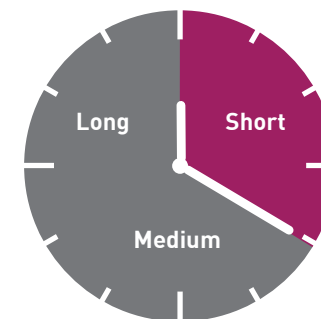
ACTION TYPE:



POTENTIAL COST:



TIMELINE:



Goal 2: Expand opportunities for post-secondary education and workforce development



OBJECTIVE B:

Connect low-wage and underemployed workers with training opportunities and higher paying industry jobs offered throughout the city

ACTION STEPS:

- Partner with EmployIndy, SECS, the Excel Center, and other local providers to connect residents to existing opportunities
- Create work-based learning and internship opportunities with employers
- Create accessible and effective career coaching resources

STAKEHOLDERS:

LEAD PARTY

SECS

SUPPORTING PARTNERS

SEND, EmployIndy, The Excel Center, WorkOne, Centers for Working families, existing businesses

FUNDING OPPORTUNITIES:

SECS, LISC, EmployIndy, The Excel Center, WorkOne

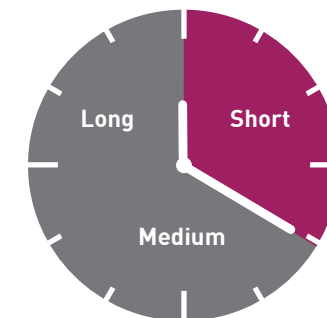
ACTION TYPE:



POTENTIAL COST:



TIMELINE:



Goal 2: Expand opportunities for post-secondary education and workforce development



OBJECTIVE C:

Provide tailored job skills training that aligns with future employment opportunities that will be available through the redevelopment of Pleasant Run Crossing and the revitalization of the surrounding neighborhood

ACTION STEPS:

- Identify potential job opportunities that would require higher levels of training
- Partner with those industry leaders and local training providers
- Develop a recruitment and training program to recruit prospective employees for areas of opportunity
- Provide for automatic placement for prospective employees who successfully completed the training program and received credentials with participating employers

STAKEHOLDERS:

LEAD PARTY

SECS

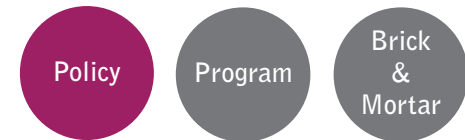
SUPPORTING PARTNERS

SEND, Buy Indy East, EmployIndy, The Excel Center, Ivy Tech, IUPUI, WorkOne, Centers for Working Families,

FUNDING OPPORTUNITIES:

SECS, LISC, EmployIndy, The Excel Center, Ivy Tech, IUPUI, WorkOne

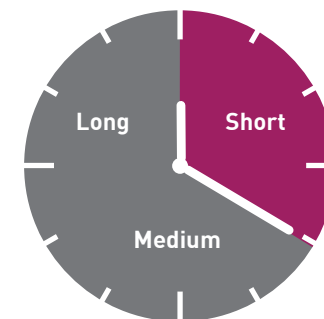
ACTION TYPE:



POTENTIAL COST:



TIMELINE:



Goal 2: Expand opportunities for post-secondary education and workforce development



OBJECTIVE D:

Work with existing educational and social service providers to teach life, job readiness, and entrepreneurship skills

ACTION STEPS:

- Advocate for an entrepreneurship center
- Offer services and classes at the new Community Center

STAKEHOLDERS:

LEAD PARTY
SECS

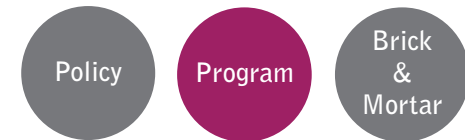
SUPPORTING PARTNERS

SEND, TANC, EmployIndy, The Excel Center, WorkOne, Centers for Working Families

FUNDING OPPORTUNITIES:

SECS, LISC, EmployIndy, The Excel Center, WorkOne

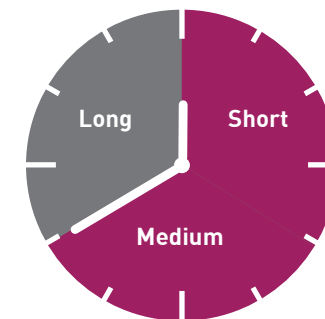
ACTION TYPE:



POTENTIAL COST:



TIMELINE:



Goal 2: Expand opportunities for post-secondary education and workforce development



OBJECTIVE E:

Create opportunities to access virtual and online trainings for residents who may not have access to internet in their homes

ACTION STEPS:

- Create free Wi-Fi hotspots in existing community gathering spaces, such as churches, parks, etc.
- Explore the possibility of a learning lab and/or business center in the new Community Center

STAKEHOLDERS:

LEAD PARTY

SECS

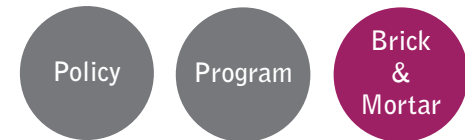
SUPPORTING PARTNERS

SEND, TANC, Local Churches, Neighborhood Organizations, Existing Businesses

FUNDING OPPORTUNITIES:

SECS, SEND, Private

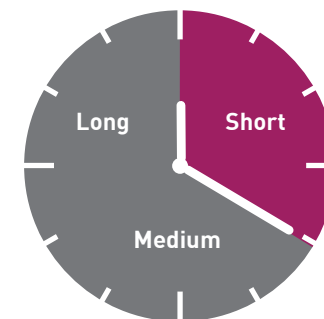
ACTION TYPE:



POTENTIAL COST:



TIMELINE:



Goal 2: Expand opportunities for post-secondary education and workforce development



OBJECTIVE F:

Provide environmental education training programs

ACTION STEPS:

- Partner with environmental education organizations to host programs within the neighborhood

STAKEHOLDERS:

LEAD PARTY

SECS

SUPPORTING PARTNERS

Keep Indianapolis Beautiful, Reconnecting to Our Waterways, Hoosier River Watch, the White River Alliance, TANC

FUNDING OPPORTUNITIES:

KIB, ROW, IUPUI, Ivy Tech, Purdue Extension

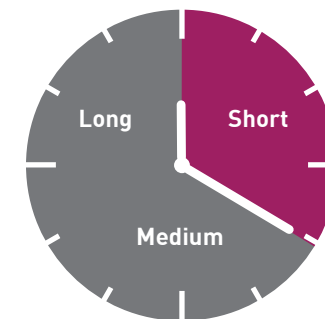
ACTION TYPE:



POTENTIAL COST:



TIMELINE:



Goal 3: Capitalize on the unique cultural context of the area and provide English language programming for non-English speakers



OBJECTIVE A:

Connect non-English speaking residents to resources for overcoming language barriers

ACTION STEPS:

- Engage local stakeholders to help identify and frame the potential issues and opportunities
- Work with grassroots and community-based organizations, such as churches and community centers, to connect with non-English speaking residents

STAKEHOLDERS:

LEAD PARTY

SECS

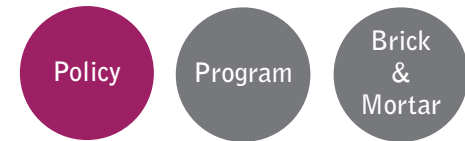
SUPPORTING PARTNERS

SEND, TANC, Southeast Community Services, La Plaza, Local Churches, Neighborhood Organizations

FUNDING OPPORTUNITIES:

SECS, SEND, Southeast Community Services, La Plaza

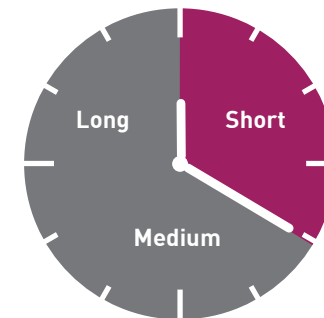
ACTION TYPE:



POTENTIAL COST:



TIMELINE:



Goal 3: Capitalize on the unique cultural context of the area and provide English language programming for non-English speakers



OBJECTIVE B:

Connect immigrants to opportunities where they can learn about legal services

ACTION STEPS:

- Work with grassroots and Latinx-focused organizations, such as La Plaza, to connect with residents
- Partner with legal services providers for low and moderate-income residents

STAKEHOLDERS:

LEAD PARTY

SECS

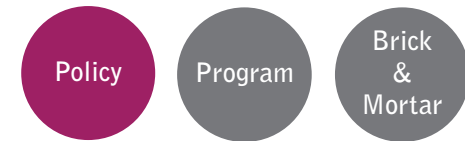
SUPPORTING PARTNERS

SEND, La Plaza, Local churches, Neighborhood Organizations, Indianapolis Legal Aid Society, Neighborhood Christian Legal Clinic, Indiana Legal Services, Immigrant Welcome Center, Fair Housing Action Center

FUNDING OPPORTUNITIES:

SECS, SEND, La Plaza, Indianapolis Legal Aid Society, Neighborhood Christian Legal Clinic, Indiana Legal Services, Immigrant Welcome Center

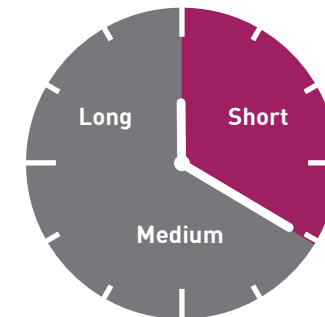
ACTION TYPE:



POTENTIAL COST:



TIMELINE:



Goal 3: Capitalize on the unique cultural context of the area and provide English language programming for non-English speakers



OBJECTIVE C:

Provide cultural and bilingual programming

ACTION STEPS:

- Identify goals of the proposed cultural programming
- Offer bilingual programming at community events and meetings
- Recognize and capitalize on the diversity within the Latinx/Hispanic community in the area

STAKEHOLDERS:

LEAD PARTY

SECS

SUPPORTING PARTNERS

SEND, TANC, Local Churches, Neighborhood Organizations

FUNDING OPPORTUNITIES:

SECS, SEND, W, Y, AJ, AK, AS

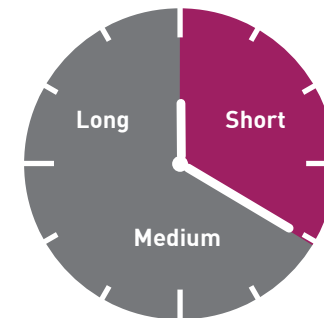
ACTION TYPE:



POTENTIAL COST:



TIMELINE:



Goal 3: Capitalize on the unique cultural context of the area and provide English language programming for non-English speakers



OBJECTIVE D:

Provide education for parents and/or caregivers

ACTION STEPS:

- Work with local schools and other youth-oriented organizations to distribute educational information and engage with parents and/or caregivers

STAKEHOLDERS:

LEAD PARTY

SECS

SUPPORTING PARTNERS

IPS, Local Charter Schools, Office of Education Innovation

FUNDING OPPORTUNITIES:

SECS, IPS, Local Charter Schools

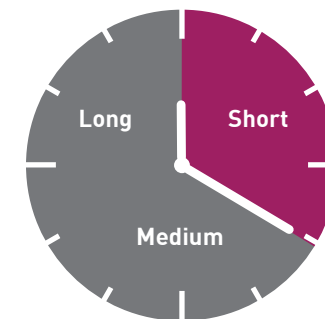
ACTION TYPE:



POTENTIAL COST:



TIMELINE:



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VIEW OF PLEASANT RUN CREEK AND PROJECT LOOKING SOUTHWEST



IMPLEMENTATION

INTRODUCTION

While this plan sets forth a defined vision, it should be treated as a living plan. This means that the plan should continue to evolve over time as physical, economic and market conditions change and resources become available. This is important, especially since the plan contains two concept alternatives and the decision regarding future development will not be made until after completion of the ARI Strategy. Therefore, prime consideration should be given in making a determination of when an update should be initiated, what changes should be incorporated, and how changes to project prioritization are made. Any plan changes should include a thorough evaluation of the vision, goals and objectives contained within in the section entitled Great Places 2020: A Vision for Twin Aire.

Now that the planning process is complete, it is time to implement the plan. Many communities and organizations struggle with what to do first. This section provides the guidance of what needs to be completed and in what order. This can be broken down into six categories:

1. Early action initiatives;
2. Catalyst projects;
3. Implementation recommendations;
4. Implementation mechanisms;
5. Implementation matrix; and
6. Funding sources.

The information provided in this chapter is an abridged version of the full Pleasant Run Crossing ARI Strategy | Twin Aire Great Place document. The approved document in its entirety will be available upon request.

Early Action Initiatives

The early action initiatives are those actions that are recommendations that go beyond the physical projects and the L.O.V.E. objectives and action steps. Many of these initiatives should be started immediately to capitalize on the momentum that was built during the planning process.

LEVERAGE PARTNERS

During the creation of this plan, several partners have come together to provide input. The implementation of this plan requires on-going relationships between these partners and outside entities. Strong partnerships are needed to foster good communication, provide additional alliances in the implementation of some of the recommendations, and to explore funding opportunities. In order to ensure the implementation is funneled through one entity, a convening organization and a convener is needed to manage and engage with all these partnerships. The following list indicates some critical partnerships that need to be maintained or strengthened.

- **Southeast Neighborhood Development (SEND):** SEND is positioned to be the convening organization of the redevelopment of this area. SEND has identified a point of contact within their organization, the convener, who will spearhead the next phases of implementation due to their involvement in this master plan process. The convener should present the recommendations of this plan to their respective partner organizations.
- **Twin Aire Neighborhood Coalition (TANC):** TANC will continue to be the voice of the neighborhood and ensure that the residents are engaged with the implementation of the plan.
- **Southeast Community Services (SECS):** Staff from SECS was involved in the L.O.V.E. Committees. Their service area includes the Twin Area neighborhood and many of the surrounding neighborhoods. They will continue to provide support to the neighborhood helping with implementation in the areas of employment, education and social services.
- **Local Initiatives Support Corporation (LISC):** LISC works in partnership with local organizations to provide technical, financial, and policy support. Their staff will continue to work with TANC through the L.O.V.E. Committees to implement the Great Places 2020 plan. As part of the Great Places designation, Twin Aire is among five neighborhoods that will receive close to \$20 million in total investment in 2017 and a total of over \$84 million from 50 partners.
- **Citizens Energy Group (CEG):** CEG was the convening organization to develop the ARI Strategy to promote revitalization. CEG will continue to be a stakeholder in the area and be engaged with the implementation process to ensure that future development is consistent with the intent of the plan and the desire of TANC. CEG also will ensure that Pleasant Run Crossing is shovel ready in accordance with the Remediation Work Plan (RWP).
- **City of Indianapolis:** The City of Indianapolis will continue to be a key leader in implementation. Departments such as DMD and DPW will need to work with community leadership to establish a TIF, rezone any property, and lead the necessary infrastructure improvements to support redevelopment in the area.
- **Renew Indianapolis:** Renew Indy is the city's Land Bank that can help buy abandoned and blighted properties and sell them to individuals, non-profit and for-profit buyers. They can work in conjunction with Community Development Corporations (CDC) such as SEND, property owners and developers to facilitate redevelopment in specific areas within the Twin Aire neighborhood. This is especially critical for the larger neighborhood beyond Pleasant Run Crossing.
- **Indianapolis Chamber of Commerce - Develop Indy:** The Chamber of Commerce has a team that focuses on economic development. To bring new businesses to the area, the convening organization is going to need support. The Chamber along with the Department of Metropolitan Development (DMD) would support and potentially fund the Specialized Economic Development person. See page 207 for more details.
- **John H. Boner Center:** The John H. Boner Center is the lead organization for the Promise Zone. The Promise Zone has twelve implementation partners that can oversee work. Many of these twelve partners will help implement various recommendations and projects. Since Pleasant Run Crossing is in the Promise Zone, greater resources are available in the form of technical assistance, federal staff support, and access to preference points for other federal grant programs.
- **Indianapolis Neighborhood Housing Partnership (INHP):** INHP is one of the implementation partners of the Promise Zone. They are a nonprofit homeownership resource. INHP will assist in the implementation of housing recommendations through grant resources, the federal new markets tax credit program, and other resources that INHP can provide to home-buyers in the Twin Aire neighborhood.
- **Reconnecting To Our Waterways (ROW):** ROW has organized the community around the Pleasant Run Creek to coordinate efforts through the Pleasant Run Waterway Committee to enhance the Pleasant Run Creek. In partnership with KIB, ROW can assist with Microplanning Area 1 by helping to increase access to Pleasant Run Falls and introduce educational elements in partnership with local schools.
- **Central Indiana Community Foundation (CICF):** CICF attended various meetings during the creation of the ARI strategy. CICF supports visionary

ideas that create community transformation and enhance the quality of life. There are many innovation ideas that CICF will be able to help SEND implement, including the Pleasant Run Promenade.

- **Keep Indianapolis Beautiful (KIB):** KIB played a strong leadership role with the Livability Committee. They will continue to be engaged in the implementation of Microplanning Area 1 and assist with the development of green space and beautification projects.

ADOPT THE MASTER PLAN DOCUMENT

The plan was created by a number of partners joining together to help lead the L.O.V.E. Committees and larger community through this planning process. While this master plan document is an expression of the future vision, it has not been adopted as policy by the City of Indianapolis, and therefore cannot be used by the Department of Metropolitan Development (DMD), Metropolitan Development Commission (MDC) and City-County Council when reviewing and making development decisions for the area. Therefore, these same partners and neighborhood leaders need to be advocates of the entire plan, encouraging the MDC and City-County Council to adopt this plan by resolution as the official policy for this neighborhood. This will allow the city planners to ensure that any future development applications are consistent with and meet the vision, goals and objectives identified by the community. Adopting this master plan document as a policy document for the area will also support the zoning recommendations contained herein and is necessary to ensure future development is consistent with the vision.

CREATE AN IMPLEMENTATION COMMITTEE

One of the implementation recommendations of this plan is the creation of an on-going standing committee to ensure that this plan is implemented. This committee should be called the Implementation Committee. This Implementation Committee should be organized by the convener, SEND. The individuals serving on this committee need to be, and should be, comprised of both partners and neighborhood leaders who were involved in the L.O.V.E. Committees. These individuals need to be champions of the plan.

The main purpose of this committee is to review the projects and work with various partners to prioritize and implement specific tasks identified in the implementation matrix.

The Implementation Committee should meet regularly to discuss implementation responsibilities as well as development proposals and applications within the study area. For example, if DMD receives an application for development in the Twin Aire area, it could be brought to the Implementation Committee to discuss the pros and cons of how the development fits in with the direction of this plan and provide their recommendation to the MDC. This is similar to how other

neighborhood organizations in the City of Indianapolis have interacted with DMD – so there is a precedent for how this could work for Twin Aire.

Many funding opportunities have been identified in this document. This committee should assist the convening organization and partners in seeking support for grants and funding for the various projects listed within the plan.

The convener, with input from the committee, would provide a yearly report to SEND's Board of Directors, TANC and other partners highlighting the policies and initiatives that have been implemented, priorities for the upcoming year, and recent or on-going development projects.

PROMOTE THE PLAN

While many residents and community partners have been a part of this plan, there are still many partners, organizations, businesses and residents who are not aware of the vision of this plan. In order to be successful with redevelopment, partners and community members need to get the word out to the larger Indianapolis community. This should be spearheaded by one of the local community organizations such as SEND or Southeast Community Services. This engagement is best done through direct meetings and speaking opportunities with partners, local organizations, foundations, other community nonprofits, neighborhood groups, businesses, and developers. A comprehensive presentation and marketing materials should be developed to use at meetings, events, and other engagement opportunities.

EXPLORE FUNDING OPPORTUNITIES

At the crux of implementation is the dollars needed to do so. The convening organization, convener, and partners need to search for creative ways to leverage investment whether it be public, private or non-profit. At the completion of this plan, funding may be available for implementation through project partners as well as the federal, state and local governments. However, partners and members of the Implementation Committee will need to continuously seek funding to implement various projects. In the Great Places 2020 Policy and Program Implementation (page 132) and the implementation matrix for the development projects (page 213), potential funding sources have been identified. These sources are described on page 272. The funding sources should be reviewed and a funding strategy developed to leverage the Promise Zone designation. The convener, convening organization, and partners must ensure that funding deadlines are being met as they vary from one another. Some of the more traditional funding options that partners should seek include:

- United States Department of Transportation (USDOT): Transportation Investment Generating Economic Recovery (TIGER)
- USDOT: Transportation Infrastructure Finance and Innovation Act (TIFIA)

- United States Housing and Urban Development (HUD): Home Investment Partnership Program (HOME)
- Economic Development Administration (EDA): Economic Development Assistance Program (EDAP) & Assistance to Coal Communities (ACC)
- Indiana Department of Transportation (INDOT)/Indianapolis Metropolitan Planning Organization (MPO): Surface Transportation Program (STP)
- INDOT/MPO: Congestion Mitigation and Air Quality Improvement Program (CMAQ)
- INDOT/MPO: Transportation Alternatives Program (TAP)
- City of Indianapolis: Community Development Block Grants (CBDG)

Besides traditional funding there are an array of tools that can be used to offset project financial gaps including:

- Dedication / prioritization of City capital improvement program (CIP) dollars
- Use of Tax Increment Financing to fund off-site infrastructure improvements
- Advertising, Sponsorship and Naming Rights
- Parking Revenues
- Establishment of a special benefit district supported by additional Property Tax assessments to fund or offset costs for “above standard” infrastructure.
- Allocation of collected stormwater utility fees to fund infrastructure improvements
- Publicly-owned properties can be ground leased for third party development, generating annual lease revenues, as well as payment in lieu of taxes.

PRIORITIZE RESOURCES

Contained within this plan are numerous policies, programs and projects for implementation. Unfortunately, there are not enough resources to implement everything immediately. Based on available infrastructure capacity, market direction, existing physical conditions, partner capacity, and available funding, all policies, programs and projects will be prioritized for implementation. Implementation partners should take this under consideration when selecting projects to implement and help the community to make the hard decisions that realize the vision of the plan. Additionally, the Implementation Committee and L.O.V.E. Committees should try to resist the temptation to use limited resources on projects that won't have the same impact as catalyst projects.

MAINTAIN COMMUNICATION

Regular communication throughout the ARI process built trust and engaged residents, businesses and partners. This trust needs to be maintained by continuing regular communication about the plan and status of projects. The

TANC meetings provide a good platform for larger community engagement. The implementation of the Great Places 2020 portion of the plan will be on-going for at least the next four years. There will be designated funding from LISC and its partners to support implementation of the plan. The establishment of the L.O.V.E. Committees offers an organizational structure to continue to engage residents in the implementation process through the convener. Formal and informal communication efforts by SEND, Southeast Community Services, and the John H. Boner Community Center should continue to keep partners informed and engaged.

MAINTAIN AND UPDATE THE PLAN

Once the plan is adopted, it should be maintained as a living plan. This means that the convening organization and the Indianapolis Department of Metropolitan Development (DMD) should lead the effort to update it. Because the plan contains two concepts, a review or update will not be needed until one concept comes to fruition. Once that happens, the plan should be reviewed every two to three years.

Catalyst Projects

The catalyst projects below are the top projects for each development concept which need to be implemented first, so they act as a catalyst for continued change. They should be completed in the first five years. These projects have been identified for their likelihood to catalyze investment that will spur additional redevelopment and improvements within the neighborhood. They should be considered the priority for federal funding. These projects are prioritized by level of importance and impact on the area.

CONCEPT 1: CJC FOCUS

1. Rezone CEG Property
2. Create a Tax Increment Financing (TIF) District
3. Build the CJC & Law Quad
4. Fix the Intersection of English/Rural/Southeastern with Traffic Circle
5. Fix the Intersection of English/Parker/Southeastern with Traffic Circle
6. Vacate Pleasant Run Parkway
7. Extend Rural Street from Hoyt Avenue to the Relocated Pleasant Run Parkway
8. Design and Build the Village Green
9. Design and Construct the Pleasant Run Greenway Trail
10. Fundraise and Design the Community Center
11. Reconstruct Southeastern Avenue into the Village Main Street

CONCEPT 2: ADVANCED MANUFACTURING FOCUS

1. Rezone CEG Property
2. Create a Tax Increment Financing (TIF) District
3. Secure Light Industrial/Advanced Manufacturing for Pleasant Run Crossing Site
4. Fundraise and Design the Community Center
5. Design and Construct the Pleasant Run Greenway Trail
6. Fix the Intersection of English/Rural/Southeastern with Traffic Circle
7. Fix the Intersection of English/Parker/Southeastern with Traffic Circle
8. Extend Parker to Create the Village Main Street
9. Vacate Pleasant Run Parkway
10. Extend Rural Street from Hoyt Avenue to the relocated Pleasant Run Parkway
11. Design and Build the Village Green

Implementation Recommendations

The following elements are additional high level recommendations that should be considered as the plan is implemented and projects are constructed.

FOCUSED ECONOMIC DEVELOPMENT SPECIALIST

This plan vision illustrates widespread redevelopment within the southeast side of Indianapolis. While many partners are needed to implement this plan, an economic development specialist should be designated for this area whose sole job is to focus on implementation. This was the case in Speedway, where there was an identified specialist who focused on the implementation of the master plan for the area surrounding the Motor Speedway in the downtown. DMD in conjunction with the Chamber of Commerce has supported this elsewhere in the City, as a successful model to replicate.

Additionally, to help speed up economic development, an ombudsperson should be designated within the Chamber, SEND or Southeast Community Services that could help entities work through the City of Indianapolis' planning and zoning process. Having this ombudsperson will help to streamline and speed up the process which would save both time and money for developers allowing their projects to get off the ground faster.

WORKFORCE DEVELOPMENT

Despite Marion County's fairly low unemployment rate of 5.0%, data from 2015 indicates that east side of Indianapolis has a significantly higher unemployment rate of 8.4%, which has an impact on both income and poverty in the area. The neighborhoods surrounding Pleasant Run Crossing have an approximate median income of \$26,000, which is significantly lower than the median income for Marion County (\$41,400). Furthermore, between 2000 and 2015, the percentage of neighborhood households living in poverty nearly doubled, from 23% in 2000 to 39% in 2015. The percentage of residents living in poverty in the Pleasant Run Crossing area is nearly double the percentage of Marion County residents living in poverty. Finally, the area is home to a higher proportion of adults without a high school degree. In the area, 49% of residents aged 25 and or older do not have a high school degree, compared to just 15% within Marion County. Only 17% of area residents have any level of higher education (some College or Associates Degree, Bachelor's Degree, or Graduate or Professional Degree) compared to 57% of Marion County residents. The area's lower educational attainment levels, higher poverty rates, lower incomes, and higher unemployment rates indicate that residents are likely having difficulty finding and/or maintaining a job, which may be caused by a potential skills-gap, an educational-gap, and/or transportation-gap preventing residents from accessing jobs.

Incomes, poverty, and education are inextricably linked. High educational attainment is highly correlated with higher incomes and lower poverty rates. To reduce poverty, increase incomes, and improve the quality of life of residents, tailored and targeted workforce development initiatives are appropriate for the area. Workforce development is focused on improving job readiness and providing job skills training programs to prepare residents for employment. These programs provide educational opportunities for individuals to prepare them to obtain employment and keep the job once hired. Training and readiness programs can include preparing a resume and job applications, writing a cover letter, interview skills training, instruction on how to search for a job, and training regarding work place expectations. Although a significant share of the skills-gap faced by Indianapolis' employers can be filled by residents with less than a Bachelor's degree, many individuals still need to develop the skills to obtain these jobs while others need to develop the marketable, soft-skills desired by employers.

To address these up-skilling and educational challenges, the neighborhood will need to capitalize on existing workforce development initiatives while providing tailored job skills training for area residents based on future employer needs. Workforce development should also focus on training persons in emerging technology to make them competitive in today and the future's job market.

If the CJC is built on the Pleasant Run Crossing site, it will likely be a major employment generator for the area. Many residents may not currently have the skills necessary to be hired at the CJC, but many of these positions will likely be able to be filled by residents who have less than a Bachelor's Degree. Through a partnership with the CJC, and by providing tailored trainings, local residents will likely be able to find employment within the neighborhood.

Furthermore, the proposed Community Center could be a potential location for neighborhood workforce development initiatives. Its central location and proximity to the proposed Community Justice Campus provide a major opportunity to connect residents with higher-paying employment. Although many high-quality workforce development programs are available near the area, such as the Center for Working Families at Southeast Community Services, there are few resources within the boundaries of the neighborhood. Therefore, neighborhood partners will need to coordinate with existing workforce development service providers, such as the Centers for Working Families, WorkOne, EmployIndy, and The Excel Center.

- Centers for Working Families provide a coordinated set of services to help low-income individuals and families get jobs, strengthen their finances, and move up the economic ladder. These services are offered in a single location, often in Community Centers or other existing, well-known community facilities. Centers for Working Families provide financial coaching and education, help people find work and advance their careers, and improve access to public benefits. Southeast Community Services is one of seven Centers for Working Families locations, and is a major community asset.
- WorkOne helps individuals find a new or better job, choose a career, and access workforce trainings. WorkOne also provides employer incentives for veteran hiring, ex-offender hiring, and employee training. Two WorkOne offices are located in Indianapolis—one on the far east side and one on the west side of the city.
- EmployIndy provides a variety of tools and resources for both job seekers and employers throughout Marion County, including young adult career mentorship and employment, incentives for employers, employee training, and strategic place-based investments. The organization is currently focused on creating an employer-driven, urban neighborhood workforce development framework for Indianapolis. Five ZIP codes, including 46201, have been selected for these targeted workforce development initiatives.
- The Excel Center, operated by Goodwill, provides the opportunity for adults to earn a high school diploma and post-secondary education within a supportive environment. Free childcare, transportation assistance, and schedule flexibility allows students to learn at their own pace to complete their high school degrees. Currently, there are five Indianapolis locations.

The Excel Center closest to the neighborhoods surrounding Pleasant Run Crossing is located near the University Heights neighborhood on the southside of the city.

GREEN INFRASTRUCTURE

As redevelopment occurs on Pleasant Run Crossing and adjacent redeveloped properties, a unique opportunity is available to employ a comprehensive system of state-of-the-art best practices for the management and treatment of stormwater runoff. The construction of new roadways, buildings, public spaces, and greenway corridors present opportunities to significantly reduce stormwater runoff and mitigate impacts to the Pleasant Run floodway through the systematic integration of Green infrastructure (GI). A variety of stormwater management techniques – including green roofs, rain gardens, permeable pavements, vegetated bioswales, and green streets – can be used to manage stormwater quality and quantity, slowing and cleansing runoff and allowing for controlled infiltration of stormwater. Many of these techniques can employ native plants tolerant of urban runoff and intermittent wet conditions, helping to reduce the amount of impermeable surfaces, adding beauty to the local community, and contributing a more balanced ecosystem.

The City of Indianapolis currently accepts many GI applications to manage stormwater through the Department of Public Works' GI Supplemental Document (2016) and any new redevelopment of the project site should employ a comprehensive GI strategy that meets or exceeds the City's requirements. With CEG already taking on the monumental task of remediation of the Pleasant Run Crossing Site, incorporation of GI further advances the project's environmental and redevelopment goals.

Additional benefits of employing this type of GI-focused approach to stormwater management include the reduction of the urban heat island effect, provision of habitat for native flora and fauna, and mitigating the impacts of climate change. Collection of stormwater through cisterns and other below-grade storage tanks can also help minimize the use of potable water sources through the use of greywater irrigation and plumbing systems. Aside from ecological and aesthetic benefits, sustainable site design and green infrastructure are often more cost effective than traditional infrastructure by reducing the need for mass earthwork, working with existing hydrology, and reducing dependence on traditional materials. Employing this type of distributed detention and treatment strategy in all redevelopment areas will reduce the need for excessive sizing of hard infrastructure and result in both short and long-term cost savings.

The integration of these features allows the connective tissue of the redevelopment sites – greenways, public spaces, streets, walks, and spaces between buildings – to become a high-performance landscape system that functions as both

greenspace amenity and stormwater management - maximizing hydrologic storage, infiltration, evapotranspiration, and groundwater recharge while providing the essential green connective tissue that contributes to a pleasant, walkable, and connected community.

DRAINAGE

As noted in the existing conditions chapter and during the public meetings, drainage is a concern for the area, especially with additional development being proposed. There are several recommendations that need to be considered in order to address drainage issues. These include the following:

- The curb inlet at Hoyt Avenue and South Rural Street is blocked regularly with debris and therefore drains slowly. The curb inlet should be upgraded to a combination curb and gutter inlet to improve drainage and minimize clogging. The inlet modification should be included with road improvements associated with the Twin Aire development.
- A portion of the street and shoulder is poorly graded along Southeastern Avenue approaching the bridge over Pleasant Run Creek from the north. This causes standing water. Regrading the road and drainage improvements should be included with road improvements along Southeastern Avenue associated with either the Pleasant Run Crossing North or Village Center East development block.
- A portion of the street and shoulder along Pleasant Run Parkway is poorly graded causing standing water. Some of this will be addressed when the road is realigned with Rural Street. Drainage improvements should be included with realignment and other improvements along Pleasant Run Parkway North Drive associated with either the Twin Aire or Pleasant Run Crossing South developments.

Each of the areas' railroad overpasses pose drainage challenges. The streets are depressed therefore, any wet-weather event that causes runoff greater than the capacity of the inlets or downstream sewers cause ponding that can reach hazardous depths. It appears the overpass at South Sherman Drive may have the lowest level of service and most in need of infrastructure improvements. The railroad overpasses include the following:

- During heavy rains the depressed area of South Sherman Drive and the railroad tracks, north of Southeastern Avenue can become impassable. A wide area from the elevated train yard discharges runoff onto the roadway. It appears extensive trench drains have been installed along both sides of the street. While several inlets appear clogged with debris and should be cleaned, downstream sewer capacity is likely the limiting factor for peak drainage rate. A detailed analysis and scoping report should be prepared for this area to identify the most restricting factors and provide recommendations such as

additional maintenance, increasing inlet capacity, increasing pipe capacity at various locations down sewer or regrading/modifying the elevated train yard to reduce contributing impervious area.

- The inlets along Prospect Street under the railroad tracks between Prospect Place East and Prospect Place West are often partially clogged with debris. Inlets appear to need regular maintenance and the nearby vegetation and overgrown brush should be cut back. A detailed analysis should be prepared for this area to identify whether a higher level of service is needed, identify the most restricting factors and provide recommendations such as additional maintenance, increasing inlet capacity and increasing pipe capacity at various locations down sewer. If it is determined an infrastructure improvement project is needed, a project scoping report should be prepared.
- For South Rural Street under the railroad tracks, roadway and drainage infrastructure was rehabbed in winter 2016/2017. A detailed analysis should be prepared for this area to identify whether a higher level of service is needed, identify the most restricting factors and provide recommendations such as additional maintenance, increasing inlet capacity and increasing pipe capacity at various locations down sewer. If it is determined an infrastructure improvement project is needed, a project scoping report should be prepared.

DIGITAL TECHNOLOGY

While the area is well served by several broadband providers, technology in the area can continue to be upgraded. The area currently has a fiber line traversing Southeastern Avenue, Keystone Avenue and Prospect Street. As new development and redevelopment occurs, both on-site and with other infrastructure upgrades, service providers should be engaged in order to upgrade infrastructure to the next generation and thereby lower costs for residents in the future. Additionally, developers of specific sites such as Pleasant Run Crossing will want to install separate underground conduits to accommodate enhanced telephone and cable services. Regarding neighborhood Wi-Fi, the City of Indianapolis won the Smart Cities Readiness Challenge Grant. This meant the City of Indianapolis received a tailored Readiness Workshop in 2017 to develop a road map for applying smart technologies to further innovation, inclusion and investment within the city. The city is currently and systematically implementing citywide digital infrastructure. If Concept 1 comes to fruition, this neighborhood will be primed for technology investment in order to serve the CJC.

Implementation Mechanisms

The implementation mechanisms are tools that should be considered to help implement the various elements in the entire ARI Strategy.

ACQUISITION

In approaching the redevelopment of this project, the existing street network creates many different oddly shaped sites that are not easily redeveloped in their current form. Therefore acquisition of some sites will be needed in order to achieve the entire development vision as depicted in Concept 1 and Concept 2.

To understand how sites would be combined, the concepts were reviewed against the existing sites lines. Based on market standards, and the improvements proposed in each concept, large development blocks were identified which would inform how each site would be developed. See page 59 for more details.

Pleasant Run Crossing, which is owned by CEG, will be the first sites to be redeveloped. Infrastructure and land costs have been derived from the relevant study reports regarding infrastructure costs and land acquisition cost during this process. Infrastructure cost breakdowns are summarized, beginning on page 218 while land acquisition estimates are below. Currently only non-Citizens controlled land is estimated for the cost of land acquisition.

Development Block	Number Parcels	Number Owners	2016 Assessed Land Value	2016 Assessed Improved Value	2016 Assessed Total Value
Village Center West	3	2	\$1,182,100	\$2,043,900	\$3,226,000
Village Center East	14	13	\$1,009,411	\$1,302,900	\$2,312,311

Table 7.1 Property Acquisition Cost Summary

Land acquisition costs were derived based on the current assessed value of property not controlled by Citizens. This is contained within the blocks of Village Center West and Village Center East on page 215, Figure 7.1. Both include multiple owners and existing retail tenants. While the announcement of the CJC and this ARI Strategy will make these estimates more optimistic, additional more complicated strategies are potentially possible that can defray additional costs including:

- Incorporating existing ownership into new a development entity for those that wish to participate

- Certain sites or portions could be deferred, in particular Village Center East, to allow existing owners to coordinate use within the plan. The far west edge of Village Center East is relatively similar to the existing use and not assumed to be redeveloped until later in the plan. This redevelopment could be carried out by existing owners driven simply by market forces.
- Coordinating with existing tenants that expect to stay, such as Kroger and McDonald’s, would allow their construction program to be coordinated and make the existing owner the “private developer” assumed in the financial analysis for that portion of the site.

An alternative estimate of land value would be an estimate of residual value for the land as an output of our financial analysis. Based on the current assumptions regarding project performance and infrastructure costs, there does not appear to be significant residual value above and beyond the current assessed value.

ZONING

While the strategy is recommended for adoption by the MDC and the City-County Council, that will not be enough to ensure that development occurs in the manner identified in the plan. Currently the zoning varies on Pleasant Run Crossing and the surrounding properties as noted on page 49 of this report. Further, it does not support either concept.

To appropriately guide and create the vision set forth in this plan, the zoning in both concepts would need to be changed. The best category for zoning to implement this vision, as recommended by DMD, is the CS zoning or on some parcels a Mixed Use Category.

The CS zoning is a Special Commercial District. It is considered to be a form of a Planned Unit Development (PUD) that promotes a more creative approach in site planning and a higher quality of development. A CS zone would allow the owner of the site to write the standards under which the property would be developed. This would include:

- Area
- Setbacks
- Height
- Density
- Landscape
- Parking
- Loading
- Signage
- Architectural Standards
- Open Space
- Lot Coverage
- Building Orientation
- Development Review Process

The zoning on the entire Pleasant Run Crossing development will be easier to change because it is one single owner. Pleasant Run Crossing, in its entirety, should be rezoned to CS. Additionally, the convener should consider approaching private property owners to encourage them to be part of the rezone to the CS district. If not, the remaining parcels will need to be rezoned to at least an MU2 or MU3 district which would allow mixed uses.

CREATION OF A TAX INCREMENT FINANCING DISTRICT

Because considerable redevelopment is expected to occur, it is recommended that the City create a Tax Increment Financing (TIF) district. A TIF district uses future property tax revenues generated within a defined area to pay for improvements and incentivize redevelopment. As the assessed values (AV) of properties within a TIF district increase, the incremental growth in the property taxes since the establishment of the district (base year) is captured to assist with investment in the area. Taxing entities within the TIF district will receive the same amount of taxes as identified in the base year even though the AV is increasing. In order to use the fund, the City-County Council must issue bonds or undertake other financial obligations based on the growth of the tax revenue in the TIF district.

In Indiana, a TIF district is effective for no more than 30 years. The City of Indianapolis is different from any other jurisdictions in Indiana. The City can create two different TIF districts. One is a traditional district that contains uses such as industrial, commercial and multi-family housing. The City can also establish a HOTIF which is TIF that contains single family housing. DMD would be the sponsoring agency for this TIF and has the capabilities to calculate the financial benefits and costs in order to provide the necessary information to the City-County Council for approval.

FEDERAL FUNDING LIVABILITY PRINCIPLES

The offices of the US Department of Housing and Urban Development (HUD), Department of Transportation (DOT), and the Environmental Protection Agency (EPA) formed a partnership in 2009 to help communities improve access to affordable housing, increase transportation options and lower transportation costs all while protecting the environment. (Source: www.sustainablecommunities.gov)

This partnership was called the Partnership for Sustainable Communities. The purpose of this partnership is to help neighborhoods become more prosperous by providing transportation alternatives and housing options that would lower transportation costs, provide savings to families and reduce pollution. The Partnership was built upon the six principles of livability including:

- Provide more transportation choices
- Promote equitable, affordable housing
- Enhance economic competitiveness
- Support existing communities
- Coordinate and leverage federal policies and investment
- Value communities and neighborhoods

In the development of the ARI strategy, these principles were the driving factors of the policy and design.

Provide More Transportation Choices: Of the 1,800 jobs in the study area, 96 percent of the employees who work at these jobs are located outside of the study area. Approximately 7 percent of the residents work downtown and another 7 percent work around the Indianapolis International Airport. IndyGo Bus service accesses the area with three bus routes. The route on Prospect Street (Route 14) runs approximately every 30 minutes during peak hour and then every hour non-peak. The route on Keystone (Route 26) runs every 45 minutes during peak time and then every hour and twenty minutes in non-peak hours. Finally, the route on English Avenue (Route 55) runs approximately every hour. Because of the limited availability of bus service, the preferred mode of transportation is the automobile.

The redevelopment plan contains a variety of solutions which will promote more transportation choices.

- The extension of Pleasant Run Greenway along Pleasant Run Creek would connect the gaps in the trail network to provide a safe means to travel downtown or access the larger regional greenway system. This will promote public health, create safe access and improve air quality.
- Establish Southeastern Avenue as the primary east-west village street. The plan proposes putting Southeastern Avenue on a road diet to create a more pedestrian oriented street with appropriately sized traffic calmed lanes, wide comfortable sidewalks with parallel parking and storefront market space, and enhanced east west bike connectivity. This will promote public health, and create a safer street with more activity, and improve air quality while reducing greenhouse gas emissions.
- Fix the intersection of Southeastern Avenue, English Avenue and Rural Street. This is currently a long light that allows cars to be idle contributing to air pollution and increasing emissions. This intersection is also unsafe for pedestrians and cyclists to travel through. The proposed solution is a roundabout, which will allow the free flow of traffic to reduce both air pollution and emissions. Designated crossing zones will also be marked.

- Bus Rapid Transit (BRT) is proposed for Washington Street, which will become the Blue Line. This service will allow residents to travel east/west across the City from the Twin Aire Neighborhood to Downtown and the Indianapolis Airport much more efficiently.
- Two bus service lines will remain in the area, with an increase in the frequency for one line in routing passengers. Route 55 will have a 60-minute frequency. It will travel along Shadeland Avenue and English Avenue, with stops within the proposed Village Area. This route would run from the Blue Line into the neighborhood. Route 56 will have a 30-minute frequency. However, IndyGo is updating their future route maps in the winter of 2017, and if the proposed CJC is constructed on the Pleasant Run Crossing site, then IndyGo would consider increasing the frequency of one of the routes.

Promote Equitable, Affordable Housing: This area is home to a portion of the working-class population of Indianapolis, is very proud, and wants to remain. The area is diverse with 11 percent African American, 6 percent identifying as other, and 83 percent Caucasian. The area has the largest concentration (21%) of the Latinx population in Marion County. The area is comprised of approximately 82 percent single family detached homes, 11 percent attached, and 7 percent multi-family. The area has 53 percent owner occupied housing. In 2010, the US Census indicated that there were 765 vacant homes, which has more than doubled since 2000. Additionally, the number of overall houses in the study area has decreased from 3,347 in 2000 to 3,136 in 2015.

The market analysis shows that there is a need for different types of housing in the market including senior housing, apartments and townhomes.

The plan promotes affordable housing by:

- Developing the Twin Aire site with a mixture of apartments and townhomes.
- Identifying areas for future senior housing options near the community gathering space.
- Encouraging infill of single family housing on the vacant parcels in the neighborhoods to strengthen and stabilize the neighborhood.
- Working with partners such as the Southeast Neighborhood Development, Habitat for Humanity, and other local Community Development Corporations (CDC) to identify and purchase lots to ensure that affordable housing is available.
- Working with social service providers

Enhance Economic Competitiveness: Currently the area has been identified as an economically distressed area. With the closing of many manufacturing plants on the southeast side of the City, many of the residents in the area lost jobs. Some had the skills to find other work, but others did not.

The plan enhances economic competitiveness by:

- Redeveloping the 140 acre site into a mixture of professional services, personal services, office, advanced manufacturing, light industrial and a Makers Village.
- Using the CJC to catalyze additional commercial and residential investment in the area (Concept 1).
- Working with local workforce agencies to create a targeted workforce training program for residents of this area. It is proposed that this training program and training space be located in the proposed Community Center.
- Identifying an individual that will be part of the Indianapolis Department of Metropolitan Development and Develop Indy that would be focused on implementing the redevelopment plan and bringing jobs to the area.
- Increasing multi-modal connectivity by increasing bus service to the area and locating substantial station stops within the heart of the Village, locating a Pacers bike share station in the Village, locating electric car sharing stations near Pleasant Run Crossing, and improving bikeways and walkways in the area and to Downtown.

Support Existing Communities: Because this area is economically distressed, the Promise Zone was created in 2015. In the first year alone, 14 grants from seven different federal agencies were secured totaling more than \$9.6 million for areas within the Promise Zone. In 2016, the area received a \$375,000 EDA grant for the ARI strategy. The ARI strategy supports the existing community by:

- Targeting specific infrastructure improvements supporting new development and increasing safety by minimizing vehicular/pedestrian/cyclist interaction.
- Creating a focused mixed use Village Center serving the everyday needs of residents and providing additional housing options in the heart of the center.
- Providing multi-modal access to jobs, education resources (both early learning, workforce development and senior classes), recreation (parks & Pleasant Run Greenway), and a variety of social services (through the Community Center).

Coordinate and leverage federal policies and investment: The redevelopment of Pleasant Run Crossing as well as other neighborhood redevelopment initiatives will provide a model for other areas of the City to approach redevelopment holistically through physical, policy and social recommendations. Because of the extent of redevelopment identified in this area, there will be many different public, private and nonprofit partnerships to leverage various project synergies. In the implementation matrix, there are many public and private institutions such as SEND, TANC, LISC, Eli Lilly Foundation, Kresge Foundation, Reconnecting to

Our Waterways, Central Indiana Community Foundation, and City of Indianapolis that have a vested interest in the redevelopment of this area and have been identified as key partners in the funding strategy to leverage local public dollars with federal dollars and private funds.

Various design elements have been identified as specific projects that will have an identified funding strategy because many of these projects have several amenities that can be funded via targeted private foundation dollars. Leveraging city, state, federal and private dollars for wise investment has allowed the incorporation of additional green infrastructure elements that will promote sustainability and limit impacts via runoff in to Pleasant Run Creek.

Value Communities and Neighborhoods: The redevelopment plan will result in numerous long-term benefits to the southeast side of Indianapolis and to the overall City. The potential relocation of the jail and courts from downtown Indianapolis onto Pleasant Run Crossing will promote efficiencies, lower costs and increase safety for the larger community. It will allow critical land in the center city to be open for redevelopment into additional office, housing and retail.

The redevelopment of the blocks have been organized to return to the traditional street grid. With Southeastern Avenue cutting through a portion of the site, it minimizes the amount of redevelopment that is possible. The plan calls for Southeastern Avenue to be placed on a “road diet” that will allow the reduction in the number of lanes to add parking areas and create a more village feel for the redevelopment area promoting walkability. This plan also calls for Rural Street and Hoyt Avenue to be extended into the village completing the grid pattern.

The redevelopment plan offers a great mix of housing. The area is comprised of single family residential, with a doubling of the number of vacant homes from 2000 to 2010. There is only one apartment complex in the area and the Market Analysis documents the need for more apartments. The plan proposes that the Twin Aire site should be redeveloped with appropriately scaled housing, adjacent to mixed use retail/office space, a Community Center, an expanded grocery, and a green space/park with highly desired amenities expressed by the residents to support the new neighborhood. Additionally, adjacent to the Twin Aire site to the north, an expansion of senior housing is imminent.

The redevelopment plan promotes multi-modal connectivity that ties the new redevelopment district into Downtown Indianapolis. Separate bike trails are proposed along Southeastern Ave., Rural Street from Southeastern Avenue north to Washington Street, Keystone Avenue both north and south, and along one side of the Pleasant Run Creek to connect the currently disconnected portions of the Pleasant Run Greenway. This will create a strong, complete and safe network for all people including children and the elderly.

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A Comprehensive Development Plan for
TWIN  **AIRE**