



FAR EAST SIDE

TECHNICAL ASSISTANCE PANEL

BRIEFING BOOK

JULY 23-24, 2019

INDIANAPOLIS INDIANA

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The Urban Land Institute

The Urban Land Institute provides leadership in responsible use of land and in creating and sustaining thriving communities worldwide. Founded in 1936, ULI is an independent global nonprofit supported by members representing the entire spectrum of real estate development and land use disciplines.

ULI Indiana is one of 53 ULI District Councils in North America. There are also ten (10) in Europe and six (6) in Asia.

Members say we provide information they can trust and that ULI is a place where leader come to grow professionally and personally through sharing, mentoring, and problem solving.

ULI Indiana's Technical Assistance Panels

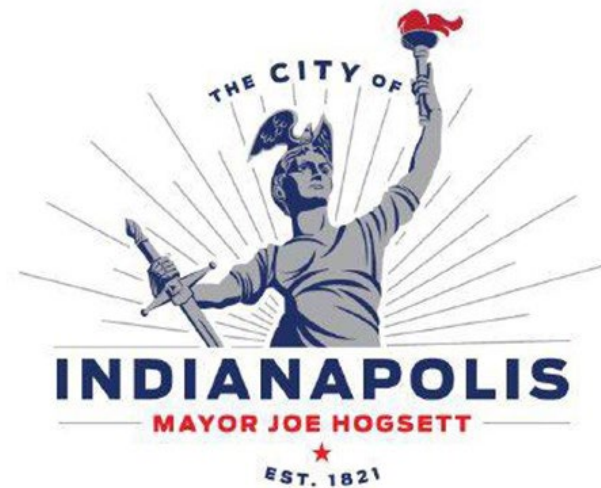
A multidisciplinary real estate forum, ULI facilitates an open exchange of ideas, information, and experience among industry leaders and policy makers dedicated to creating better places. ULI focuses on outreach to encourage creative, practical solutions for the most challenging issues facing today's urban, suburban, and rural communities around the world.

At the national level, no program embodies this mission more than Advisory Services Panels, which work with communities to:

- Deliver fresh insights and discover innovative solutions to complex real estate development and land use challenges;
- Provide candid and unbiased input from expert land use professionals who volunteer their time and expertise to serve as panelists; and
- Kickstart critical conversations and deliver results, and in a concentrated one-week effort.

Technical Assistance Panels, or TAPs, are the District Council version of ULI's national Advisory Services program. TAPs bring together the best and brightest from Indiana's diverse membership—developers, planners, financiers, market analysts, economists, architects, designers, and public officials—to provide practical solutions and objective advice not available from any other source.

An expert ULI TAP panel usually convenes in a community for 1-2 days to address a specific land use and development issue. The experts are drawn from the ULI Indiana's membership, and selected for their expertise related to the specific development issue. By the end of the process, their thoughts, discussions, and process are documented in a report to the sponsoring organization. More information on ULI Indiana's TAP program, including past reports, can be found at <http://indiana.uli.org/taps/>.



In coordination with the City of Indianapolis, the Glick Foundation, the Finish Line Youth Foundation, and the Community Alliance of the Far Eastside (CAFE), the Urban Land Institute's Indiana Chapter was asked to form an expert panel to address implementation of several urban planning, zoning, and design recommendations made over the years concerning Indianapolis' Far East Side neighborhoods.

SUMMARY OF PROBLEM

Indianapolis's Far Eastside neighborhood is a working-class community ten miles from downtown, located outside the city's interstate beltway. Once an outer ring suburb, it's has transformed over the last few decades into an urban community—diverse, largely residential, but with an industrial sector concentrated in its southern portion and a proud cohort of local businesses.

Over time, the challenges of attracting willing development partners who already view the Far Eastside as severely disinvested with diminishing return on redevelopment investment have increased to the point new development is at a standstill. Faced with increasing concern for neighborhood stability and future growth, leadership and the community members are interested in forging forth with a comprehensive land use plan that champions human center design for the most vulnerable, forgotten populations.

Therefore, at this convening of the Far Eastside's urban Land Institute TAP, we hope to discover given the planned construction of IndyGo's Purple Line bus rapid transit route, what investments in real estate and public infrastructure improvements (and action steps) would be needed to catalyze transit-oriented redevelopment and equitable economic opportunity along the 38th Street and Post Road corridors?

QUESTIONS

1. What obstacles, or what informs, your decisions to invest/build in the Far Eastside?
2. What City/Community Stakeholder support & capacity (or infrastructure) would you need to exist to invest in Far Eastside new development?
3. What sort of development would lead to tangible economic development benefits for the Far Eastside in your opinion?
4. Assuming the Far Eastside could attract a new wave of homeowners based on a 20 minute/outer ring neighborhood strategy, what would that investment or development look like to you?
5. How can organizations be motivated to support TOD/Affordable Housing developments?

AGENDA

July 23, 2019

Day 1

11 am

Site Tour

12 pm

Panelists Meet with Client Group

Lunch

1:30 - 5 pm

Interviews

5 - 7 pm

Panelists Discussion

July 24, 2019

Day 2

9 am - 4 pm

Panelists Discussion / Development

4 pm

Presentation



PANELISTS



Jen Higginbotham: Principal Planner, MPO

Jen Higginbotham, AICP joined the Indianapolis MPO in January, 2013. She holds a Bachelor of Urban Planning and Development from Ball State University, and has worked on both the private and public side of planning. She has been involved in the creation of comprehensive plans, land use ordinances, thoroughfare plans, downtown plans, parks master plans, transit planning, bikeway and pedestrian planning, and has substantial experience with public engagement. Her main responsibilities with the Indianapolis MPO include oversight of the Planning section, including maintaining, amending, and updating the Long Range Transportation Plan, and oversight of bikeway, pedestrian, transit, freight, and other planning processes.



Keith Broadnax: Senior VP - Business Development, Cinnaire

Keith Broadnax joined Cinnaire in 2002 and serves as Senior Vice President-Business Development for Illinois and Indiana which includes originating Low Income Housing Tax Credits and multi-family debt. Mr. Broadnax also has experience as an underwriter of multi-family developments. Mr. Broadnax holds a Bachelor's Degree from Northern Kentucky University and a Master's Degree in Urban and Regional Planning from Ball State University.



Kris Butler-Farrar: Chief Operating Office, Old Town Companies

Kris (Butler) Farrar is Chief Operating Officer at Old Town Companies where she oversees the company's strategic growth and manages all aspects of the development of Provenance, a master-planned mixed residential community in connection with Purdue University. Prior to Old Town, Kris has served as Deputy Director of the Indianapolis Bond Bank, Executive Director of the Fort Harrison Reuse Authority and Executive Director of the Greater Lawrence Chamber of Commerce. Her work with stakeholders, State and local leaders led to redevelopment of 16 Tech, Central State Hospital, and Fort Benjamin Harrison.



Samantha Spergel: Director of Real Estate Production, Indiana Housing & Community Development Authority

Samantha L. Spergel has worked at Indiana Housing and Community Development Authority (IHCDA) since January 2016 as the Director of Real Estate Production, where she oversees the Agency's allocation policies and provides policy oversight on the HOME Investment Partnerships Program Grant, Community Development Block Grant (CDBG) housing activities and CDBG-Disaster Recovery housing activities, the National Housing Trust Fund, and the Lead Protection Program — HUD programs which focus on the construction and preservation affordable housing across the State of Indiana. Samantha also oversees the Consolidated Planning process for IHCDA. Samantha manages technical assistance and capacity building efforts, targeting local units of government and non-profits, to provide regulatory guidance, management training and insight into community development innovations.



Catherine Esselman: Senior Project Manager, Indy Chamber

Catherine Esselman serves as a Senior Project Manager at Develop Indy, focusing on 1st floor commercial/retail space in key corridors in Indianapolis. Previously, she was Director of Real Estate for Downtown Indy, Inc. She also is on the board of Southeast Community Services, LISC Indianapolis and Project Purse Indianapolis. Catherine and her son spend all of their time eating and playing their way thru Downtown and Midtown



Pete Fritz: Healthy Communities Planner, Indiana State Department of Health

Pete Fritz is the Healthy Communities Planner with the Indiana State Department of Health, Division of Nutrition and Physical Activity. He has a passion for working with project stakeholders in planning and designing great communities with a focus on promoting healthy, active lifestyles through changes to policies and the built environment. Pete has a unique background in community planning and landscape architecture, having worked in both the public and private sectors.

INTERVIEWEES

Amadou Sidibe - CDM Smith
Evan Tester - King Park CDC
Brad Beaubien - City of Indianapolis
Bryan Conn - IFF
Cam Kucic - Colliers
Cheria Caldwell - CAFÉ
Christine Owens - Town of Cumberland
Dr. Sang Kwon - Dentist
Ashley Virden - Mindtrust Fellow
Earl Phalen - Phalen Academy
Ellie Lindhjem - Carriage House
Tedd Grain - LISC
Gary Reiter - BMO/TOD Fund
George Okantey - Purdue Extension
Ian Nicolini - Develop Indy
Jeff Bennett - City of Indianapolis
Jennifer Sparks - EY
Jim Walker - Big Car
Eduardo Luna - Big Car
Justin Ferguson - Ball State University
Karen Lightbourne - Community Hospital
Kateri Whitley - PCR
Keith Graves - City County Counselor
LaKeisha Jackson - City County Counselor

Megan Murphy - Circle City Prep
Melissa Day - Cushman
Michelle Mahaffey - Simons
Nate Lichti - United Way
Pastor Martin - Sanctuary Church
Pastor Robinson - Mt. Paraban
Pastor Williams - Mt. Carmel
Rep Shackleford - State Rep
Sam Odle - Bose Policy/IPS
Steve Talley - Lawrence
Steven Meyer - King Park CDC
Vernon Brown - Warren
Myron Duff - CAFÉ Board, IUPUI
Lori Edwards - CAFÉ Board
Tom Crouch - CAFÉ Board
Judy Ferguson - CAFÉ Board, Span Oaks, Plaza Urbana
Rob Evans - INHP
Joe Hanson - INHP
John Kunzer, MD, MMM - Community Physician Network
Tom Burck - Celedon
Joe Bowling - Englewood CDC
Michael Kaufman - Eskenazi
Mike Halstead, AIA - Halstead Architects
Sara Zike - United Way

Harold Johnson - Old National
David McGuire - Tinley Summit
Maggie Lewis - Boys & Girls Club
Julie Burns - Jump In
Nicole Beasley - Cathedral
Larry Williams, Jr. - Indianapolis Black Chamber of Commerce
Gustavo Escalante - Hispanic Biz Council Mangr Indy
Chamber
Samantha Douglas - FECC

HISTORY

COMMUNITY HISTORY

A relatively young community, the Far Eastside area consists of residential neighborhoods that were platted in the ‘50s, ‘60s, and ‘70s as a result of the post-war housing boom. Before the post war boom, the Far Eastside consisted of farm land and large corn fields. The development of the railroads in 1847 quickly established new reservoir towns which included the City of Lawrence. Majority of the population were middle class families that wanted to live in an area where housing was affordable and yet still new. In addition, there were military families living at Fort Benjamin Harrison in the City of Lawrence. During the post war industrial development, Warren Township created a market for affordable houses. One of the main streets where affordable housing was available was Post Road. Post Road was originally named Fort Benjamin Street because of the connectivity it has to Fort Harrison through the City of Lawrence. In addition to affordable housing employment opportunities offered by the warehouses and plants such as Western Electric, Chrysler Auto Plant, White Pages, and Jenn-Air was a main attraction.

The early 1980’s brought the most significant change for the Far Eastside with the closing of these major employers. The closing of these plants was a momentous economic blow to the area. It became a domino effect after the major companies in the area closed down. The entertainment forum, the Pendleton Pike drive inn movie theater, closed down in 1993. After this rippling effect, many of the grocery Stores have come and gone. Fort Benjamin Harrison also provided many jobs to military families and through their Finance Center employed civilians. Although the military base Ft. Harrison closed in 1996 the Finance Center is still open. Ft. Harrison also has easy access to Interstate 70 and 465 which provides a quicker transportation method for residents to get to and from work whether downtown or across the city. The community had become intriguing due to the government systems that surrounded it. In 1970 Indianapolis consolidated with the government of Marion County and adopted the name Unigov. This system was the consolidation of the city-county government which includes eleven towns. As a result, the Far Eastside is constructed of three fire and law enforcement entities, three school districts, two township jurisdictions, and two municipal jurisdictions. Residents in the Far Eastside are increasingly young, with over one-third of the population under the age of eighteen. Over the last twenty years, the Far Eastside has also significantly changed from a community of virtually all homeowners to an even mix of homeowners and renters. The community has seen a major demographic change from a primarily white population to a more racially mixed population.

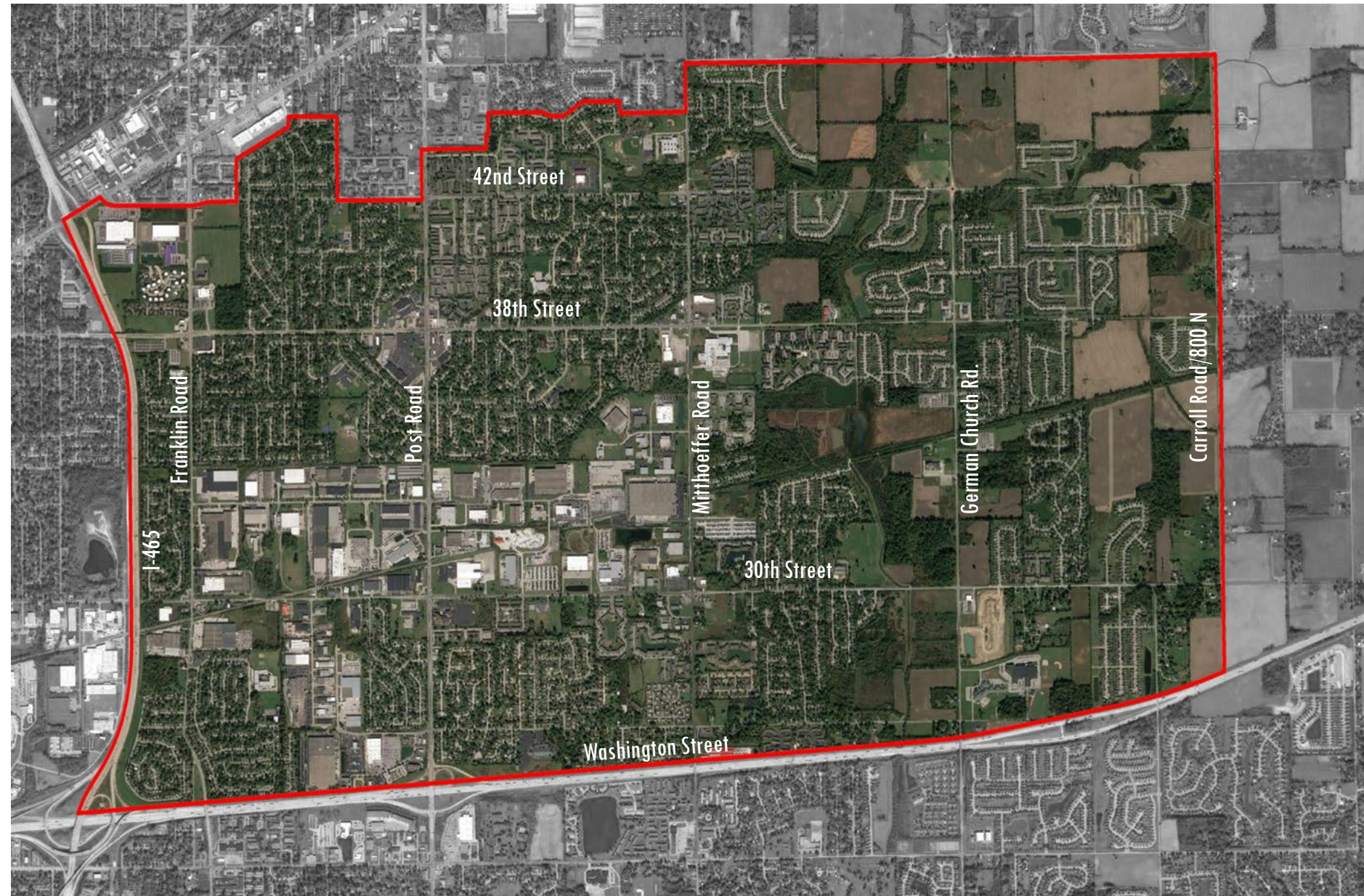
HISTORY

HISTORY

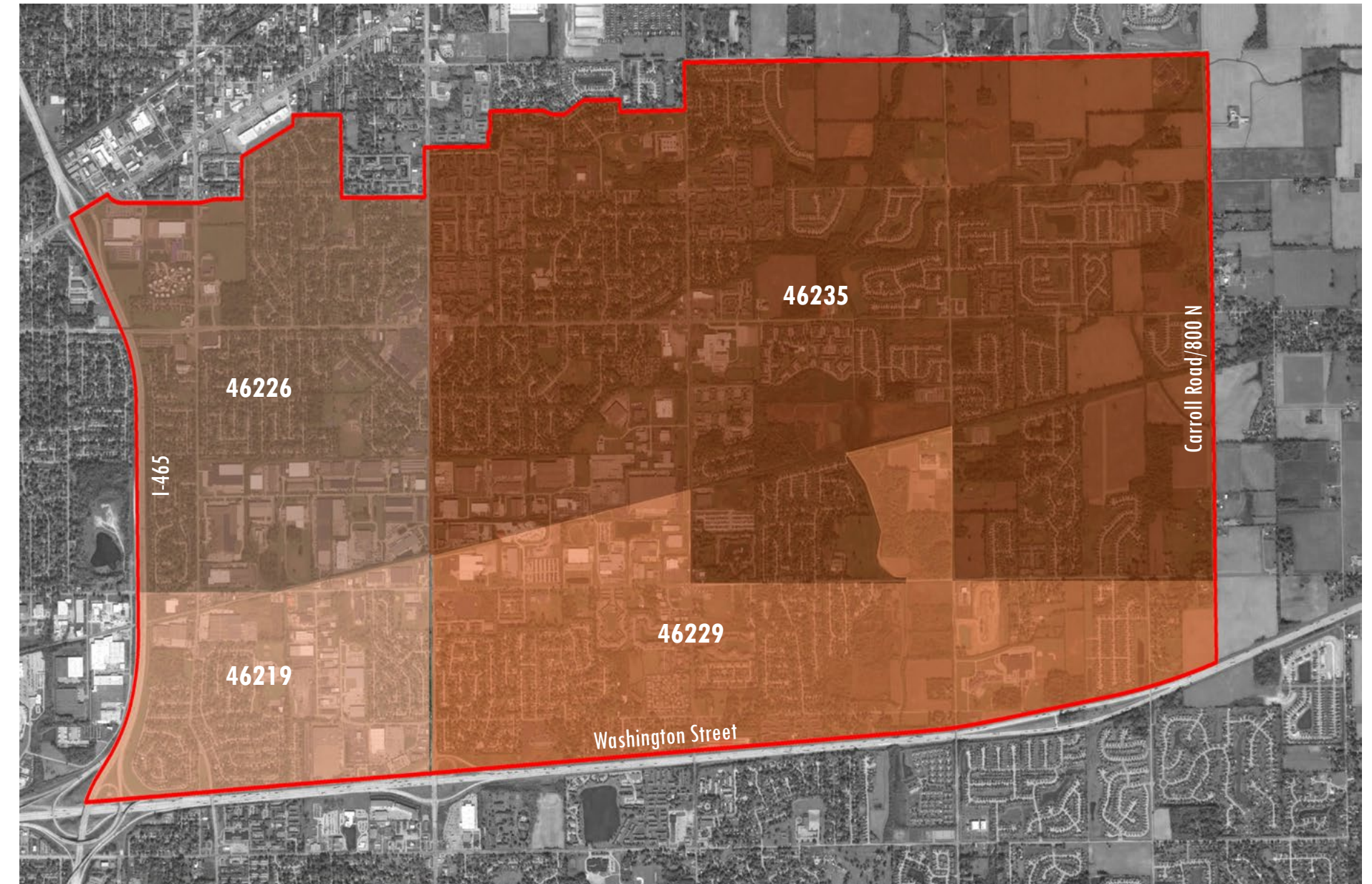
COMMUNITY TIMELINE

- 1849 — Lanesville platted near Bee Line Railroad & Pendleton Pike
 - 1866 — Lanesville’s name is changed to Lawrence
 - 1903 — Fort Benjamin Harrison is established on 2,000 acres of land north of town of Lawrence
 - 1929 — Lawrence is incorporated
 - 1940 — Lawrence drive inn opens
 - 1950’s — Western Electric, Ford and Chrysler plants open on Shadeland Avenue
 - 1953 — Finance Center opens at the Fort bringing approximately 10,000 civilian and military employees
 - 1960 — Northeastwood Development built, housing consists of National prefab homes
 - 1963 - First African American family moves into community
 - 1967 — George Fisher Elementary School IPS #93 opens
 - 1968 — John Marshall High School opens
- 1970 — Fort Ben annexed by city of Lawrence
 - Unigov is approved by Indianapolis making Lawrence an “excluded city”
 - Northeastwood Youth Football Association formed
 - 1973 — IPS #113 opens in what is now Imagine Life Science Academy East
 - Completion of I-70 connecting community to Far Eastside
 - 1974 - Washington Square Mall opened
 - 1981- Chrysler plant closes, 11,000 jobs lost
 - 1983 - 38th Shadeland Community Association formed
 - 1986 — Celadon Trucking opens
 - Western Electric Plant closes
 - 1987 — Lawrence hosts Pan Am Games
 - 1988 - Re/Max advantage office opened
 - 1990 — Reuben F. Glick Little League Center opens
 - 1991 — Finish Line opens
 - 1993 - Pendleton Pike drive inn closes
- 1994 - Ameritech White Pages closes
 - 1995 — Rock of Faith Church opens
 - St. Simon moved to Northside
 - 1996 - Maytag/Jenn-Air plant closes (last stove made)
 - Far Eastside Neighborhood Plan completed
 - 1997 - Fort Harrison closes as army instillation
 - 1997- CAFE Incorporated
 - 1998 - Fervent Prayer Church & Christian school and daycare opens
 - 2002 - Tornado hits Far Eastside; Amber Woods, John Marshall School, Rock of Faith church, and many homes affected
 - 2003 — Far Eastside Neighborhood Center opens
 - Andrew J. Brown Academy opens
 - Rock of Faith rebuilt after 2002 tornado
 - 2004 - Eastgate Consumer Mall closed
 - Winding Ridge Elementary School opens
- 2005 - La Plaza moved to the Far Eastside
 - 2006 - Pendleton Pike Redevelopment plan completed
 - 2007 — Monument Lighthouse Charter School opens
 - 2008 - Tornado hits Far Eastside
 - U.S. Dream Academy moves in community
 - 2009 - Kroger grocery store closes
 - Monarch Beverage moves to Far Eastside
 - 2010 - Citadel of Faith Church of God in Christ opens
 - 2011 - Kroger gas station closes
 - Genesis Casket Company opens
 - Far Eastside starts QOL planning begins

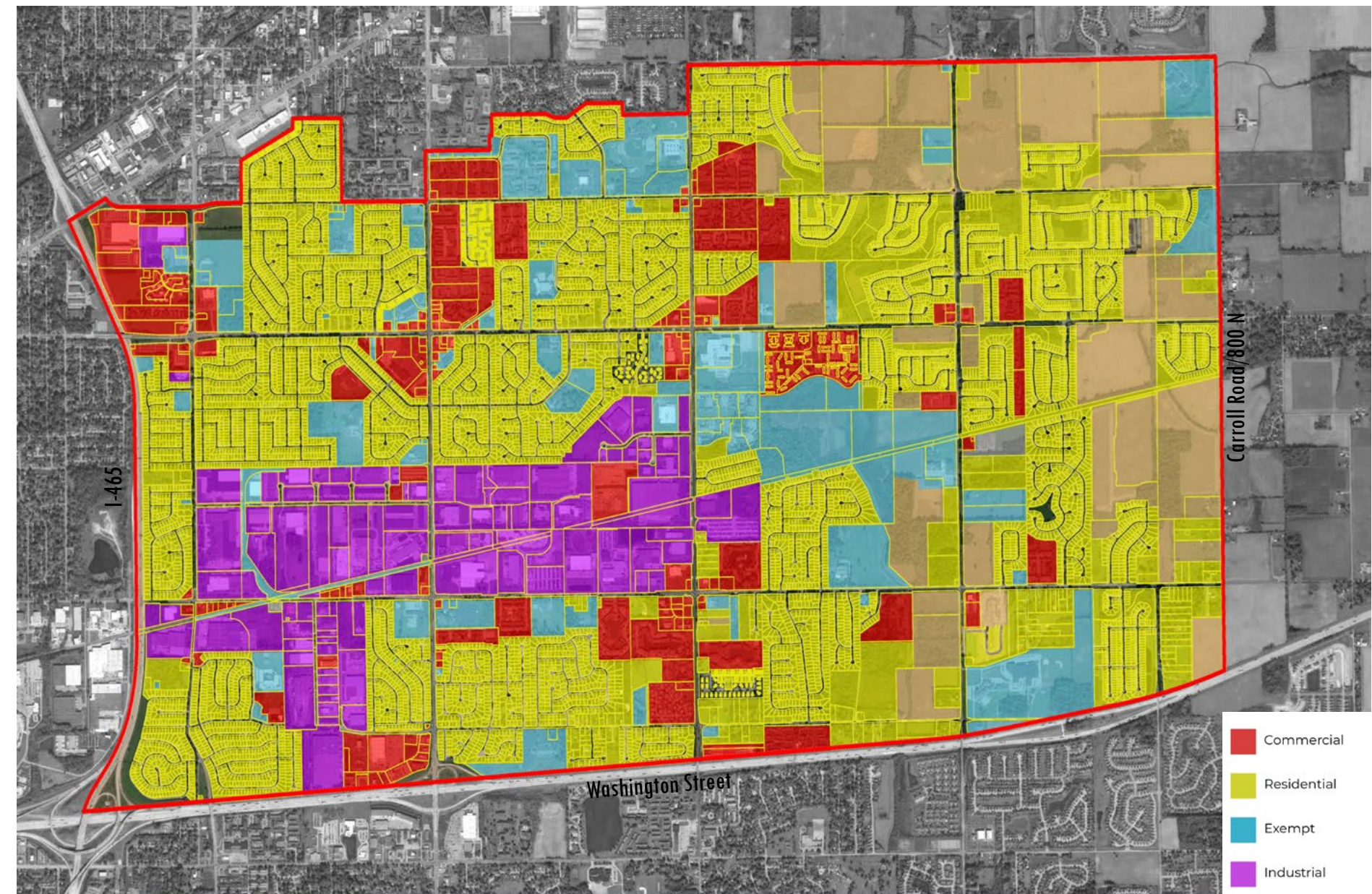
STUDY AREA MAP



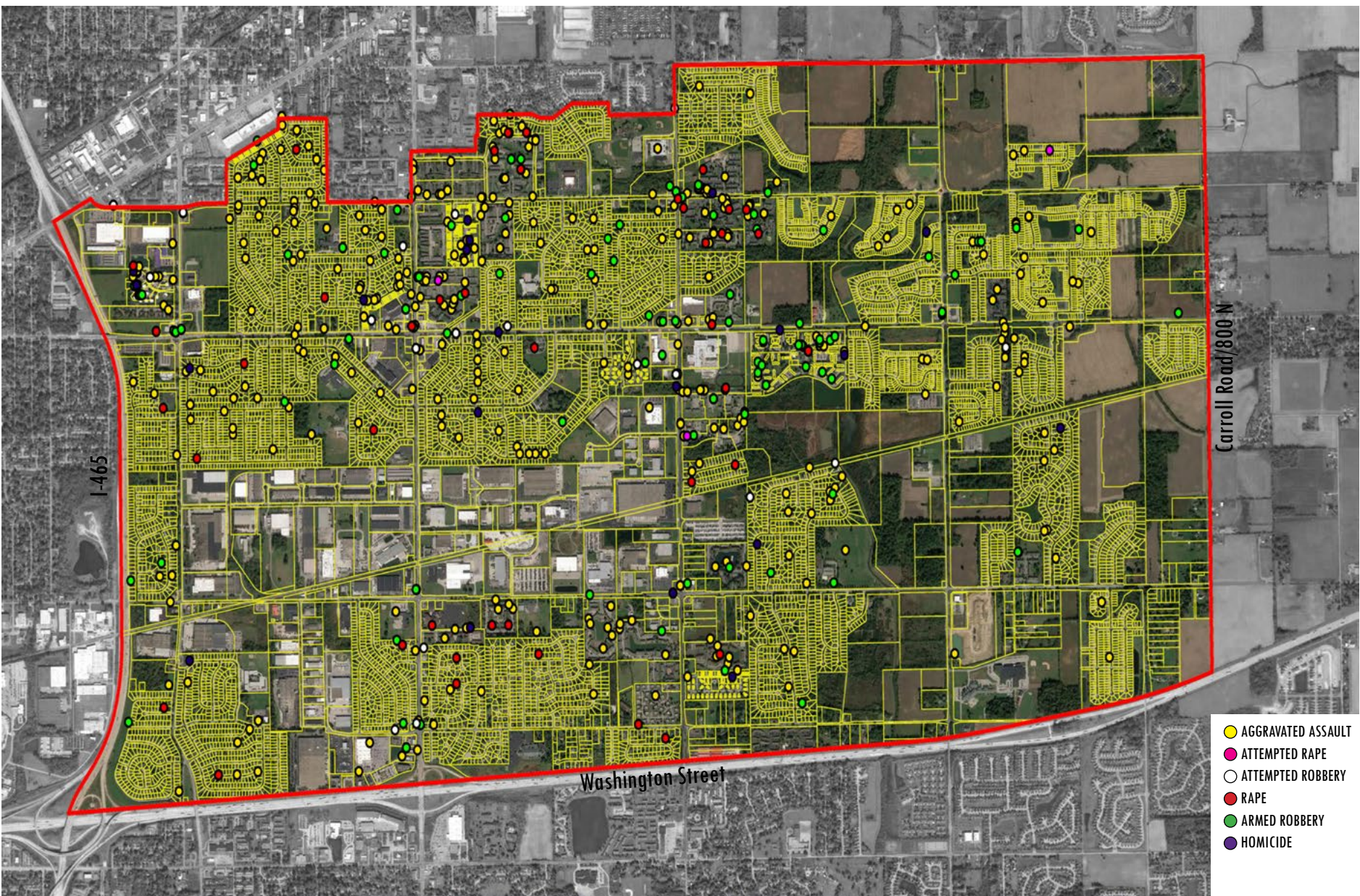
STUDY AREA ZIPCODES



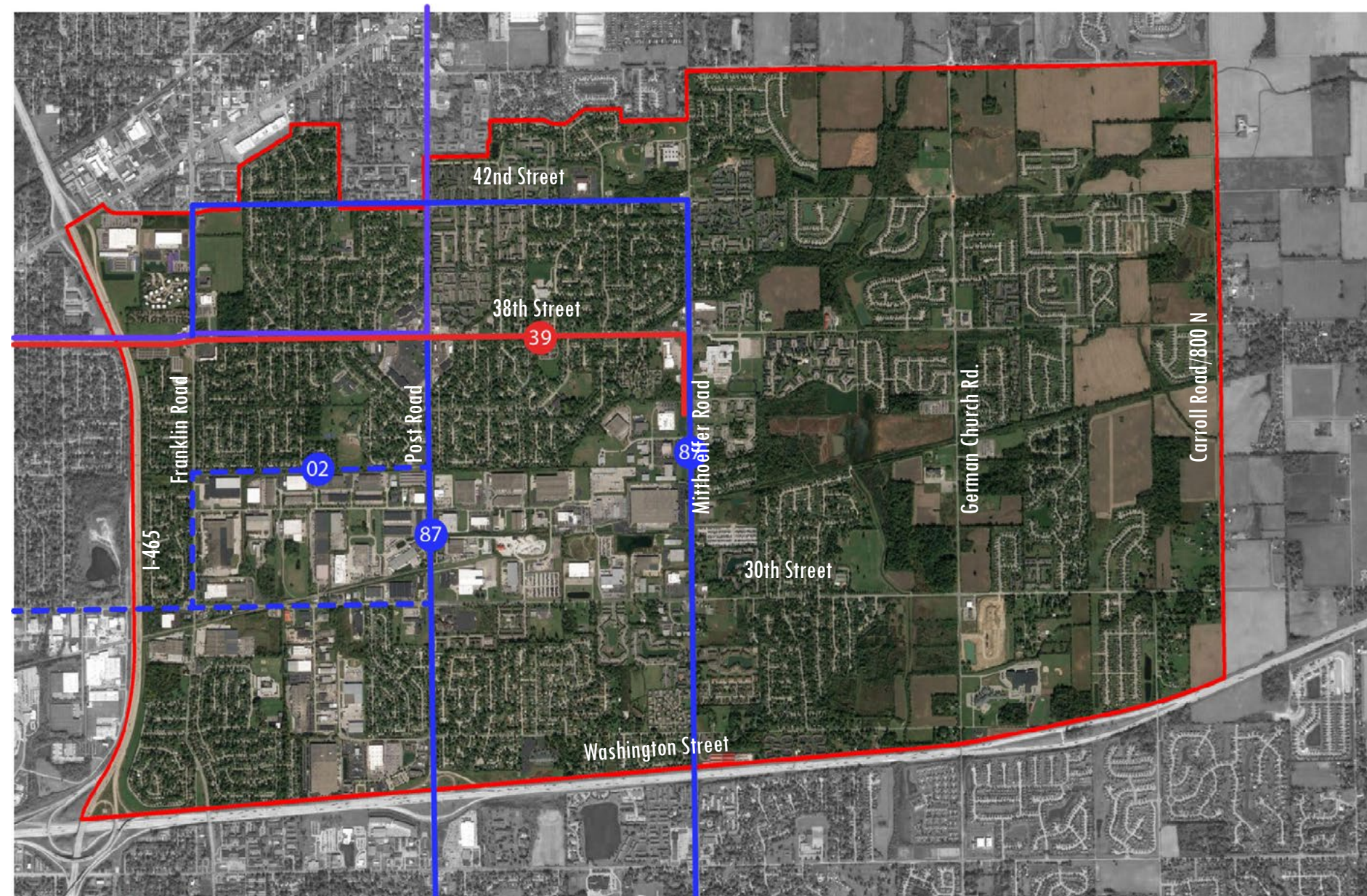
CURRENT LAND USE



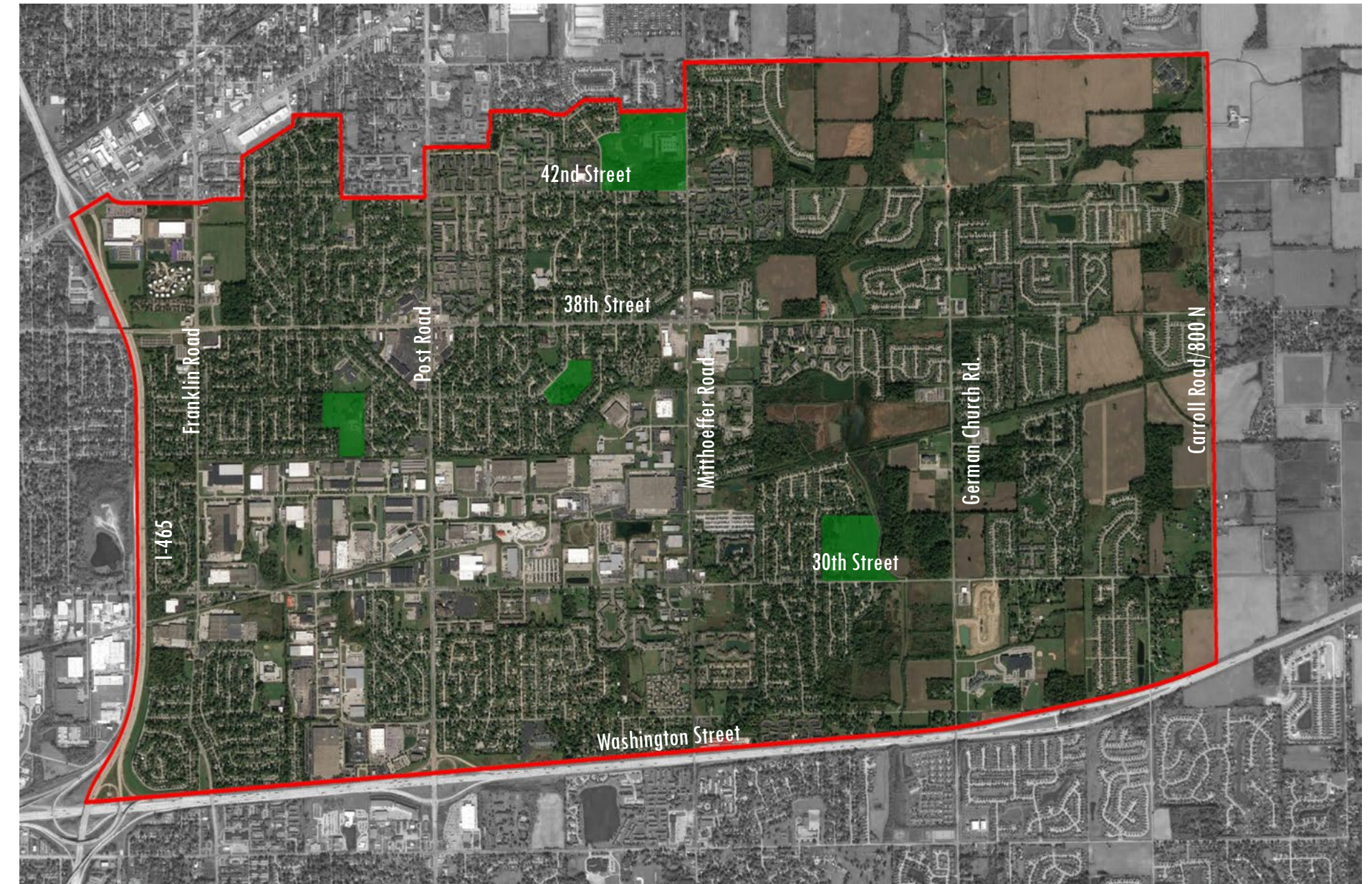
CRIME STATISTICS



TRANSIT



GREEN SPACE

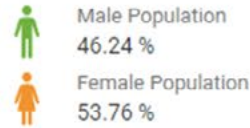


DEMOGRAPHICS

Far Eastside Indianapolis Population Demographics

Total Population	57,841
Male Population	26,743
Female Population	31,097

Population



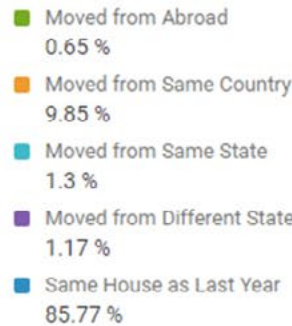
Median Age	34
Citizen US Born	53,136
Citizen not US Born	1,756
Not Citizen	2,948

Citizen



Moved from Abroad	376
Moved from Same Country	5,699
Moved from Same State	754
Moved from Different State	675
Same House as Last Year	49,613

Moved

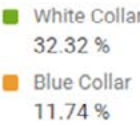


DEMOGRAPHICS

Occupational Employment in Far Eastside Indianapolis

White Collar	18,696
Blue Collar	6,791

Employment



Self Employees	1,444
Private Companies	18,871
Governmental Workers	2,855
Not for Profit Companies	2,317

Employment



Number of Households in Far Eastside Indianapolis

Total Households	21,919
Average People Per Household	3
Family Households	13,473
Non-family Households	8,446

Households



Households with Children	7,521
Households without Children	14,398

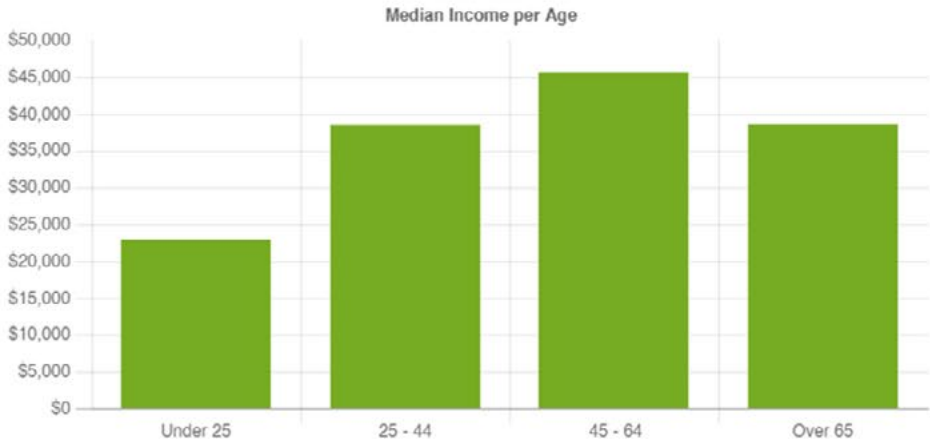
Households



DEMOGRAPHICS

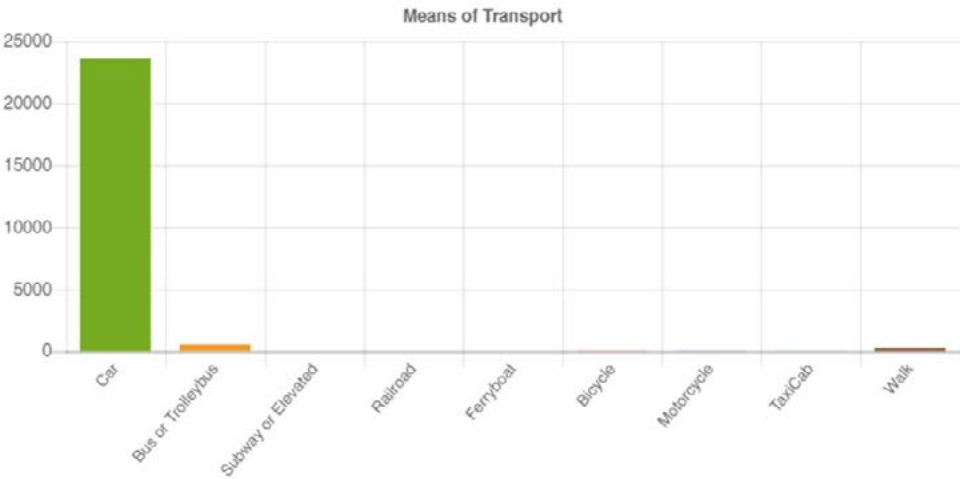
Median and Average Income in Far Eastside Indianapolis

Average Household Income	\$55,438.97
Median Household Income	\$37,828.00
People below Poverty Level	12,676
People above Poverty Level	44,053



Means of Transport to Work in Far Eastside Indianapolis

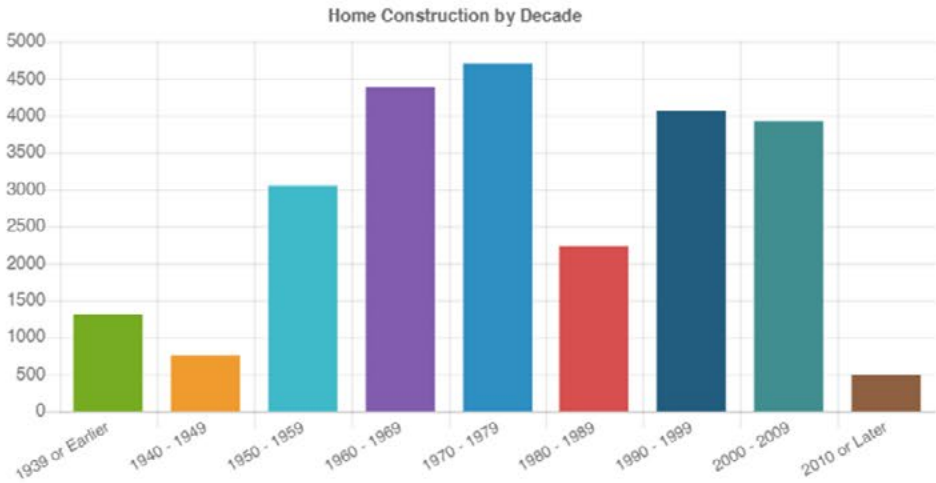
Car	23,622
Bus or Trolleybus	550
Bicycle	28
Motorcycle	18
TaxiCab	13
Walk	278



DEMOGRAPHICS

Housing in Far Eastside Indianapolis

Housing Units	24,905
Median Year Built	1972
Built in 1939 or Earlier	1,310
Built between 1940 and 1949	758
Built between 1950 and 1959	3,050
Built between 1960 and 1969	4,380
Built between 1970 and 1979	4,699
Built between 1980 and 1989	2,233
Built between 1990 and 1999	4,060
Built between 2000 and 2009	3,928
Built in 2010 or Later	486



Occupied Housing Units	21,919
Owner Occupied	11,838
Renter Occupied	10,081



With Mortgage	8,712
Without Mortgage	3,126
Median Value with Mortgage	\$105,200.00
Median Value without Mortgage	\$82,200.00
Median Housing Costs per Month	\$793.00



Far Eastside Indianapolis Education Statistics

No High School	1,687
Some High School	19,616
Some College	11,273
Associate Degree	3,083
Bachelor's Degree	4,869
Graduate Degree	1,856



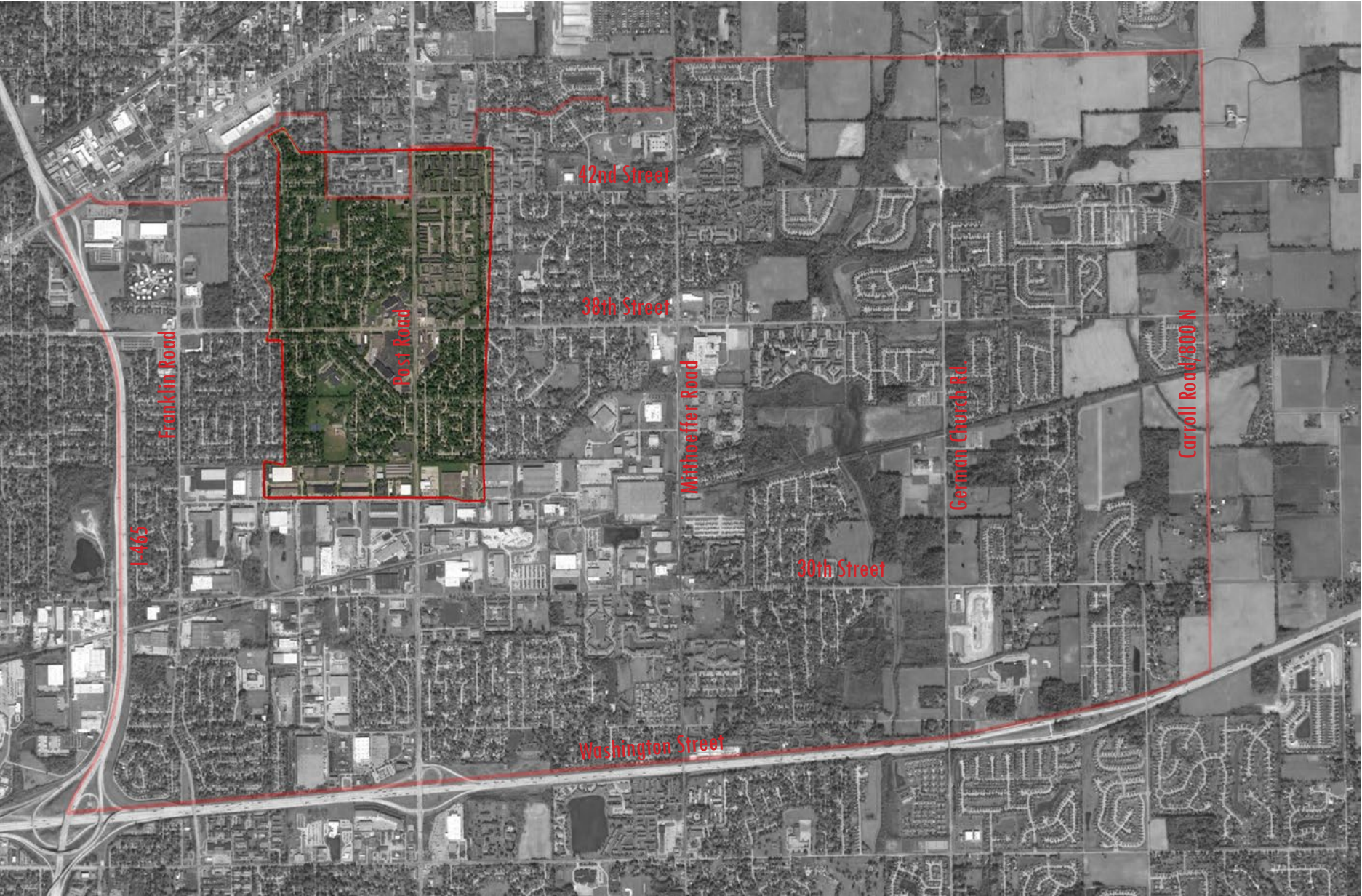
- No High School
2.92 %
- Some High School
33.91 %
- Some College
19.49 %
- Associate Degree
5.33 %
- Bachelor's Degree
8.42 %
- Graduate Degree
3.21 %

Marital Status in Far Eastside Indianapolis

Never Married	18,786
Married	17,230
Separated	1,116
Widowed	2,285
Divorced	5,445



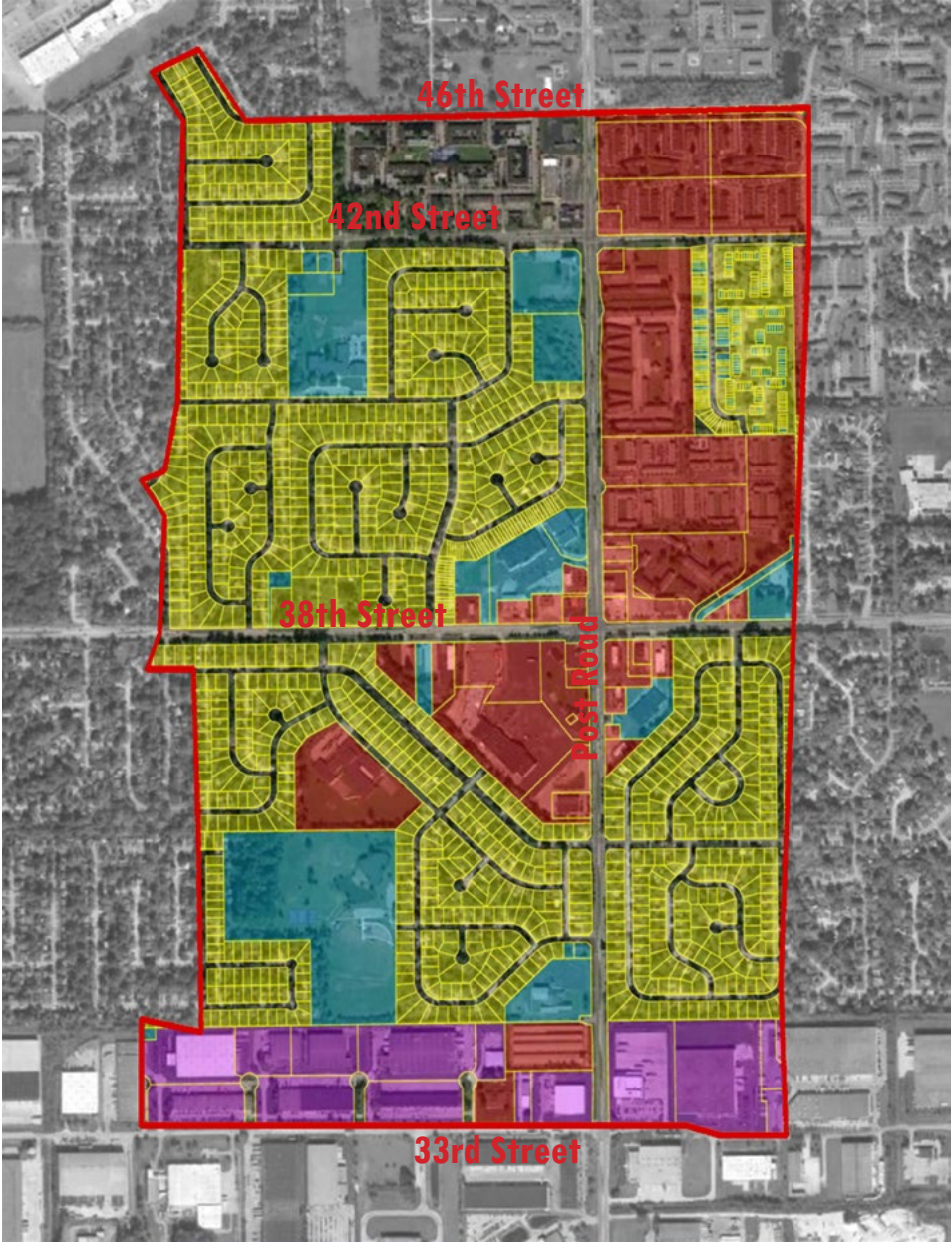
- Never Married
32.48 %
- Married
29.79 %
- Separated
1.93 %
- Widowed
3.95 %
- Divorced
9.41 %



BOUNDARIES



LAND USE



- Commercial
- Residential
- Exempt
- Industrial

VACANCY



CRIME STATISTICS



- AGGRAVATED ASSAULT
- ATTEMPTED RAPE
- ATTEMPTED ROBBERY
- RAPE
- ARMED ROBBERY
- HOMICIDE

PAST PLANS

FAR EASTSIDE SUCCESS INITIATIVE - 2018

Vision

- youth are prepared for career success
- families pursue opportunity and reach financial self-sufficiency
- the Far Eastside supports is a great place to live, work and play

Goals

1. Develop a strong education pipeline from birth to career.
 - Increase access to high-quality early childhood education on the Far Eastside.
 - Develop excellent schools that prepare students for post-secondary education and career pathways.
 - Increase the number of students that obtain a high-quality, post-secondary degree.
2. Develop a coaching and educational model that empower families to reach financial, career and life goals.
 - Increase the education and skills of families to obtain living-wage employment.
 - Transform Carriage House East into a community of hope and empowerment.
3. Improve the quality of life on the Far Eastside.
 - Strengthen local capacity to accelerate the implementation of the Far Eastside Quality of Life Plan.
 - Create conditions that attract, retain and develop residents with a high-quality, post-secondary degree.

FAR EASTSIDE COLLECTIVE IMPACT INITIATIVE - 2018

PAST PLANS

NORTH POST ROAD REDEVELOPMENT AREA - 2018

CITY OF INDIANAPOLIS - NEIGHBORHOOD INVESTMENT STRATEGY - 2017

CENTRAL INDIANA TRANSIT PLAN - 2016

INDY FAST TRACT PLAN - 2014

EAST 38TH STREET CORRIDOR PLAN - 2012

FAR EASTSIDE QUALITY OF LIFE PLAN - 2012

Vision

- enhance the quality of life for our neighbors by empowering residents and encouraging involvement among community stakeholders
- embracing our diversity and celebrating our rich culture
- promoting the creation of redevelopment areas for economic growth
- facilitating the improvement of housing conditions while making neighborhoods more attractive, safe and affordable
- creating more educational and recreational opportunities for youth
- providing improved access to transportation, and improving access to health services.

PAST PLANS

- We achieve this vision by collaborating with residents and stakeholders of our neighborhoods as well as city and state wide organizations.

Goals

1. Aesthetics & Beautification — Create an attractive community by keeping our neighborhoods clean and developing streetscapes, points of interest, and a brand for the community. A friendly environment will attract more business development and future residents, as well as maintaining current residents and businesses.
2. Crime & Safety — Engage residents, stakeholders, businesses and IMPD in open communication and collaboration to ensure that our neighborhoods are safe.
3. Housing — Facilitate a more stable community by increasing safe and affordable housing opportunities. Increase home ownership as well as increase occupancy of rental units. Decrease vacant and abandoned housing. Encourage rehab of current rundown apartment buildings to create better living conditions for our residents.
4. Economic Development— Develop commercial corridors featuring businesses that provide opportunities for residents. Encourage new business in existing storefronts. Encourage development of infrastructure, pedestrian-friendly sidewalks and streetscapes along commercial corridors.
5. Health Initiatives — Promote a healthier community by educating residents on healthy habits and healthy environments.
6. Resident Engagement— Foster leadership and unity in our neighborhoods amongst residents and stakeholders drawing on assets and opportunities to reach the common goals.
7. Transportation — Create better accessibility for our residents within our community as well as access to points of interest and employment opportunities throughout Indianapolis and surrounding counties.
8. Youth & Education— Create educational and recreational opportunities for youth in a diverse learning environment.

PAST PLANS

NEAR EASTSIDE QUALITY OF LIFE PLAN - 2008

THE COMPREHENSIVE PLAN FOR MARION-COUNTY, INDIANA - WARREN TOWNSHIP - 2005

FAR EASTSIDE NEIGHBORHOOD PLAN - 1996

PENDLETON PIKE CORRIDOR PLAN - 1987

38TH & SHADELAND AREA PLAN - 1986