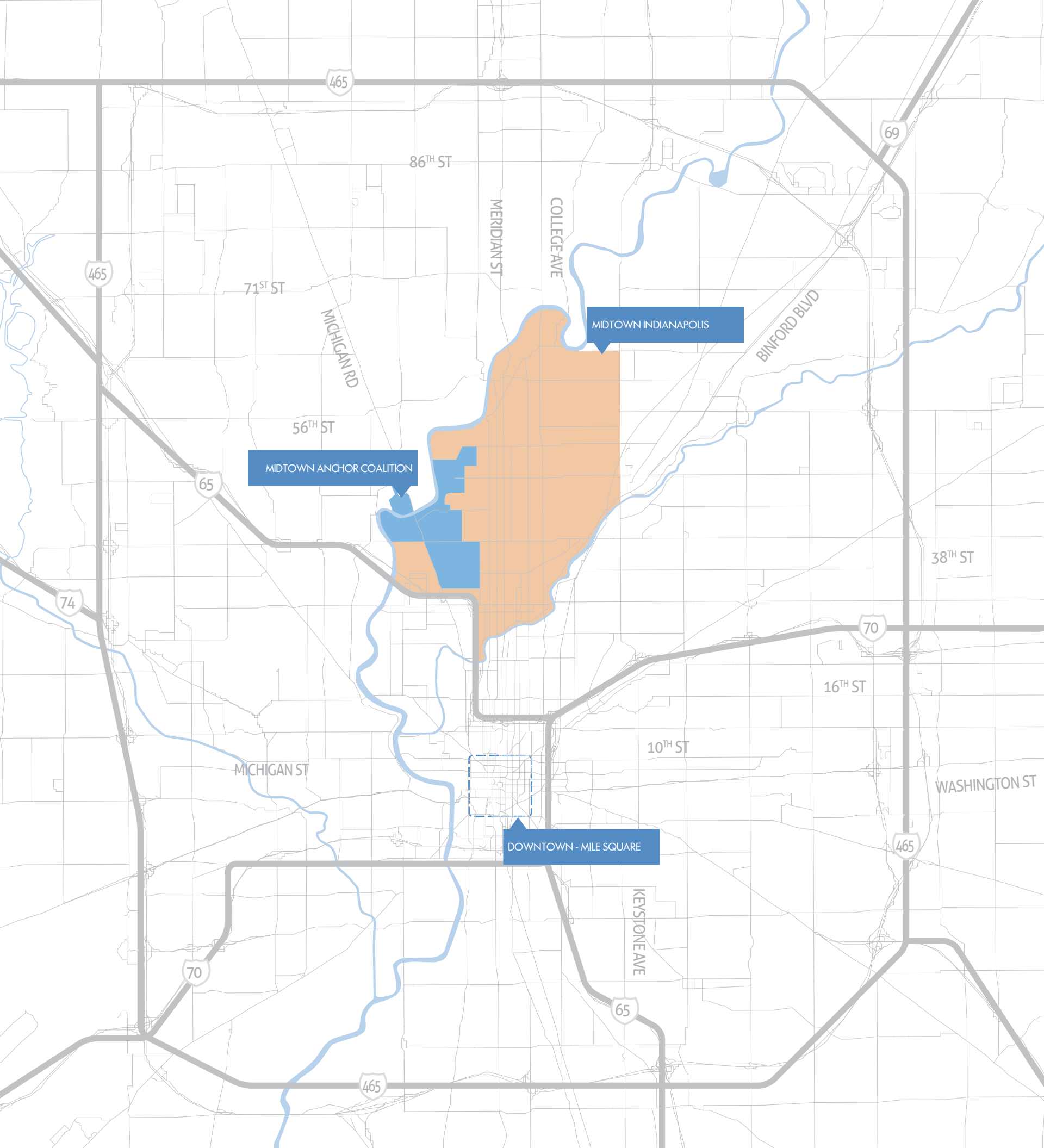


MACE

M I D T O W N A N C H O R C O A L I T I O N

FRAMEWORK PLAN
FALL 2016



Marion County Context Map

EXECUTIVE SUMMARY

Anchor institutions have a significant stake in the health of their surrounding neighborhoods. Given the scale and scope of their operations, they also have the resources to make a difference. Anchors can include universities, hospitals, schools, museums, libraries, cemeteries, performing arts facilities, locally-focused philanthropies, faith-based institutions, military installations, and, in some cases large corporations. For-profit businesses such as financial institutions, media companies, utilities, pharmaceutical and technology companies, and sports franchises can also serve as anchors in their community. A defining characteristic, however, is the locally-serving nature of non-profits such as hospitals, universities, or museums which means that jobs are not subject to corporate relocation. They are place-based, having significant ties to a geographic location. Anchors earn their name by reason of mission, capital investment, history, and/or long-standing relationships to their community.

Economic trends related to globalization, such as the decline of the traditional manufacturing base and the rise of the service sector, has led to the growing importance of anchor institutions to local economies. Anchor institutions, such as hospitals, colleges, universities, and cultural institutions are now the largest employers in 66 of the top 100 inner cities, including Indianapolis. As cities like Cleveland, Cincinnati, Baltimore, and Detroit have found, the economic engine of anchor institutions can be more effectively leveraged, contributing to the community in new and significant ways.

It is with this in mind that six of Indianapolis' oldest and most important anchor institutions, with their community partners, have formed the Midtown Anchor Coalition: Butler University, Butler-Tarkington Neighborhood Association, Christian Theological Seminary, Citizens Energy Group, Crown Hill Heritage Foundation, Indianapolis Museum of Art, International School of Indiana, and Midtown Indianapolis, Inc. Together, these organizations employ over 2,000 people, own 1,100 acres of land and over three million square feet of facilities, spend over \$117 million annually on goods and services, and attract 1.1 million visitors annually. While they share a common geography northwest of downtown Indianapolis, more importantly, this Coalition shares a commitment to enhancing the collective assets of Midtown as a premier destination to live, work, visit, and learn in the Central Indiana Region.

Over nine months, the Midtown Anchor Coalition has shared strategic plans and operations data to understand the goals and objectives of each anchor institution, identified areas of alignment, and built consensus for priority projects and initiatives. The result is a framework plan and implementation strategy to optimize long-term investment and shared value between the anchor institutions, the City of Indianapolis and the Central Indiana region. The six areas of strategic focus are: Safety and Security; Education; Attraction and Identity; Collaboration and Engagement; Housing and Neighborhood; Connectivity and Infrastructure. Perhaps more important, the process has resulted in the renewal and building of key relationships among the leaders of the community and the anchor institutions which will ensure that the collective and individual missions of these community anchors are realized.



White River

I-65

Dr. Martin Luther King Jr. Boulevard

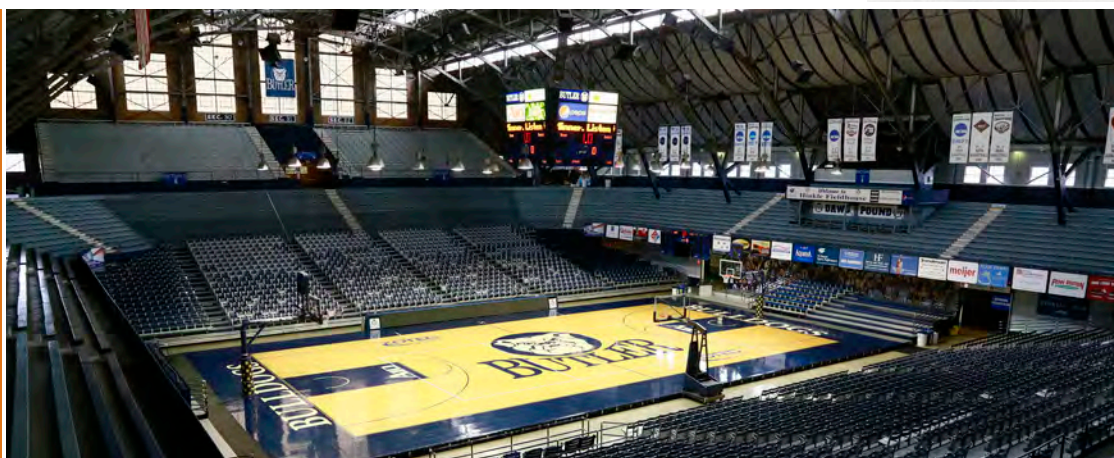
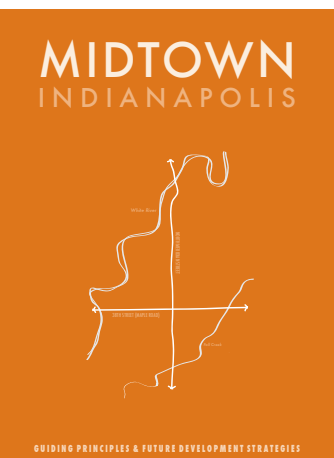
Meridian Street



COLLECTIVE IMPACT OF MIDTOWN ANCHOR COALITION

LAND AREA:	1,097 ACRES
FACILITIES:	3 MILLION+ SQUARE FEET
EMPLOYEES:	2,312
SPENDING:	\$114 MILLION IN ANNUAL PURCHASING
PAYROLL:	\$117 MILLION IN TOTAL PAYROLL
STUDENTS:	5,103
VISITORS:	1.1 MILLION+ ANNUALLY

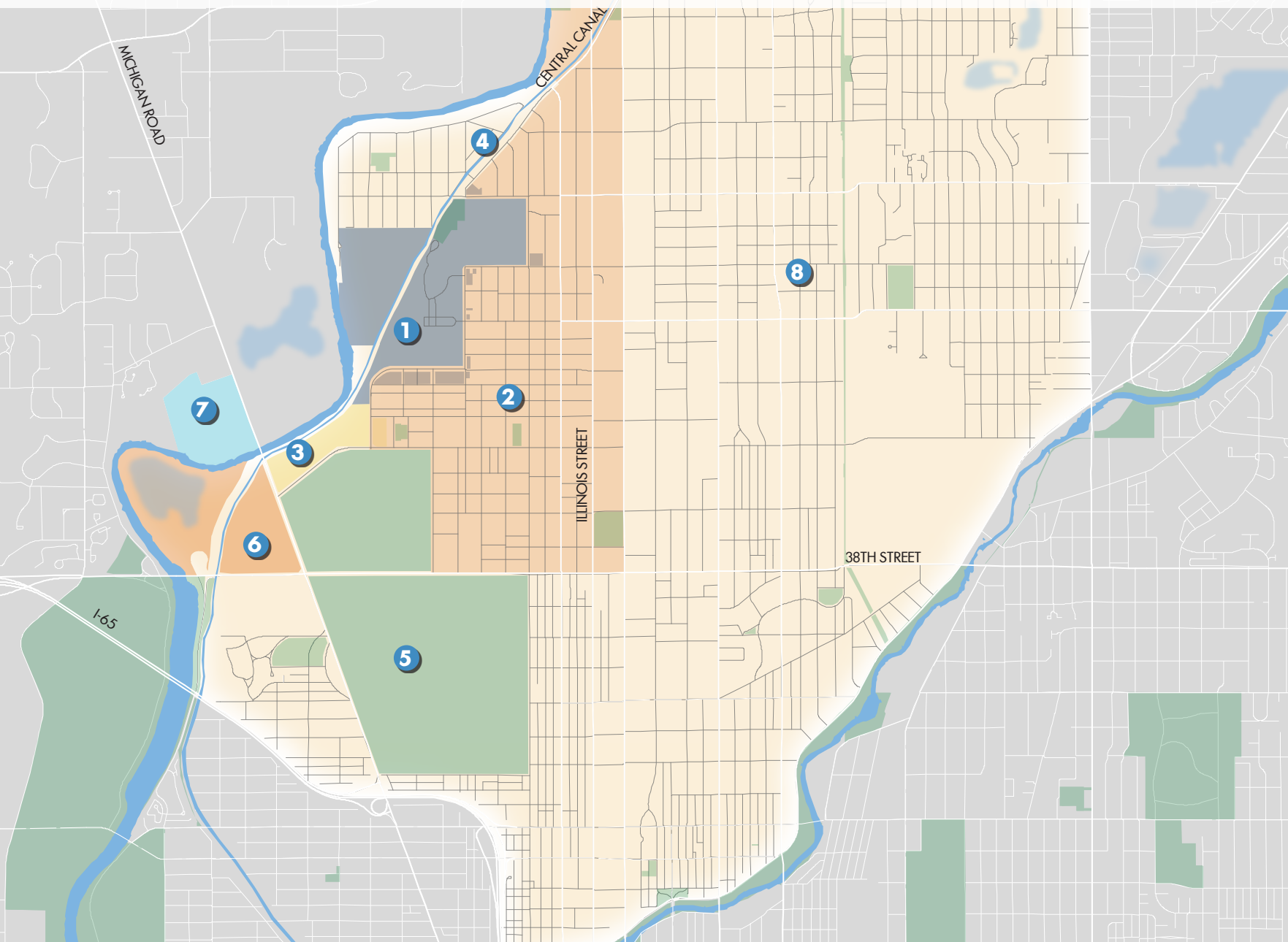
ANCHOR INSTITUTIONS PLAY AN IMPORTANT ROLE IN A CITY. THEIR EMPLOYMENT, REAL ESTATE HOLDINGS, REVENUE GENERATION, AND SPENDING PATTERNS SIGNIFICANTLY IMPACT LOCAL AND REGIONAL ECONOMIES.



IN THE PAST FIVE YEARS, THE MIDTOWN ANCHOR COALITION INSTITUTIONS HAVE INVESTED OVER **\$84 MILLION** IN MIDTOWN, WITH PLANS FOR AN ADDITIONAL **\$219 MILLION** OVER THE NEXT 10 YEARS.



MIDTOWN ANCHOR COALITION



- | | |
|---|---|
| 1 BUTLER UNIVERSITY | 5 CROWN HILL CEMETERY |
| 2 BUTLER-TARKINGTON NEIGHBORHOOD ASSOCIATION (BTNA) | 6 INDIANAPOLIS MUSEUM OF ART (IMA) |
| 3 CHRISTIAN THEOLOGICAL SEMINARY (CTS) | 7 INTERNATIONAL SCHOOL OF INDIANA (ISI) |
| 4 CITIZENS ENERGY GROUP (CENTRAL CANAL TOWPATH) | 8 MIDTOWN INDIANAPOLIS |

ROLE OF AN ANCHOR INSTITUTION

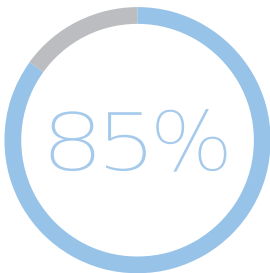


Developed by the Initiative for a Competitive Inner City, the seven roles of anchor institutions provide a strategic framework to understand assets, impact, and opportunities. The seven roles are: service provider, community infrastructure builder, purchaser of goods and services, workforce developer, driver of land use, cluster anchor, and major employer. Each role can be an opportunity for creating shared value between the institution and the community. Further, initiatives in several roles can have a multiplier effect, where one role can reinforce impact in others. The framework serves as a foundation for leveraging anchor institutions in the pursuit of community and economic vitality.

Source: Initiative for a Competitive Inner City

SERVICE PROVIDER

One of the most direct ways for anchor institutions to engage the community is through their core business, providing essential products and services. Educational, heritage, and cultural programming are essential pieces for a city and its citizens, and can act as a fulcrum for community revitalization. Midtown Anchors **SERVED OVER 5,000 STUDENTS** from Pre-K to doctoral in 2014. Midtown Anchors **ATTRACTED 1.1 MILLION VISITORS** last year.



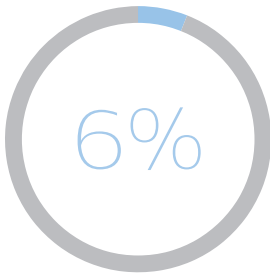
85% of CTS and ISI students live outside zip codes 46228 and 46208*, while most Butler students live on-campus.

COMMUNITY INFRASTRUCTURE BUILDER

Communities look to anchor institutions to provide resources and expertise because of their mission and history. This can take the form of community service and education, quality of life planning, civic leadership, cash and in-kind contributions, and financial assistance. In the strategic framework, all of the other roles also **HELP TO BUILD THE COMMUNITY’S CAPACITY TO IMPROVE ITS ECONOMIC, SOCIAL, AND ENVIRONMENTAL SUSTAINABILITY**. Beyond philanthropy, the role of community infrastructure builder is based on anchors using community engagement or relationships in a strategic and coordinated manner, to both advance the initiatives in the other roles and use each anchor’s particular competencies to address any other priorities of the community. As a community infrastructure builder, an anchor should choose those areas of community need where it has competencies to offer and where its efforts will best complement its other work across the framework. Every organization in the Midtown Anchor Coalition devotes significant effort to community leadership, whether through Reconnecting to Our Waterways, hosting a preschool in an art museum, tutoring local school children, devoting over 100,000 community service hours per year, raising hundreds of thousands in charitable contributions, or just organizing block parties and street clean-ups. The Midtown Anchor Coalition is already making a meaningful impact.

PURCHASER OF GOODS & SERVICES

To create shared value, **ANCHORS CAN EXTEND PROGRAMS TARGETED AT INCREASING SPENDING** with XBEs – minority, woman, veteran-owned business enterprises – to include locally based suppliers. Anchor institutions can help local firms compete by unbundling large contracts or requiring prime contractors to use local subcontractors. They can also encourage local firms to partner with each other or with larger vendors and can provide business advice and mentorship.



6 % of annual goods and service spending (\$6.7 million) occurs in zip codes 46228 - 46208*

WORKFORCE DEVELOPER

Anchor institutions make significant investments in training and workforce development. Developing the workforce requires anchor institutions to **EMBRACE A LEADERSHIP ROLE WITH OTHER BUSINESSES, SCHOOLS, AND COMMUNITY ORGANIZATIONS** to build a pipeline of local residents with the requisite qualifications for employment. Once anchors identify the jobs that need to be filled and the education and training needed for those jobs, anchors can align them with the community's education and job training system.

FULL TIME - 152

PART TIME - 141

The Midtown Anchor Coalition
hired 293 new employees in 2014

DRIVER OF LAND USE

Intensity of employment combined with student population, support services - and additional traffic generated by special events, visitors and suppliers can drive demand for residential, office and retail uses adjacent to an anchor institution. Many anchors have made their campuses and communities more inviting by developing mixed-use districts at their edges. Other institutions have gone further, showing how anchors can facilitate dramatic changes in land use and shared value, using real estate development to drive local economic growth. To accomplish this shared value, anchors have used their endowments and foundations, sources of patient, long-term capital, to fund neighborhood-based real estate initiatives. Midtown Anchor Coalition institutions own a **TOTAL OF 1,097 ACRES**, which is about **HALF THE SIZE OF DOWNTOWN INDIANAPOLIS**. They also own over three million square feet of facilities, which is equivalent to over three Chase Towers.

MAJOR EMPLOYER

Colleges, universities, and hospitals are often the dominant employers in a city and provide a stabilizing force to the local economy because of their longevity and relatively recession-proof businesses. In the Midtown Anchor Coalition, anchor institutions **PROVIDE 2,312 JOBS**.

12%

12% of Midtown Anchor Coalition
employees live in zip codes 46228
and 46208*

CLUSTER ANCHOR

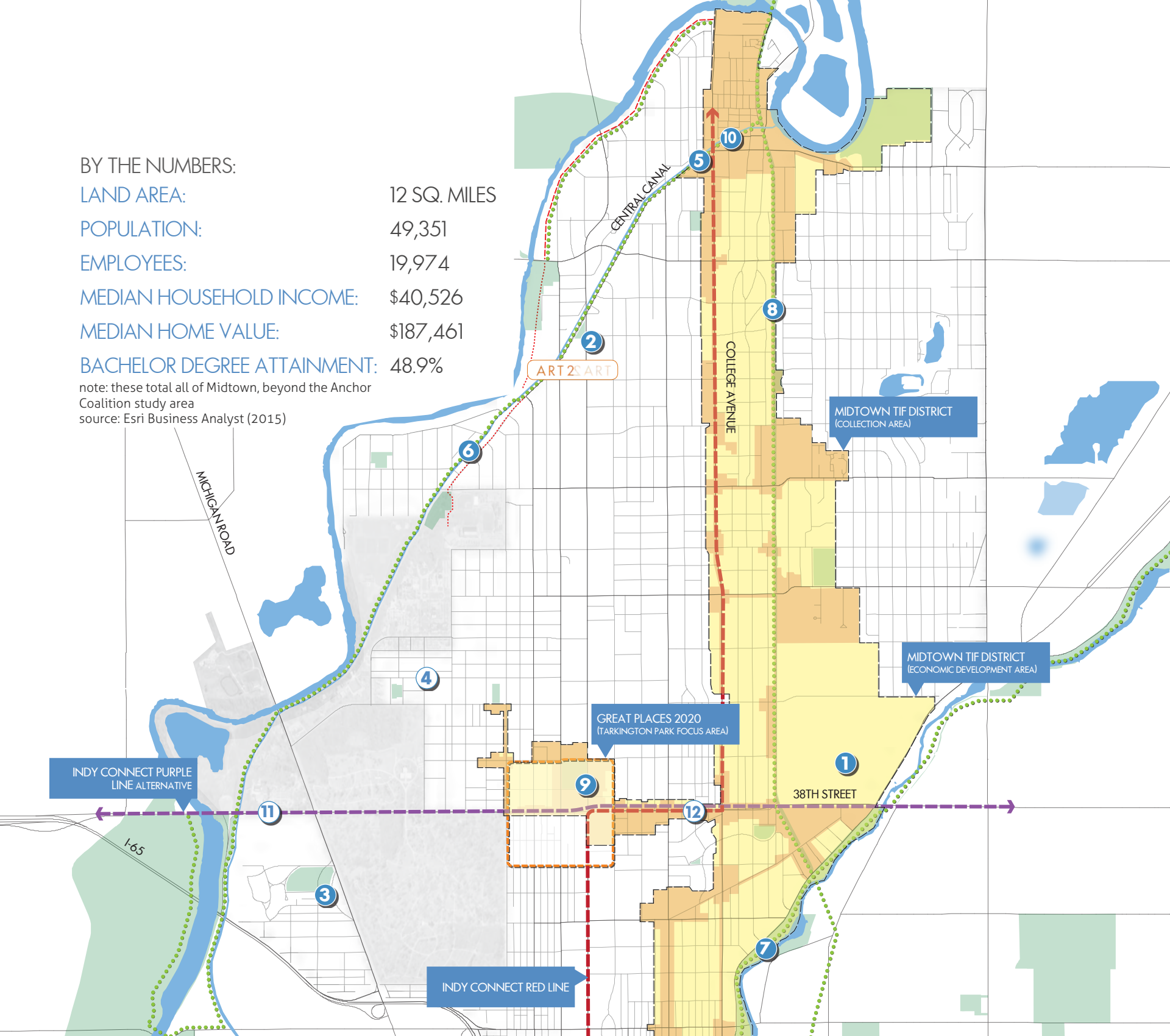
Anchors can have a significant impact on regional economic development with a focus on industry clusters. The success of anchor institutions in becoming drivers of innovation and community development lies in their ability to **LINK LOCAL NETWORKS OF INTELLECTUAL AND BUSINESS INFRASTRUCTURE**. By leading and collaborating with other anchor institutions, the private sector, and government, anchors can attract talent and venture capital, and spur new enterprise formation. Universities can help drive innovation, research and commercialization. Anchors can also help start-up firms with high growth potential by serving as geographic or virtual incubators. Cultural assets are also an important element for talent attraction and quality of life.

With the combined efforts of the Midtown Anchor Coalition member institutions, arts and education are flourishing. The group is host to: the Indianapolis Museum of Art, one of the top five encyclopedic art collections in the country; Christian Theological Seminary, one of the most prominent seminaries in the state; the International School of Indiana, one of the top PS-12 schools in the country offering education to international standards and full language immersion programs; Butler University, which has earned over \$6.8 million in research grants over the last five years, the Innovation Fund, which has invested in 28 projects since 2012, and the Butler Business Consulting Group, which has completed over 175 projects with 70 clients.

*46228 and 46208 are the two ZIP codes that cover the Midtown Anchor Coalition study area boundaries, and their immediate surroundings.

LAND AREA:	12 SQ. MILES
POPULATION:	49,351
EMPLOYEES:	19,974
MEDIAN HOUSEHOLD INCOME:	\$40,526
MEDIAN HOME VALUE:	\$187,461
BACHELOR DEGREE ATTAINMENT:	48.9%

note: these total all of Midtown, beyond the Anchor Coalition study area
source: Esri Business Analyst (2015)



- | | | | | | |
|---|-------------------------------------|----|----------------------------|---|-------------------------|
| 1 | INDIANA FARMERS COLISEUM | 7 | FALL CREEK TRAIL |  | COMPLETED / IN-PROGRESS |
| 2 | ALICE CARTER PLACE PARK | 8 | MONON TRAIL |  | PLANNED / PROPOSED |
| 3 | BERTHA ROSS PARK PLAYGROUND | 9 | TARKINGTON PARK | | |
| 4 | CLARENDON ROAD ENHANCEMENT | 10 | THE COIL - CANAL ESPLANADE | | |
| 5 | BROAD RIPPLE VILLAGE PARKING GARAGE | 11 | INDY CONNECT PURPLE LINE | | |
| 6 | ART2ART TRAIL | 12 | INDY CONNECT RED LINE | | |

MIDTOWN

The Midtown Anchor Coalition exists as a small part of what is generally known as Midtown, Indianapolis. The Midtown Indianapolis, Inc. organization, which oversees community development for the area, represents the myriad neighborhoods, business owners, and other organizations that have a significant stake in the area. A sampling of recent projects and planning efforts are described below.

Today, Midtown benefits from the strong grid of streets, housing stock, public parks and greenspace, and institutional heritage left over from these roots. As a result, new development and redevelopment continues to occur in Midtown, and strong religious and educational options continue to cement the area's status as a place to live, work, learn, and play.

Midtown Indianapolis, Inc. is the community development corporation that promotes its 17 neighborhoods, oversees planning, policy, and projects. The director, Michael McKillip, has been serving Midtown since 2012.

CURRENT MIDTOWN PROJECTS & PLANNING EFFORTS:

RECONNECTING TO OUR WATERWAYS (R.O.W.)

Reconnecting to Our Waterways is an initiative "designed to reclaim the benefits of Indianapolis' waterways"; to provide opportunities for physical, human, and economic development...." The detrimental state of the major tributaries of the White River was the original focus of the effort, but the various planning efforts along them are now structured under R.O.W. The Midtown neighborhoods have a few tributaries, including the White River itself, the Central Canal, owned by Citizens Energy Group, and Fall Creek. The initiative is backed by the most significant philanthropists in Central Indiana, including, but not limited to, Eli Lilly and Company, BioCrossroads, and the Central Indiana Community Foundation (CICF).

THE COIL - CANAL ESPLANADE

The Coil is an example of the significant development activity happening in Midtown, in this case, along the Central Canal in Broad Ripple. Broad Ripple has long been a commercial center, dating back to the mid-19th century as a farming town, and now continues to compete in Central Indiana for investment. The Coil represents a redevelopment of an old and dilapidated apartment complex, and a brownfield site left from a gas station. This significant transformation will continue to add housing options and density to a cultural district halfway between downtown Indianapolis and Carmel, Indiana. The community was able to partner with the developer and Citizens Water to leverage the private development and fund upgrades to the Central Canal Towpath, a recreational trail.

GREAT PLACES - TARKINGTON PARK

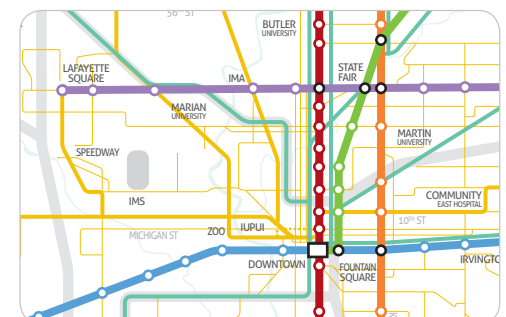
The Local Initiative Support Corporation's (LISC) Great Places 2020 is a community development project that aims to transform six Marion County neighborhoods "into dynamic centers of culture, commerce and community, preparing Indianapolis for unprecedented success as we enter 2020. Each Great Place will be transformed through partnership, development and investment in: Livability, Opportunity, Vitality and Education." The Tarkington Park focus area extends from 36th to 40th streets, and Boulevard Place to Pennsylvania Street. Great Places 2020, focusing on the city's upcoming bicentennial, is supported by R.O.W., CICF, and JPMorgan Chase, among others.

INDY CONNECT - RED LINE

Indy Connect is Central Indiana's long-range transportation initiative, which shapes the future investment of the various transportation options of the region. Designed as an upgrade to the current IndyGo bus system, as well as five new bus rapid transit lines. The first line to be implemented will be the Red Line, which will eventually connect Westfield in the north to Greenwood in the south. The first phase, however, which may be operating within a decade, will connect the Butler-Tarkington and Crown Hill neighborhoods to Broad Ripple, downtown, and the University of Indianapolis. In addition to improved mobility options, the initiative also includes a transit-oriented development strategic plan. This TOD Strategic Plan lays a framework for land use, infrastructure, and real estate development around the planned stations, leveraging the transit investment as an economic development tool as well.



Image Credit: Browning Day Mullins Deirdorf



BUTLER UNIVERSITY

- COMPLETED / IN-PROGRESS
- PLANNED / PROPOSED

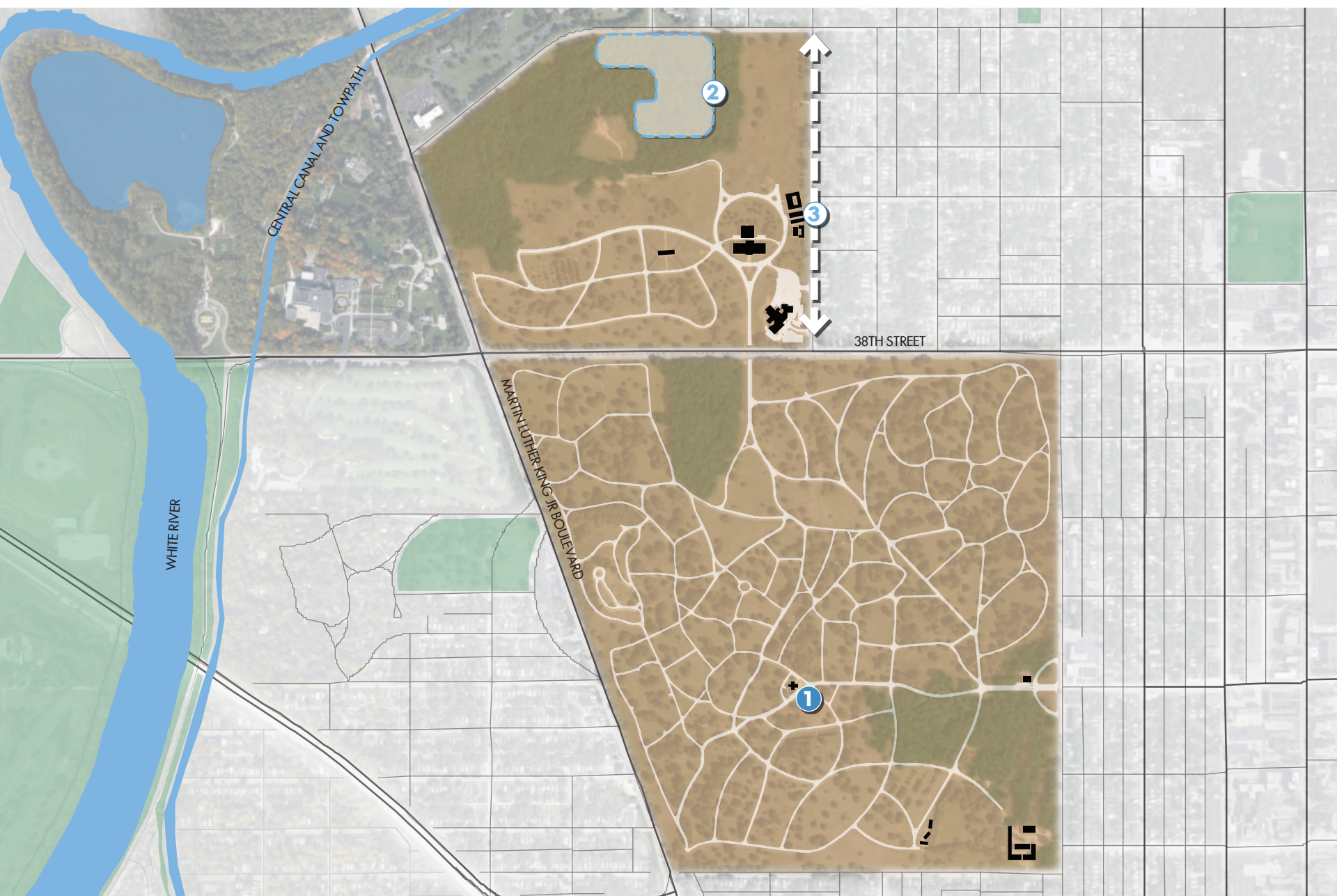


- | | | |
|-------------------------------|---|------------------------------------|
| 1 HINKLE FIELDHOUSE | 5 HOWARD L. SCHROTT CENTER FOR THE ARTS | 9 SCHWITZER HALL RENOVATIONS |
| 2 HEALTH & RECREATION COMPLEX | 6 MIXED-USE PARKING GARAGE | 10 HOLCOMB BUILDING ADDITION |
| 3 ATHLETIC FIELDS & PARKING | 7 STUDENT HOUSING BUILDING | 11 FUTURE ACADEMIC BUILDING |
| 4 SUNSET AVENUE (PHASE 1 & 2) | 8 46 TH STREET ENTRY ROUND-ABOUT | 12 HOLCOMB GARDENS SECONDARY ENTRY |
| | | 13 CLARENDON ROAD IMPROVEMENTS |



- 1 VIRGINIA B. FAIRBANKS ART & NATURE PARK: 100 ACRES
- 2 MICHIGAN ROAD PEDESTRIAN IMPROVEMENTS
- 3 LILLY HOUSE & GARDEN IMPROVEMENTS
- 4 38TH STREET PEDESTRIAN CONNECTION

- 5 PEDESTRIAN CONNECTION TO PRESIDENT'S HOUSE



- 1 GOTHIC CHAPEL RENOVATIONS
- 2 U.S. VETERAN'S COLUMBARIUM
- 3 CLARENDON ROAD PHASE 2 IMPROVEMENTS



International School of Indiana

● COMPLETED / IN-PROGRESS

○ PLANNED / PROPOSED



① ELEMENTARY SCHOOL ADDITION

② CROSS COUNTRY COURSE

③ PEDESTRIAN BRIDGE CONNECTION

FRAMEWORK PLAN

The following framework plan is intended to serve as a guide and strategy toward community development among the anchor institutions in Midtown Indianapolis. With a focus on shared value that benefits the institution, and the community, the following plan will expand and deepen the coalition's impact on the local and regional economy.

The Midtown Anchor Coalition began with an initial meeting, hosted by Butler University, to determine the level of interest of anchor institutions in Midtown and in proximity to each other to collaborate on projects of common interest. While Midtown is home to other anchor institutions, the place-based nature of the project drove the composition of the coalition to include Butler-Tarkington Neighborhood Association, Butler University, Christian Theological Seminary, Citizens Energy Group, Crown Hill Cemetery, Indianapolis Museum of Art, International School of Indiana, and Midtown Indianapolis. All of these organizations have a vested interest in the general area near 42nd Street and Michigan Road.

Each anchor institution provided the consulting team with data to understand the collective impact of employment, visitors, students, workforce development, purchasing of goods and services, land use, civic engagement, and economic development. The consulting team conducted several days of field work on the campuses and in the surrounding neighborhoods, as well as a review of each anchor institution's strategic plans and campus plans. Gaps and alignments surfaced as potential initiatives in which the institutions could collaborate. Relevant community development and public sector plans and initiatives in process such as the Midtown Master Plan, Reconnecting to our Waterways, Indy Connect, and Plan 2020 were also considered. Stakeholder meetings with the leadership of each anchor institution in the coalition clarified issues that surfaced from the background research and formed six distinct themes, which became the basis for the framework plan to follow.

SAFETY & SECURITY

EDUCATION

ATTRACTION & IDENTITY

COLLABORATION & ENGAGEMENT

HOUSING & NEIGHBORHOOD

CONNECTIVITY & INFRASTRUCTURE

Each theme is introduced within a context of observation and analysis. Goals, objectives, and potential initiatives follow, including projects, programs, and policies which, through a shared value strategy, are intended to benefit the anchor institutions and the local community.

Implementing the framework plan often requires the creation of new processes and stakeholders working together to address issues and opportunities in new ways. A separate document addresses partnerships, geographic scopes, next steps, as well as an organizational structure, which is a critical consideration to ensure implementation. From the six themes and potential initiatives, five catalyst projects are presented in the form of "pitch kits." The vision and concept, market demand, estimated costs, sources of funding, and other implementation considerations in the pitch kits provide a tool for generating support to advance the important work of the Midtown Anchor Coalition.

SAFETY & SECURITY

PERCEPTION VS. REALITY

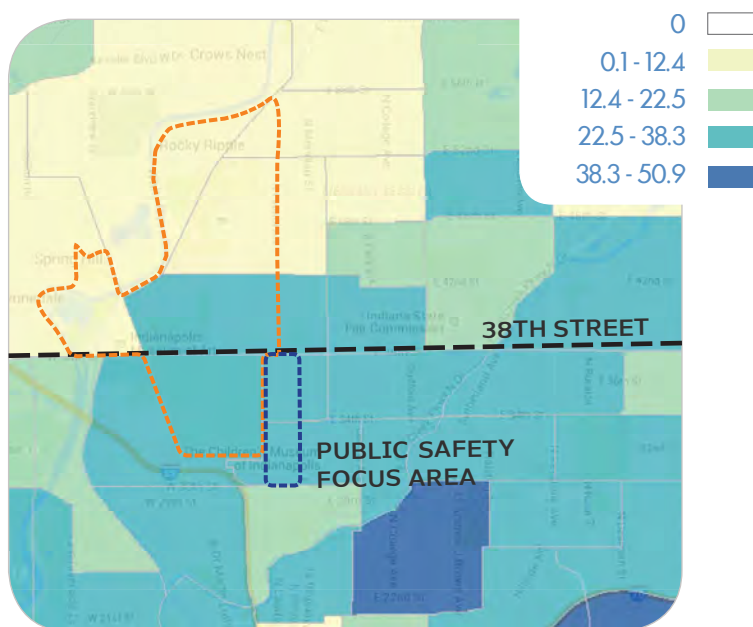
OBSERVATION & ANALYSIS:

A decision to move to a specific neighborhood or home involves a composite of factors that can be unique to a given household. A 2012 survey conducted by the Metro Indy Board of Realtors (MIBOR) and the Indianapolis Metropolitan Planning Organization (MPO) of 1,500 Central Indiana residents asked which factors were important when choosing a home and neighborhood to live in. It found that safety is the critical issue for most households. Ranked by responses of very important/important, safety of the community and level of crime (89%), and quality of local schools (78%) were more important than affordability of housing (74%). Among the other factors are access to medical care, property tax rates, access to cultural resources, privacy from neighbors, access to parks and trails, length of commute, sidewalks, walkability to shops and restaurants, and availability of quality public transit. The data reinforces findings from numerous case studies: revitalization strategies need to be comprehensive and address the broader community issues, including safety and security.

With the exception of Crown Hill, which is bisected by 38th Street, most of the Midtown Anchor Coalition institutions are north of 38th Street, which has historically acted as a great divide in Indianapolis. Data illustrates that generally, the reality of safety and incidence of crime is very different on either side of 38th Street. To the north, many neighborhoods include strong or stable socio-economic indicators, good infrastructure, viable commercial nodes, and amenities. In contrast, south of 38th Street, specifically the area around the intersection of 34th Street and Illinois Street has been deemed one of six crime "hot spots" in the City. Alarming indicators of vacancy, poverty, single-parent households, and educational attainment contribute to significantly higher incidences of crime and further erode the neighborhood.

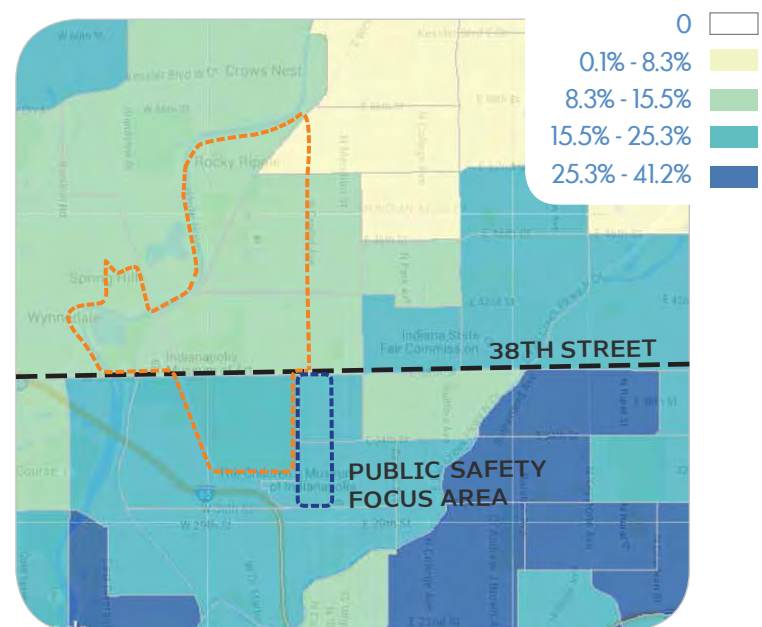
The "hot spot" designation means multiple government agencies, community, church, civic and educational leaders are developing long-term goals and solutions to address safety and quality of life issues. This momentum can be leveraged to build on the focused efforts of the Indianapolis Metropolitan Police Department, Indianapolis Fire Department, Mayor's Office of Re-Entry, Department of Workforce Development, and Department of Code Enforcement, as well as other organizations including the Central Indiana Community Foundation, the Lilly Endowment, the Indiana Bar Association, Keep Indianapolis Beautiful, Eskenazi Health, and the Polis Center. Supporting these focused efforts also will help sustain the neighborhoods around the Midtown Anchor Coalition and help them thrive.

BURGLARY - 2014 CENSUS



BURGLARIES CLUSTERED AROUND 38TH STREET: This map shows the burglaries clustered around, but not divided by, 38th Street, in 2014. However, throughout the study area there is a wide variation in crime rate per 1,000 people. The Census tracts north of 38th have crime rates of 5.89, 24.3, and 1.37 in the Butler Tarkington and Meridian Kessler area. Tracts south of 38th have crime rates of 24 and 30.6.

UNEMPLOYMENT - 2013 CENSUS



HIGH UNEMPLOYMENT: Unemployment, as a percent of the workforce over 16, is generally high throughout most of the study area. However, there is a large student population in the Butler-Tarkington neighborhood, which skews the data, since many may be full-time students. Unemployment rates in census tracts north of 38th are 8.5 percent, 10.1 percent and 13.5 percent. Unemployment rates south of 38th are 21.9 percent, 23 percent and 20.6 percent.

SAFETY & SECURITY

CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN

OBSERVATION & ANALYSIS:

Crime Prevention Through Environmental Design (CPTED) includes strategies to directly modify the environment to take advantage of pre-existing environmental assets or change the design features and condition of particular targets (e.g., store fronts, parking garages, or abandoned buildings) or areas in an effort to reduce crime. CPTED strategies are often linked with other community-based crime prevention strategies, which emphasizes tailoring crime prevention strategies to solve specific problems. As with other types of community-based crime prevention programs, CPTED is made up of multiple elements or approaches and can be used by various stakeholders. CPTED strategies address quality of life issues by attempting to deter criminal activity, increase overall safety for citizens, and reduce citizen fear of crime. CPTED strategies are thus evaluated for success to determine not only whether crime was reduced but also whether citizen perceptions of crime were affected by implementation of the strategy.

CHARACTER IMAGES



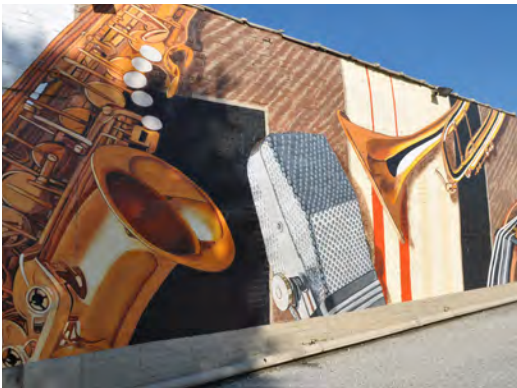
Overgrown and unkempt parkway trees and landscape areas can negatively impact the perception of an area.



The use of upgraded materials and enhanced pavement markings on Martin Luther King Jr. Blvd helps identify safe zones.



Replacement of boarded up windows can improve the perception of crime in an area.



Investments in public art installations can serve as positive indicator of community pride and an added sense of ownership for residents.



Clearly identified surveillance systems and neighborhood programs can foster a positive sense of awareness within a community.



The use of design elements such as fences and railing reinforce the separation of public and private space.

SAFETY & SECURITY

INITIATIVES

OBJECTIVE:

ADDRESS THE REAL AND PERCEIVED INCIDENCES OF CRIME IN THE AREA **THROUGH PUBLIC, PRIVATE, AND COMMUNITY PARTNERSHIPS** AND ALIGN THOSE EFFORTS WITH OTHER CITY-WIDE INITIATIVES

- 1 EXPAND CONTENT AND COMMUNICATION CHANNELS TO EDUCATE ANCHOR INSTITUTION EMPLOYEES, STUDENTS, AND VISITORS AS WELL AS RESIDENTS ON SPECIFIC STRATEGIES TO INCREASE PERSONAL AND COMMUNITY SAFETY**
 - Expand the Butler Dawg Watch, an adaptation of the successful community block watch programs and Dawg Alert, a public awareness communication system
 - Establish a new Dawg Alert web portal that is composed for the community
- 2 CONTINUE TO UTILIZE BUTLER-TARKINGTON NEIGHBORHOOD ASSOCIATION AND MIDTOWN INDIANAPOLIS TO PROVIDE FORUMS FOR THE EXCHANGE AND COORDINATION OF IDEAS, CONCEPTS, AND STRATEGIES TO PREVENT AND REDUCE CRIME IN THE AREA**
 - Conduct regular round table meetings with representatives of the Department of Public Safety, Indianapolis Metropolitan Police Department, and Butler University Police Department
- 3 DEVELOP A COMPREHENSIVE SAFETY AND SECURITY PLAN TO ADDRESS STUDENT, RESIDENT, AND COMMUNITY INVOLVEMENT IN THE REDUCTION OF CRIME AND THE OPPORTUNITY FOR CRIMES TO BE COMMITTED**
 - Engage with partners already involved in the City of Indianapolis's hotspot program to extend best-practices to other areas of Midtown (e.g., night walk with students)
- 4 BUILD STRONGER RELATIONSHIPS WITH THE INDIANAPOLIS METROPOLITAN POLICE DEPARTMENT AND BUTLER UNIVERSITY POLICE DEPARTMENT TO ENHANCE SAFETY THROUGH COMMUNITY POLICING STRATEGIES**
 - Explore the feasibility of a joint policing program between the anchor institutions, to extend the coverage and frequency of the Indianapolis Metropolitan Police Department with security from the Indianapolis Museum of Art and Butler University Police Department
- 5 WORK WITH LOCAL MEDIA AND NEIGHBORHOOD GROUPS SUCH AS MIDTOWN INDIANAPOLIS INC. AND BUTLER TARKINGTON NEIGHBORHOOD ASSOCIATION TO ADVANCE MESSAGES ON SAFETY AND SECURITY INITIATIVES AND SPECIFIC RESULTS OF THE EFFORTS AND PROGRAMS**
 - Engage the public relations professionals of the anchor institutions to develop a communications plan including internal communications, social media, government relations, and media relations
- 6 PILOT CRIME PREVENTION PROGRAMS WITHIN BUTLER TARKINGTON NEIGHBORHOOD ASSOCIATION, WHICH CAN SCALE TO MIDTOWN INDIANAPOLIS AND THE BROADER COMMUNITY**
 - Implement a program on Crime Prevention Through Environmental Design (CPTED), a multi-disciplinary approach to deterring criminal behavior through environmental design, including:
 1. Natural Surveillance: taking steps to increase the perception that people can be seen (e.g., limiting shrubs and lighting)
 2. Natural Access Control: differentiating private and public space through design elements such as paths and fences
 3. Natural Territorial Enforcements: making it clear that property is either private or public, through design additions such as signage
 4. Maintenance: keeping private and public properties well-maintained to communicate the sense that space is being used
 5. Activity Support: creating visual cues and active spaces, such as "children playing" signs and bike trails, to indicate that space is being used and watched

EDUCATION

ACCESS TO EXCELLENCE

OBSERVATION & ANALYSIS:

In a 2012 survey conducted by the Metro Indy Board of Realtors (MIBOR) and the Indianapolis Metropolitan Planning Organization (MPO) 1,500 Central Indiana residents, where asked which factors were important when choosing a home and neighborhood to live in. Quality of local schools was ranked as very important/important when choosing a home and neighborhood by 78% of respondents, second only to safety of the community and level of crime. Irrespective of whether households have school-age children, quality of local schools is important when choosing a home and neighborhood because it is perceived as a proxy for neighborhood stability and protection of property values. Led by the International School of Indiana, the Butler Lab School at William Bell School 60, and the recently opened pre-school at the Indianapolis Museum of Art, this particular area of Midtown has some of the finest PK-12 school options in the State of Indiana. Further, Midtown and the broader area are home to many excellent school options including public, private and parochial.

Coupled with the higher education offerings of Butler University and Christian Theological Seminary, the Midtown Anchor Coalition offers an unmatched continuum of educational programming, from PK-12, bachelors, masters, and doctoral degree programs, as well as non-degree course offerings, continuing education, and arts and cultural programming. However, some of the immediate public schools in the area, including James Whitcomb Riley School 43, are challenged. With enrollment of 424 students in grades K through 8, nearly 80% are on free and reduced lunch, reflecting the poverty of the households in the area. In recent years, students have performed below the Indiana and Indianapolis Public Schools average on the ISTEP test.

The quality of local public schools matters to households considering whether to move to or stay in a neighborhood. Schools that are integrated into a community enable students to forge networks and social skills through mentoring relationships with caring adults, school-to-work learning, community service and other experiences, while providing parents with similar opportunities to learn. A focused outreach effort to support and assist the public schools in the area is a shared value strategy that will benefit the anchor institutions, and most importantly, the children and families in the neighborhood.

BUTLER LAB SCHOOL - WILLIAM BELL #60

The IPS/Butler Laboratory School is located at the former William A. Bell School #60. Working with the Butler University College of Education and Indianapolis Public Schools, College of Education students are gaining valuable experience in the classrooms. Using the Reggio Emilia philosophy, students are taught, and learn, in a project-based environment. Lessons are given in math, reading, and writing, and students are then free to work throughout the classroom, usually in an absence of desks, or assigned seating, and encouraged to ask questions and problem solve with others.



INTERNATIONAL SCHOOL OF INDIANA

Founded in 1994, ISI is a PS-12 school enrolling 600 students from the local and international community. It offers a unique blend of International Baccalaureate curriculum and immersion learning in French, Mandarin and Spanish. Many members of ISI's faculty are hired from outside the USA. All high school students take the full IB Diploma. The Class of 2015 scored a 100% graduation rate and a 93% IB Diploma success rate, some 17% higher than the world average. In addition, many received the IB Bilingual Diploma. *The Washington Post* ranks ISI the top high school in Indianapolis, the 6th in the Midwest and 81st in the nation.



INDIANAPOLIS MUSEUM OF ART - PRESCHOOL

For the first time in the United States, an encyclopedic art museum will offer a preschool beginning in 2015. The school will be run by St. Mary's Child Center for 3 to 5 year old children. Half of the students will be offered full scholarship, and all students and their families will be offered access to the full campus, with full IMA memberships. Utilizing the art and natural resources of the IMA, teaching will follow the Reggio Emilia approach, which emphasizes collaboration, critical learning, expression, and immersive experiences.



OBJECTIVE:

OFFER RESIDENTS OF MIDTOWN THE MOST PK-16 AND ADULT EDUCATIONAL OPTIONS FOR **EXCELLENT PRIVATE, PUBLIC, AND PAROCHIAL EDUCATION** IN THE REGION, WHILE ENHANCING THE COMPETITIVENESS OF THE MIDTOWN ANCHOR COALITION MEMBERS

- 1 PROMOTE COLLECTIVELY THE UNIQUE OPTIONS OF HIGH-PERFORMING PRIVATE, PAROCHIAL, AND PUBLIC SCHOOL OPTIONS WITHIN MIDTOWN, INCLUDING THE INTERNATIONAL SCHOOL OF INDIANA, THE BUTLER LAB SCHOOL, AND THE INDIANAPOLIS MUSEUM OF ART'S PRESCHOOL**
 - Promote Midtown's school options to families through the anchor institutions, Metropolitan Indianapolis Board of Realtors, Indy Chamber, human resource departments, etc.
 - Utilize greatschools.org, an online resource that effectively communicates school options, while also adding information that tells the story of each school
- 2 ESTABLISH PARTNERSHIPS BETWEEN THE ANCHOR INSTITUTIONS AND PK-12 SCHOOLS IN THE IMMEDIATE AREA TO BUILD MUTUALLY BENEFICIAL PROGRAMS**
 - Support the LISC Great Places effort around Education at the Tarkington Park focus area and James Whitcomb Riley School 43
- 3 BUILD LOCAL AND NATIONAL AWARENESS OF THE DEVELOPING HUB OF INTERNATIONAL EDUCATION IN MIDTOWN, WITH PROGRAMS AND EVENTS**
 - Work with the Indy Chamber's business attraction efforts to introduce international companies to the international education hub of Midtown, while also introducing students to opportunities in international business
 - Collaborate and promote unique international education options, including Butler's Lab School, Butler's IB Teaching and Learning Program, and Shortridge High School
- 4 EXPLORE THE FEASIBILITY OF JOINING OTHER MIDTOWN ANCHOR INSTITUTIONS SUCH AS THE CHILDREN'S MUSEUM AND IVY TECH COMMUNITY COLLEGE IN EDUCATION RELATED STRATEGIES AND INITIATIVES WITHIN MIDTOWN**
 - Explore the potential to develop a new Family Learning Navigator pilot program, which will assist residents in pursuing education and career opportunities
 - Promote lifelong learning and explore new certificate and adult learning programs among multiple anchor institutions, which could include experiential learning (e.g., grief counseling between Crown Hill and CTS)
- 5 ESTABLISH MENTORING, COACHING, SUPPORT RELATIONSHIPS AND OTHER SERVICE-LEARNING OPPORTUNITIES TO ENGAGE ANCHOR INSTITUTION STUDENTS, FACULTY, AND STAFF IN THE WELLBEING OF SCHOOL CHILDREN IN THE AREA**
 - Develop a tutoring and mentoring program with local children to nurture college and career aspirations

ATTRACTION & IDENTITY

ENVIRONMENT & NATURE



OBSERVATION & ANALYSIS:

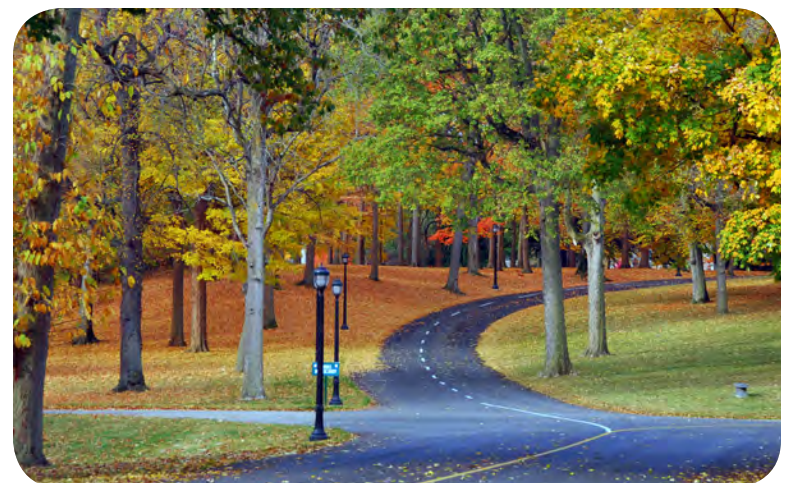
While downtown Indianapolis has its own identity and amenities, Midtown is a unique urban experience. Culture, arts, design, history, sports, recreation, and open space are offered by the Midtown Anchor Coalition institutions in a natural environment that is unlike any in the city, region or state. This distinction needs to be preserved and enhanced for existing residents, and as a driver to attract new residents, employees, students, and visitors to Midtown.

Open space is a big part of that unique urban experience. According to the Trust for Public Land, Indianapolis ranks 73rd out of 75 big cities for access to parks and open space, yet Midtown can count quality open space as an asset. Each anchor institution has strong natural elements within its boundaries, which when viewed as a whole, can be a defining advantage for the district. The Central Canal Towpath, under the stewardship of Citizens Energy Group, is a chain that connects the anchors. The benefits of agglomeration, where a visitor to one institution should easily be able to visit another, due to proximity, can become an important attraction and identity strategy.

Sustainability is a common value among the missions and strategic plans of the anchor institutions. Economic, social, and environmental sustainability can inspire project, program, and policy initiatives among the Midtown anchor institutions. In addition, wellness can be a powerful organizing framework for attraction and identity. The six dimensions of wellness – intellectual, social, physical, spiritual, occupational, emotional, and environmental – are all represented by the Midtown anchor institutions.



Oldfields - Ruth Lilly House and Gardens, was designed by landscape architects Olmsted Brothers, a successor to the firm founded by Frederick Law Olmsted.



Listed on the National Register of Historic Places in 1973, Crown Hill Cemetery comprises 555 acres of park-like setting, with 130 species of trees identified.

ATTRACTION & IDENTITY

ARCHITECTURE & HERITAGE



OBSERVATION & ANALYSIS:

Butler University, Christian Theological Seminary, and the International School of Indiana, each have iconic campuses, with a variety of outdoor and recreation spaces. Crown Hill, with 555 park-like acres and over 130 species of trees, is listed on the National Register of Historic Places. The Indianapolis Museum of Art features 100-Acres - The Fairbanks Art and Nature Park, and the Lilly House and Gardens, a National Historic Landmark and listed on the National Register of Historic Places.

In the 1960's, Christian Theological Seminary and the Butler University campuses witnessed the construction of two new buildings that would come to represent a collection of preeminent architecture unlike any other area in Indianapolis. Edward Larrabee Barnes, a prominent american architect of his time, was recommended by Eero Saarinen for the design of Christian Theological Seminary. Minoru Yamasaki, architect for the World Trade Center buildings, in that same decade designed and constructed Irwin Library, thus establishing a heritage of quality design for these two institutions.

INDIANAPOLIS MUSEUM OF ART

The IMA continues to uphold high standards with the Ruth Lilly Visitor's Pavilion, a LEED-certified structure designed by Marlon Blackwell Architects. Many sustainable features throughout lessen the building's environmental impact, including a geothermal heating and cooling system. This structure was recognized by the American Institute of Architects with a 2012 Honor Award, the first for a building in Indiana in 30 years.



BUTLER UNIVERSITY

When it was built in 1928, Butler Fieldhouse was the largest basketball arena in the United States, and it retained that title until 1950. Renamed Hinkle Fieldhouse in 1966, it is the sixth-oldest college basketball arena still in use. In 1983, it was placed on the National Register of Historic Places and in 1987 it was designated as a National Historic Landmark in recognition of its role in transforming college basketball. The interior of the fieldhouse figures prominently in the classic movie Hoosiers, where the actual title game depicted in the movie was held. It recently underwent a \$36 million renovation.



CHRISTIAN THEOLOGICAL SEMINARY

Through the generous financial support of J. Irwin Miller, Chairman of the Cummins Engine Company, and enthusiast of modern architecture, the 37-acre campus and mid-century modern architecture of the Christian Theological Seminary exists as it is today. Leading the architectural renaissance occurring in Columbus, Indiana, Miller established a heritage of quality design and architecture unlike any other area in country.



ATTRACTION & IDENTITY

INITIATIVES

OBJECTIVE:

IMPROVE THE QUALITY OF LIFE OF EXISTING RESIDENTS OF MIDTOWN, WHILE INCREASING THE LENGTH OF STAY AND NUMBER OF PEOPLE COMING TO MIDTOWN TO **LIVE, WORK, LEARN AND VISIT.**

- 1 ADVOCATE AND ENFORCE A STANDARD OF HIGH QUALITY DESIGN FOR THE AREA TO ENHANCE THE IDENTITY OF MIDTOWN**
 - Support the Butler-Tarkington Neighborhood Association and Midtown Indianapolis to engage proactively with the private and public sectors to advance great design in architecture, landscape architecture, and infrastructure
- 2 PRESERVE THE DISTINCTIVE NATURAL ENVIRONMENT WITH A COMMITMENT FROM THE ANCHOR INSTITUTIONS TO ADOPT SUSTAINABLE POLICIES AND PRACTICES, SHARE LESSONS LEARNED, AND PURSUE JOINT INITIATIVES WHEN POSSIBLE**
 - Identify recreational and open space amenities not currently offered, or optimized, in Midtown and seek partnerships to develop them (e.g., dog park)
- 3 USING WELLNESS AS AN ORGANIZING FRAMEWORK, EXPLORE THE FEASIBILITY OF DEVELOPING AND PROMOTING JOINT PROGRAMS AMONG THE ANCHOR INSTITUTIONS, ENCOMPASSING MIND-BODY-SPIRIT PRINCIPLES: INTELLECTUAL, SOCIAL, PHYSICAL, SPIRITUAL, OCCUPATIONAL, EMOTIONAL AND ENVIRONMENTAL**
 - Evaluate the feasibility of discounted wellness programs to employees of the other anchor institutions (e.g. CTS offering mental health counseling at a discount, or Butler Health and Recreation Center memberships at a discount)
- 4 WORK WITH VISIT INDY TO ALIGN THE INITIATIVES AND STRATEGIES OF THE MIDTOWN ANCHOR COALITION WITH THE VISIT INDY TOURISM MASTER PLAN AND JOINTLY PROMOTE PROGRAMS WITH VISIT INDY**
 - Collaborate among the anchor institutions in the development of a program and a unique hotel consistent with the brand of the anchor institutions and Midtown
 - Collaborate with Visit Indy to promote unique Midtown Anchor Coalition assets in their marketing materials
- 5 EXPLORE THE FEASIBILITY OF AN ANCHOR EMPLOYEE AND MIDTOWN RESIDENT BENEFIT PROGRAM**
 - Develop a list of programs, events, and restaurant benefits which could be packaged as an exclusive offering for anchor employee and Midtown residents
- 6 DEFINE AND DEVELOP A SIGNAGE AND WAYFINDING SYSTEM THAT WORKS WITHIN A LARGER BRAND STRATEGY AND IDENTITY OF MIDTOWN**
 - Seek professional services to consider the master brand and public relations strategy for Midtown as well as the anchor institutions
 - Define and celebrate key gateways (e.g., Michigan Road Bridge, 38th Street, etc.) that work within a larger brand strategy and identity of Midtown
 - Develop a funding strategy that considers initial capital costs, as well as long-term maintenance

COLLABORATION & ENGAGEMENT

EVENTS & PROGRAMMING

OBSERVATION & ANALYSIS:

There is a symbiotic relationship between communities and their anchor institutions. Increasingly, the success of Midtown's anchor institutions is inextricably linked to the surrounding community. Anchors depend on a vibrant Midtown and Indianapolis to provide a supportive social, political and economic climate to do business. In turn, Indianapolis depends on the Midtown anchor institutions to provide employment, education or cultural services, purchase local goods and services, and support the community.

The Midtown anchor institutions share a commitment to the neighborhood, the city and the region. They serve these constituencies in innumerable ways. But, much of these efforts are uncoordinated and un-leveraged, which misses an opportunity. Collaboration and engagement efforts in a strategic and coordinated manner can leverage each anchor's particular competencies to address high-need areas of the community.

MIDTOWN LOVES LOCAL



Midtown Loves Local is a campaign supported by locally owned, independent businesses in Midtown Indianapolis to create and build awareness that spending locally sustains the local economy, keeps the community unique, creates jobs, and is ultimately an investment in the success of Midtown.

- Sustain Our Local Economy
- Keep Our Community Unique
- Invest In Your Community
- Create Jobs

DESMOND TUTU CENTER



North America's only academic center in a university and seminary context named for Archbishop Emeritus Tutu, the Desmond Tutu Center is a collaborative effort of Butler University and the Christian Theological Seminary. The center promotes the legacy of Archbishop Desmond Tutu, with his holistic understanding of reconciliation grounded in justice, human dignity, and social transformation.

BUTLER UNIVERSITY PERFORMING ARTS COLLABORATIVE



Butler University Jordan College of the Arts has ongoing partnerships with six local arts organizations, five of which are housed on campus in Lilly Hall, offering great opportunities for students to interact with professionals working in the arts.

- American Pianists Association
- Indianapolis Children's Choir
- Indianapolis Chamber Orchestra
- Indianapolis Opera
- Dance Kaleidoscope
- Indianapolis Chamber Orchestra
- Indianapolis Symphonic Choir

THE HIVE



The HIVE at Christian Theological Seminary promotes initiatives that explore new forms of ministry and apply creative and collaborative thinking and a variety of approaches to solving the challenges that face our local communities and the world. It's also a place of spiritual care and encouragement for those whose efforts are critical to the life and health of our communities. And naturally, being within the walls of a seminary, educating and helping to grow leaders in faith is an important piece of the HIVE's mission.

COLLABORATION & ENGAGEMENT

INITIATIVES

OBJECTIVE:

ENHANCE THE EFFICIENCY AND EFFECTIVENESS OF THE ANCHORS IN FULFILLMENT OF THEIR MISSION BY ADDRESSING PROJECTS, PROGRAMS, AND POLICIES WITHIN MIDTOWN, INDIANAPOLIS, AND THE REGION THROUGH A **SHARED VALUE STRATEGY**

- 1 SUPPORT EXISTING MISSION-ALIGNED PROGRAMS AND EVENTS BETWEEN ANCHOR INSTITUTIONS, LEVERAGING INVESTMENTS IN EXPERTISE, STAFF AND FACILITIES**
 - Existing Midtown programs include the Midtown Future Plan, Midtown Home Tour, Midtown Education Summit, and Midtown Momentum Luncheon
 - Existing programs which affect Midtown include Reconnecting to Our Waterways, the International Marketplace, and Great Places-Tarkington Park
 - The Penrod Arts Fair, one of the nation's largest single day arts fairs, could include complementary programs and co-marketing with the other anchor institutions to attract new visitors to Penrod Arts Fair and extend length of stay
 - Compile and promote a shared events database for all MAC institutions
- 2 DEVELOP A SUSTAINABLE ORGANIZATIONAL STRUCTURE TO CONTINUE ANCHOR INSTITUTION COLLABORATION AROUND ISSUES AND OPPORTUNITIES, INCLUDING PROGRAM DEVELOPMENT, PUBLIC POLICY, FUNDING, AND MARKETING/BRANDING**
 - Support Midtown Indianapolis, Inc. as the implementing partner to market and promote the Midtown District
 - Develop a strategy for engaging other Midtown Partners (State Fair Grounds, The Children's Museum, Ivy Tech)
- 3 COMMIT TO SHARE INSTITUTION STRATEGIC PLANS AND MASTER PLANS, AND ESTABLISH A REGULAR FORUM TO COLLABORATE ON PROJECTS OF COMMON INTEREST**
 - In building community support for a project, coordinate public and community relations strategically to leverage the anchor's particular competencies, and constituencies
- 4 CAPITALIZE ON THE EXTENSIVE INTERNATIONAL EXPERIENCE AND RESOURCES OF THE ANCHOR INSTITUTIONS IN LANGUAGE AND CULTURE TO HELP BUILD THE GLOBAL BRAND OF INDIANAPOLIS AND INDIANA WHILE CREATING EXPERIENTIAL LEARNING OPPORTUNITIES**
 - Support Global Indy and the Global Cities Initiative, two programs of the Indy Chamber, designed to educate and assist local companies looking to expand into international markets as well as connect international companies with local opportunities
 - Create joint programs with the International Marketplace Coalition, recognized by the New York Times as being a place "where the world comes to eat" (e.g. invite restaurants to events in Midtown)
- 5 DEVELOP NEW SIGNATURE AND RECURRING EVENTS TO HELP REINFORCE THE BRAND**
 - A Midtown Day of Service could leverage Butler's Bulldogs into the Streets (BITS) and include the other anchor institutions
- 6 BUILD ON THE LISC/INDY CHAMBER ANCHOR-BASED PURCHASING INITIATIVE ON GOODS AND SERVICES IN MARION COUNTY**
 - Expand on Midtown Loves Local, and connect to the LISC/Indy Chamber "Buy Indy" initiative, a plan to identify joint purchasing opportunities to buy local, while reducing cost and improving quality
- 7 CREATE A STRONGER PHYSICAL AND PROGRAMMATIC CONNECTION TO TARKINGTON PARK AS THE "MONUMENT CIRCLE OF MIDTOWN" AND TO HELP BRIDGE THE DIVIDE OF 38TH STREET**
 - Provide primary care services and wellness programs, through the Butler University College of Pharmacy and Health Sciences, in conjunction with other wrap-around services offered by The Martin Luther King Multi-Service Center, North United Methodist Church, and other providers
 - Schedule institution programming to occur at Tarkington Park venues. (e.g., dance performances, music, sports)

HOUSING & NEIGHBORHOOD

HOUSING & NEIGHBORHOOD

OBSERVATION & ANALYSIS:

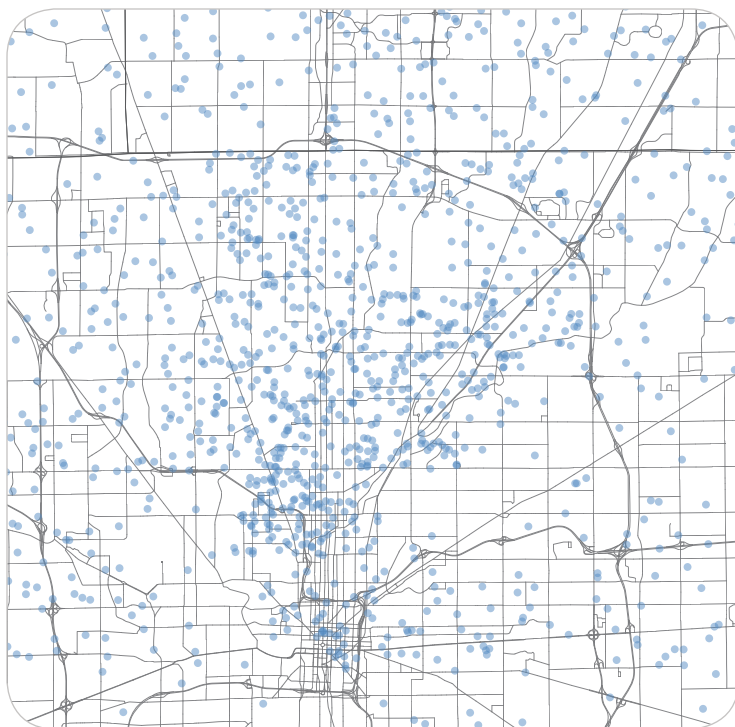
Many factors can drive housing and commercial development near an institution. This includes concentrated employment; the student population; need for support services; and activity from special events, visitors, and local suppliers. Many anchors have made their campuses and communities more inviting by developing mixed-use districts at their edges to capture and cultivate this demand. Other institutions have gone further, showing how anchors can facilitate dramatic changes in land use and shared value, using real estate development to drive local economic growth.

Only 12% of the Midtown anchor institutions' 2,312 employees live in the two ZIP codes which comprise the area around the Midtown Anchor Coalition. There is a shared value opportunity to incentivize the anchor institution employees to live close to where they work. For the anchors, it becomes a talent attraction tool while also generating stability in the surrounding neighborhood and demand for commercial services and amenities.

The direct cost of incentivizing employees to live close to where they work can be significant, depending on the goals of the anchor institution and the degree to which that anchor institution can access matching funds from other sources. However, the anchor institution should frame those costs relative to the costs of employee hiring and retention.

Estimates of the cost of employee turnover are as much as 150 percent of annual salary for higher salaried employees and lower for hourly or lower salaried employees. A housing incentive program for employees can be a unique tool to attract and retain talent in an anchor institution. Further, as opposed to a higher salary or bonus, a housing incentive program has the added benefit of being a multiplier by impacting the neighborhood surrounding the anchor institution with a new household. An employee living closer to work can open up more options for transportation: transit, walking or biking. Since transportation is the second largest expense for the average household, mobility options can reduce annual transportation costs which can help free up discretionary spending and drive the local economy.

MIDTOWN ANCHOR EMPLOYEES' PLACE OF RESIDENCE



Currently, about 12% of Midtown Anchor Coalition employees live in Midtown ZIP codes 46208 and 46228.

REDEVELOPMENT STRATEGIES:

MAINTAIN + ENHANCE:

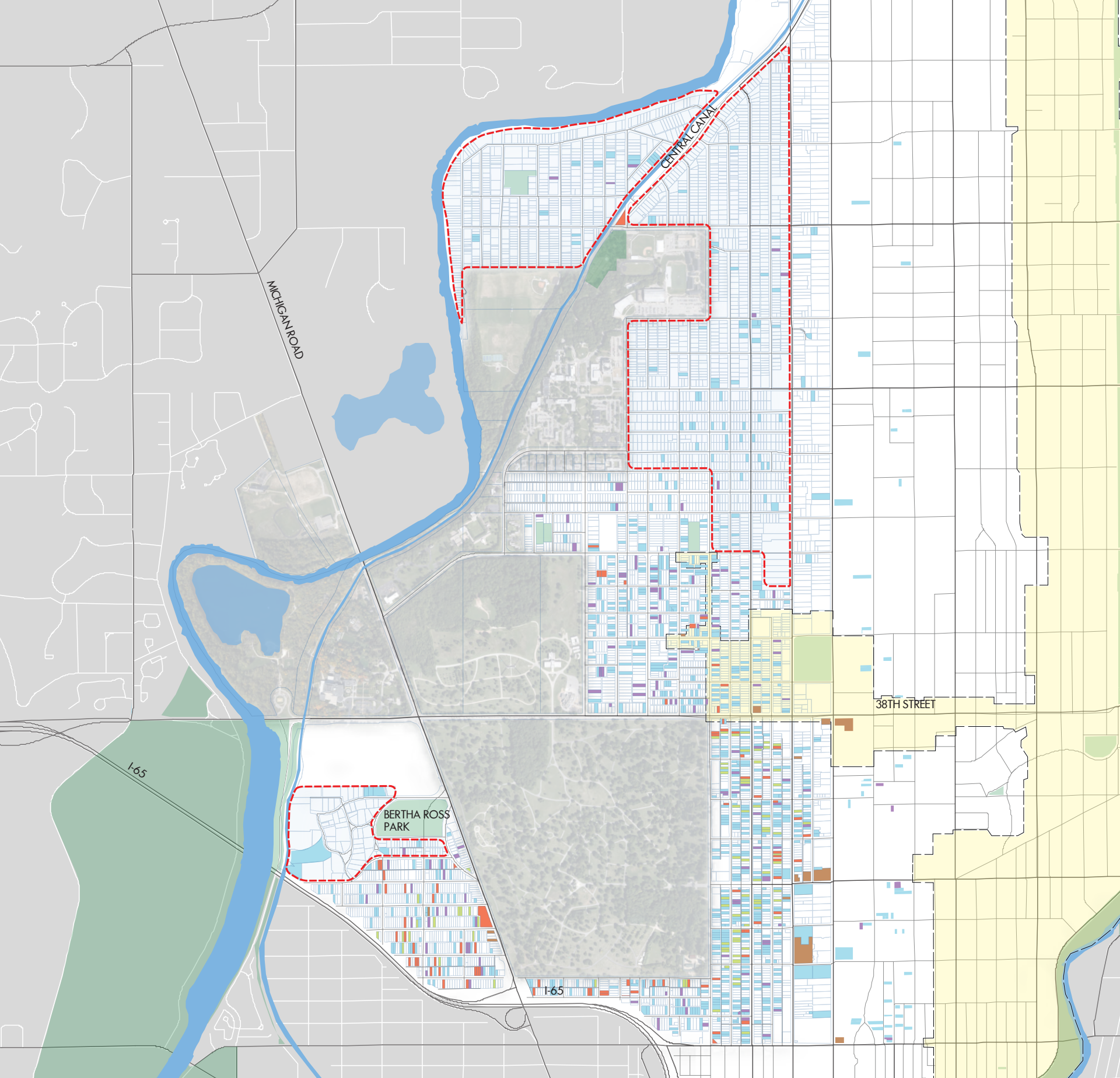
NEIGHBORHOODS WITH STRONG OR INCREASING INDICATORS

PARTNER + PROMOTE:

NEIGHBORHOODS WITH STABLE TO DECLINING INDICATORS THAT ARE VULNERABLE TO FURTHER DECLINE

RESTORE + REVITALIZE:

NEIGHBORHOODS WITH CHALLENGED AND DECLINING INDICATORS THAT ARE FACING SIGNIFICANT OBSTACLES



2,522
TOTAL PARCELS

- RENEW INDIANAPOLIS
- VACANT HOMES/PROPERTY
- BROWNFIELDS
- MARION COUNTY SURPLUS
- MARION COUNTY TAX SALE

0 PARCELS - 0% OF TOTAL
86 PARCELS - 3.4% OF TOTAL
0 PARCELS - 0% OF TOTAL
0 PARCELS - 0% OF TOTAL
8 PARCELS - 0.3% OF TOTAL

HOUSING & NEIGHBORHOOD

HOUSING STUDY AREA 1

OBSERVATION & ANALYSIS:

The neighborhood of Rocky Ripple, which is inside a bend of the White River, along 56th Street and west of the Central Canal, is at the far northern end of the study area. With some homes predating WWII, most of the houses were built in the 1950's and 1960's. Currently, vacancy is low, and the residential neighborhood is known for being tight-knit.

The Butler Tarkington Neighborhood is largely very stable north of 42nd Street to the Central Canal, between Butler University and Meridian Street. Built out beginning in the 19th century as an extension of Mapleton, the area really started to develop in the 20th century as a middle-class neighborhood. In response to racial tension and white flight in the 1950's, though, the Butler-Tarkington Neighborhood Association was formed to foster "better communication among residents," and prevent "panic selling," and "block busting." Since then, BTNA's efforts have led to the successful stabilization of an economically and racially integrated neighborhood, with a mix of residents, from long-term home owners to college students.

These neighborhoods along the Central Canal are facing significant flood risk until flood walls are improved, leading to significantly higher insurance rates. This threatens the viability of the area, and home values could suffer.

The Golden Hill neighborhood is the former estate of the Parry Family, who built their mansion in 1905. The rest of the land was platted in 1915 for upper-class homes at the time, and many current owners are descendants of friends or families of the original owners, keeping its status as a dignified neighborhood solidified.

The only prominent commercial node is located on Illinois Street, at 56th Street. A few restaurants, some services, and a small established grocery store serve nearby residents, employees, and students.

RECOMMENDED STRATEGY:

MAINTAIN & ENHANCE

Strategies for Implementation:

- Prioritize market-rate, infill development which optimizes density to drive financial feasibility
- Identify residential, retail and office segments which are absent in the Midtown market and seek private developers and investment to fill that demand
- Proactively work with private developers and the public sector to support excellence in design and sustainable development practices
- Focus public sector investment in private sector projects to infrastructure and connectivity enhancements
- Build on the strong brand of Midtown to compete for economically mobile households

CHARACTER IMAGES



Homes located within the Golden Hill Neighborhood are larger, more secluded suburban-style lots, uncharacteristic of the larger area.



The Butler-Tarkington Neighborhood is characterized by larger, well-maintained single-family homes with mature trees and established landscaping.



The Rocky Ripple neighborhood is a heavily wooded area resulting in a wide range of housing options and lot conditions.

HOUSING & NEIGHBORHOOD

HOUSING STUDY AREA 2

OBSERVATION & ANALYSIS:

This southern portion of Butler Tarkington Neighborhood, located between Haughey Avenue and Boulevard Place, north of 38th Street to Hampton Drive, is less stable than areas to the north. The student population of Butler and CTS is concentrated here. This leads to higher tenant turnover, and a higher amount of complaints from students' behavior, during school months. But generally, the University administration, student government, Butler-Tarkington Neighborhood Association, and landlords cooperate effectively on these issues. The larger issue is often with under-maintained homes owned by absentee landlords.

An electric inner-urban streetcar system, built out in the late 19th century along what is today Dr. MLK Jr Blvd., Illinois Street, 34th Street, and Boulevard Place north of 38th Street, led to the subdivision of what used to be farms and orchards north of the town of Mapleton. In response to racial tension and white flight in the 1950's, though, the BTNA was formed to foster "better communication among residents," and prevent "panic selling," and "block busting." Since then, Butler-Tarkington Neighborhood Association's efforts have led to the successful stabilization of an economically and racially integrated neighborhood, with a mix of residents, from long-term home owners to college students, particularly in this section.

Two small commercial nodes with potential are located on Boulevard Place at 40th Street and 42nd Street, but quieter summer months without students could present a problem for these nodes reaching their full potential.

RECOMMENDED STRATEGY:

PARTNER & PROMOTE

Strategies for Implementation:

- Prioritize market-rate, infill development which optimizes density to drive financial feasibility
- Seek public sector investment in infrastructure, services and amenities to drive private sector development and investment
- Work with private developers and the public sector to support excellence in design and sustainable development practices
- Focus public sector investment in private sector projects to infrastructure and connectivity enhancements and, in some cases, gap financing
- Leverage the expertise of organizations like Indianapolis Neighborhood Housing Partnership (INHP) to provide homeownership and homeowner repair programs and incentives to attract anchor employees as a driver of demand

CHARACTER IMAGES



Much of the housing stock in this area are smaller rental units, occupied primarily for student housing, resulting in a wide-range of conditions and required maintenance.



Two smaller commercial nodes exist on Boulevard Place within the area, however, they offer very few day-to-day services and they have historically witnessed a high rate of turn-over.



Much of the area is characterized by smaller, single-family homes, with very few options for multi-family condo or apartment choices.

HOUSING & NEIGHBORHOOD

HOUSING STUDY AREA 3

OBSERVATION & ANALYSIS:

The neighborhoods around 38th Street and Illinois, south to 30th, as well as areas west of Dr. MLK Jr. Blvd., face many challenges. Crime, poverty, and vacancy rates are among the highest in the city near 34th Street and Illinois Street, and many properties have been lost to foreclosure and abandonment. This is addressed in more detail in the Safety and Security section.

Mapleton, founded at what is now Illinois and 38th Streets as early as the 1840's, was a small farming community with most residents living between Meridian Street and the cemetery. The area didn't fully develop until an electric inner-urban streetcar system, built out in the late 19th century along what is today Dr. MLK Jr Blvd., Illinois Street, 34th Street, and Boulevard Place north of 38th Street. Most homes today mirror the streetcar suburb form, and were built in the first part of the 20th century.

Major Commercial nodes are located along 38th Street near Illinois. The former Winona Hospital has been redeveloped into affordable housing along Illinois Street at 33rd Street, and other community development efforts have taken place recently. The Local Initiative Support Coalition's Great Places 2020 initiative is targeting the area around 38th and Illinois, and The Mayor's Office is leading a focused effort across many organizations, both public and private, to curb crime as well. This is addressed in more detail in the Safety and Security section.

RECOMMENDED STRATEGY:

RESTORE & REVITALIZE

Strategies for Implementation:

- Partner with philanthropy on long-term planning, visioning and capacity-building
- Seek public (federal, state, local) support for select demolition or stabilization of vulnerable single family housing stock
- Engage the city in stronger policing efforts and code enforcement
- Leverage federal programs like Community Development Block Grants (CDBG), HOME Investment Partnerships Program (HOME) and Low Income Housing Tax Credits to develop new, professionally managed multi-family housing to help drive demand for services and amenities
- Proactively work with private developers and the public sector to support excellence in design and sustainable development practices
- Link housing programs and initiatives with essential supportive services in partnership with other organizations

CHARACTER IMAGES



Efforts for revitalization in the area should target blocks where favorable existing housing stock already exist to capitalize on shared impact.



The physical condition of many homes in the area are degrading and in need of repair.



Many homes in the area are currently abandoned with boarded up doors and windows, adding to the impression of crime and security concerns.

HOUSING & NEIGHBORHOOD

INITIATIVES

OBJECTIVE:

AS A CATALYST FOR NEW DEMAND AND INVESTMENT, INCREASE THE NUMBER OF ANCHOR INSTITUTION **EMPLOYEES LIVING CLOSER TO WHERE THEY WORK** THROUGH NEW HOUSING OPTIONS, CREATIVE FINANCING AND INCENTIVE PROGRAMS, AND NEIGHBORHOOD AMENITIES

- 1 BUILD ON AND SUPPORT THE MOMENTUM AT 38TH STREET AND ILLINOIS STREET BY COLLABORATING WITH THE 38TH AND ILLINOIS GREAT PLACES 2020 COMMITTEE ON AN ONGOING BASIS**
 - Engage in the refinement and implementation of plans and initiatives for L.O.V.E. – Livability, Opportunity, Vitality, Education
- 2 DEVELOP AN INCENTIVE PROGRAM FOR ANCHOR INSTITUTION EMPLOYEES TO LIVE CLOSE TO WHERE THEY WORK**
 - Working with the Indianapolis Neighborhood Housing Partnership, Indy Hub, the Indy Chamber, and other partners, develop a direct forgivable loan pool, and mortgage financing products to incentivize existing and new employees to consider living in Midtown
- 3 SUPPORT SOCIO-ECONOMIC DIVERSITY IN THE DEVELOPMENT OF NEW RENTAL AND FOR-SALE HOUSING PRODUCTS THAT ARE UNDER-REPRESENTED IN THE MARKETPLACE AND MIDTOWN, ENSURING LONG-TERM AFFORDABILITY**
 - Collaborate with Near North Development Corporation, and others, to identify and market available properties to reputable developers experienced in Section 42/Low-Income Housing Tax Credits (LIHTC), the primary federal program for encouraging the investment of private equity in the development of affordable rental housing for low-income households
- 4 LEVERAGE PUBLIC-PRIVATE PROGRAMS FOR FOCUSED HOUSING STRATEGIES IN SURROUNDING NEIGHBORHOODS, BASED ON KEY MARKET, PHYSICAL, AND DEMOGRAPHIC INDICATORS:**
 - Maintain + Enhance – neighborhoods with strong or increasing indicators focused on code enforcement, and support from the private sector
 - Partner + Promote – neighborhoods with stable to declining indicators that are vulnerable to further decline focused on code enforcement, targeted infill redevelopment opportunities, and support from the public sector
 - Restore + Revitalize – neighborhoods with challenged and declining indicators that are facing significant obstacles focused on code enforcement, broad infill redevelopment opportunities, and support from the philanthropic and public sectors
- 5 PROMOTE THE DEVELOPMENT OF PRIMARY AND SECONDARY KEY NODES IN ALIGNMENT WITH MARKET OPPORTUNITIES, THE ANCHOR INSTITUTIONS, AND THE BRAND OF MIDTOWN:**
 - Primary: Corner of 42nd Street and Clarendon Road; corner of 42nd Street and Michigan Road
 - Secondary: 38th Street and Illinois Street (multiple owners); 42nd and Boulevard (multiple owners); 40th Street and Boulevard Place (multiple owners)
- 6 IDENTIFY AND SUPPORT THE GROWTH OF LOCAL BUSINESSES IN MIDTOWN, OR WITH INTEREST IN LOCATING TO MIDTOWN**
 - Utilize the Butler Business Consulting Group and Center for Closely-Held Businesses to nurture locally-owned Midtown-area businesses

CONNECTIVITY & INFRASTRUCTURE

ACCESS & IDENTIFICATION

OBSERVATION & ANALYSIS:

Proximity of the Midtown anchor institutions is only leveraged if there is also connectivity, where a visitor to one institution can easily be able to visit another. With initiatives internal to the anchor institutions as well as city-wide, there is an opportunity in the near future to strategically position this area of Midtown as being a place where you can live without a car. The BlueIndy car share stations and ride sharing services like Uber and Lyft are already operating. Next year, improvements to the IndyGo bus routes will be implemented, and a planned bikeshare system is expected to be operational. Bus rapid transit service along the Red and Purple Lines will serve Midtown residents, workers students, and visitors possibly within a decade. A circulator could enhance the linkage of the Midtown anchor institutions to these and other transportation assets.

When considering Midtown's mobility improvements, the movement of people outside of each institution's borders is important to consider. Pedestrian access improvements should consider not just those moving from a car to an entrance, but to other institutions or businesses that may support any given user's experience. The major bicycle and pedestrian connections between anchors is lacking. Adding either mixed use trails, or sidewalks and bicycle lanes, is recommended for the following streets: 42nd Street, Clarendon Road, Michigan Road, and 38th Street. Proximity and access to Art2Art and local Indy Greenways already provides opportunity for greater connection through the area.

Parking at peak demand is always a challenge for anchor institutions. Special event parking is being solved among the anchor institutions for certain events, like the Penrod Arts Fair. But, a broader shared parking strategy could be explored, as well as in the planning of any new commercial development proximate to the anchor institutions.

Connectivity is not just about physical access; technology can also bring people and communities together. Several initiatives in other cities (e.g. Google Fiber in Austin, Provo, Kansas City, Atlanta, Nashville, Salt Lake City, Charlotte and Raleigh-Durham; Rocket Fiber in Detroit) have seen high-speed internet access as a major draw for residents and businesses, and as a way to provide internet access to low-income households. This strategy could also be a differentiator for Midtown.



REGIONAL ACCESS ROADS

Regional access to the area requires visitors and residents to utilize the 38th Street or Dr. Martin Luther King Jr. Blvd exits from I-65. Both interchanges lack any signage for the Coalition Campuses or Midtown destinations. Both corridors represent an opportunity for upgrades streetscape improvement and an identifiable way-finding and signage program identifying the Coalition Members and regional destination within the greater Midtown area.



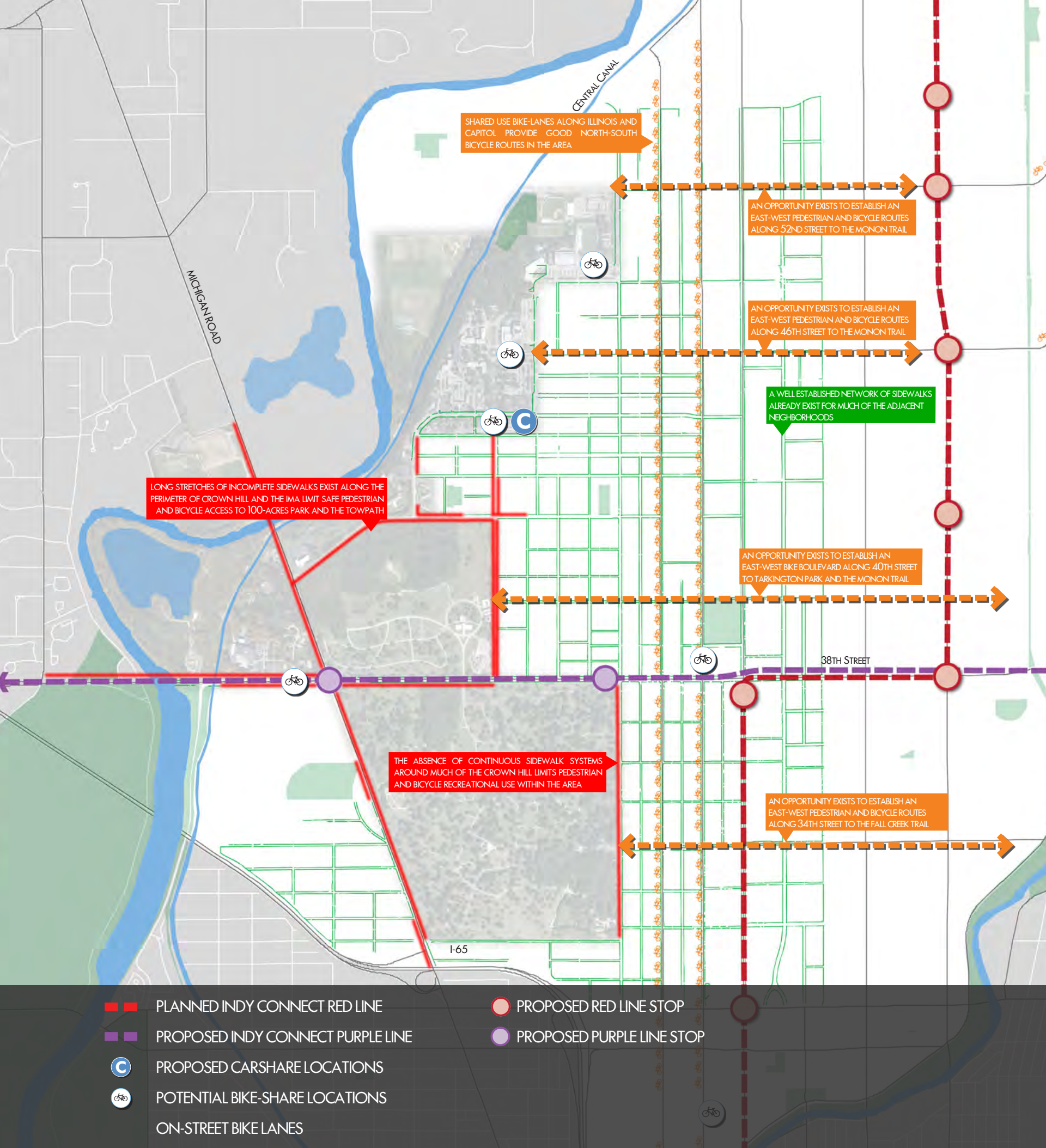
LOCAL ACCESS ROADS

The roads that are most often utilized to gain access to the various anchor institutions are lacking identifiable design characteristics, and are poorly functioning pedestrian and bicycle routes as they are often missing large stretches of sidewalks (Michigan Road, 42nd Street, Clarendon Road). An opportunity exists to upgrade the vehicular, pedestrian, and bicycle amenities on all of these roads and create a more recognizable set of access roads to service the neighborhoods and the anchor institutions.



SIGNAGE & WAY-FINDING

Many of the Midtown destinations and anchor institutions currently rely on signage and identification specific to their individual locations. A system of way-finding signs currently exist along 38th Street, but a larger district level signage and way-finding program that could direct visitors to the various areas and destinations of Midtown needs to be developed. Signage programs can serve to reinforce the "brand" of Midtown.



CONNECTIVITY & INFRASTRUCTURE

INITIATIVES

OBJECTIVE:

OFFER RESIDENTS, EMPLOYEES, STUDENTS, VISITORS AND PATRONS THE **MOST TRANSPORTATION AND COMMUNICATION OPTIONS** OF ANY AREA IN THE REGION

- 1 FURTHER DEVELOP A PLAN TO MAKE MIDTOWN EASILY SERVED BY SHARED TRANSPORTATION SERVICES**
 - Promote the use of the BlueIndy electric car sharing station at 635 West Hampton Drive, and collaborate on additional stations at anchor institutions
 - Collaborate on the development of a Request for Proposals for a bikeshare system within Midtown, potentially connecting to other systems
- 2 PRIORITIZE THE ENHANCEMENT OF STREETScape, BIKE AND PEDESTRIAN ACCESS ALONG KEY CORRIDORS**
 - Clarendon Road, from Butler University to 38th Street
 - 42nd Street, from Clarendon Road to Indianapolis Museum of Art
 - Michigan Road, from Cold Spring Road to 38th Street and the Purple Line
- 3 EXPLORE BIKE BOULEVARD CONCEPTS**
 - 40th Street, from Crown Hill to Tarkington Park
 - Salem Street, from Tarkington Park to The Children's Museum
- 4 IN COLLABORATION WITH INDYGO AND THE INDIANAPOLIS METROPOLITAN PLANNING ORGANIZATION, PROMOTE TRANSIT IN MIDTOWN**
 - Analyze the feasibility and funding of a transit circulator within Midtown to foster greater connections to Red and Purple rapid transit lines and IndyGo
 - Promote expanded IndyGo bus service in Midtown to be implemented in 2016
- 5 EXPLORE THE FEASIBILITY OF A PARTNERSHIP TO BRING HIGH-SPEED INTERNET ACCESS TO MIDTOWN FOR EMPLOYERS, RESIDENTS, AND STUDENTS**
 - Collaborate on the development of a Request for Information to AT&T (Indianapolis); Comcast (Indianapolis); FiberIndy (Indianapolis); and Google Fiber (Austin, Provo, Kansas City, Atlanta, Nashville, Salt Lake City, Charlotte and Raleigh-Durham)
- 6 COLLABORATE WITH OTHER STAKEHOLDERS IN MIDTOWN ON LARGER SYSTEM INTEGRATION AND CONNECTIONS**
 - Access to the Canal Tow Path and White River, as part of Reconnecting to Our Waterways (ROW)
 - Access to Bertha Ross Park, from Dr. Martin Luther King Jr. Boulevard and 38th Street, in partnership with the Woodstock Club
 - Access to the Monon Trail, from Dr. Martin Luther King Jr. Boulevard/Michigan Road to the State Fairgrounds