

A STRATEGIC INVESTMENT PLAN FOR

RIVER WEST

LOVING INDY'S NEXT GREAT PLACES

Great Places 2020

About Great Places

Everyone's life is better when they live in an economically healthy city. Indianapolis is increasingly having to compete with surrounding counties and peer cities to attract and retain residents, businesses, and investment. Young people are particularly intent on living in cities that are high quality urban places.

In a great city, according to the Project for Public Spaces, it is not enough to have one great place. You need a number of them to create a truly lively community – places where people choose to live, work, and play. You need to provide people all over town with close-to-home opportunities to take pleasure in public life.

Indianapolis has several great places: Fountain Square, Irvington, Broad Ripple, Downtown, and Mass Ave. However, we need to be more proactive in adding to this list of great places if we want to meet the challenge of growing the Marion County population as we continue to compete both regionally and nationally.

Great Places 2020 is a program that responds to this need. The effort seeks to transform strategic places in six Marion County neighborhoods into dynamic urban villages. This strategic investment plan has been created to help define what steps are needed in planning for an urban village.

To implement the plan, philanthropic, civic, and private partners will engage with neighborhoods to make significant social and capital investments to enhance quality of life and spur private investment.

We L.O.V.E. River West

River West has a history rich with the contributions from hardworking people. The geographic proximity to factories and industrial businesses provided convenience for many of the families living in the neighborhood. As the people of the neighborhood create a new vision for the future around a new economy, the proximity to major Indianapolis attractions and anchoring partner organizations is an asset that cannot be ignored. The following River West goals leverage technology, arts, and supply chain partnerships as the foundation of neighborhood development.



Table of Contents

EXECUTIVE SUMMARY 1

Welcome to River West	2
The Big Idea.....	3
L.O.V.E. GOALS	6

INVENTORY..... 11

Neighborhoods	12
Existing Urban Form and Land Uses.....	13
Existing Building Types, Character, and Public Space	14
Existing Mobility.....	16
Existing Institutions, Parks, and Open Spaces	17
Crime and Safety	18
Vacancy and Property Availability	19
Brownfields	20
Summary of Previous Planning Efforts.....	22

ANALYSIS + ENGAGEMENT 25

About the Process.....	26
Summary of Engagement.....	27
Neighborhood Strengths.....	28
Neighborhood Weaknesses	30
Neighborhood Priorities.....	32
Demographic Summary.....	33
Factors Affecting the Market.....	35
Commercial and Office Demand.....	36
Industrial Opportunities	37
Evolving Office & Industrial Use Segments.....	38
Retail Demand.....	40
Residential Demand.....	42

EARLY ACTION OPPORTUNITIES: THE FIRST 24 MONTHS 45

2018 Plan and Development Summary.....	46
Infrastructure Initiatives	48
Development Projects	52
Community Programming.....	56
2018 Plan.....	59

A PLAN FOR 2020..... 61

2020 Plan and Development Summary.....	62
Infrastructure Initiatives	66
Development Projects	72
Community Programming.....	76
2020 Plan.....	77

A VISION FOR THE NEXT 10 YEARS 79

2025 Plan and Development Summary.....	80
Infrastructure Initiatives	82
Development Projects	84
Community Programming.....	86
2025 Plan.....	87

APPENDIX 89

Plan Summary.....	90
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EXECUTIVE SUMMARY

In 2014, the River West neighborhoods surrounding West Michigan Street were selected in a competitive process that identified the first three Great Place locations.

Great Places will not start from scratch, but build on the community development and planning work that neighbors have been doing for years. Indeed, neighborhoods were selected in part because of a great foundation of assets, vision, and collaboration already in place.

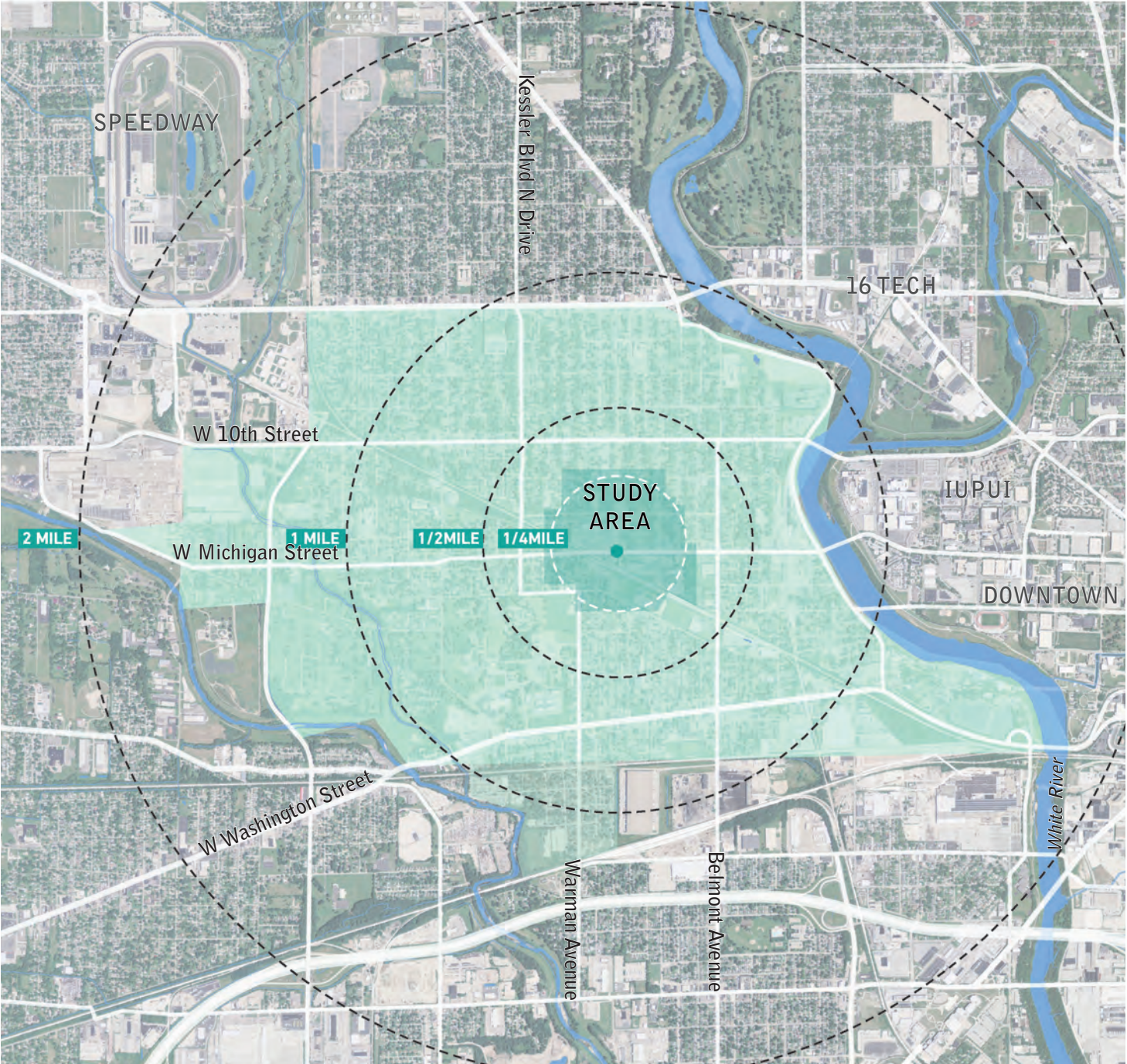
This transformation process does not work in a vacuum. This work links to a larger vision for Indianapolis. Great Places such as River West strategically align with the City's Plan 2020, which calls for the development of urban villages across Indianapolis.

A design team led by MKSK was chosen to guide the planning process with neighborhood leadership and stakeholders. GreenStreet, LTD. provided the economic rationale for the development strategy, SESCO provided cursory level environmental analysis, and TWG explored the development structure of key catalytic initiatives. The energetic process began in July 2015 and concluded in March 2016.

Welcome to River West

In its earliest years, Indianapolis did not blossom until a new type of infrastructure—the railroad—created value for what was then a landlocked village. River West, too, did not start developing until another type of infrastructure was built. This time it was Washington Bridge. Today, Indianapolis is again creating immense new value by investing in new infrastructure built around pedestrians, bicycles, and transit.

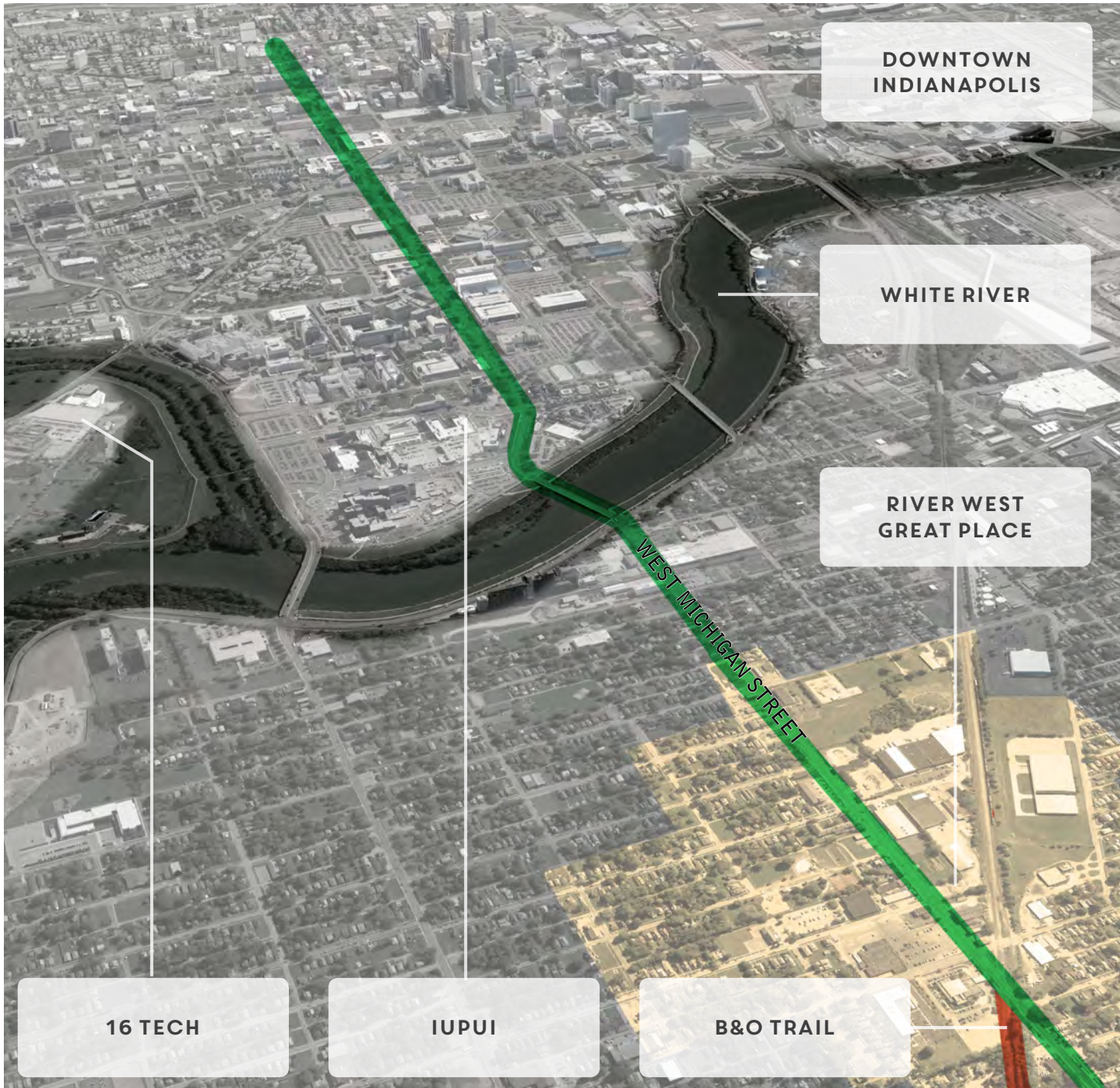
It is perhaps no surprise, then, that new infrastructure is again providing the impetus for future development and growth in River West and other Indianapolis neighborhoods. New transportation investments at Michigan and New York Streets have the potential to dramatically unlock latent opportunity in River West. Now is the ideal time to seize the moment, fill the pent up demand for living in the city's west side, and shape the supply of new development that River West is poised to attract.



The location of the Great Place within River West is close to White River, Downtown, IUPUI, 16 TECH, and Speedway.

LEGEND

- GREAT PLACE
- RIVER WEST



The Big Idea

The neighborhood has changed in many ways throughout its history. A renewed sense of optimism and focus has been placed on improving the quality of life for all in the neighborhood. Residents and partners are uniting to change the narrative along West Michigan Street so that it might:

BRING walkable and bikeable infrastructure to River West and the broader neighborhood to catalyze development potential

START on the edges along River West and work inward

FOCUS activity along West Michigan Street to catalyze demand for residential and commercial development

LEVERAGE technology, arts, and supply-chain partnerships to underpin the neighborhood's economic foundation

DEVELOP a branding and storytelling program that highlights River West and the neighborhood's diverse culture

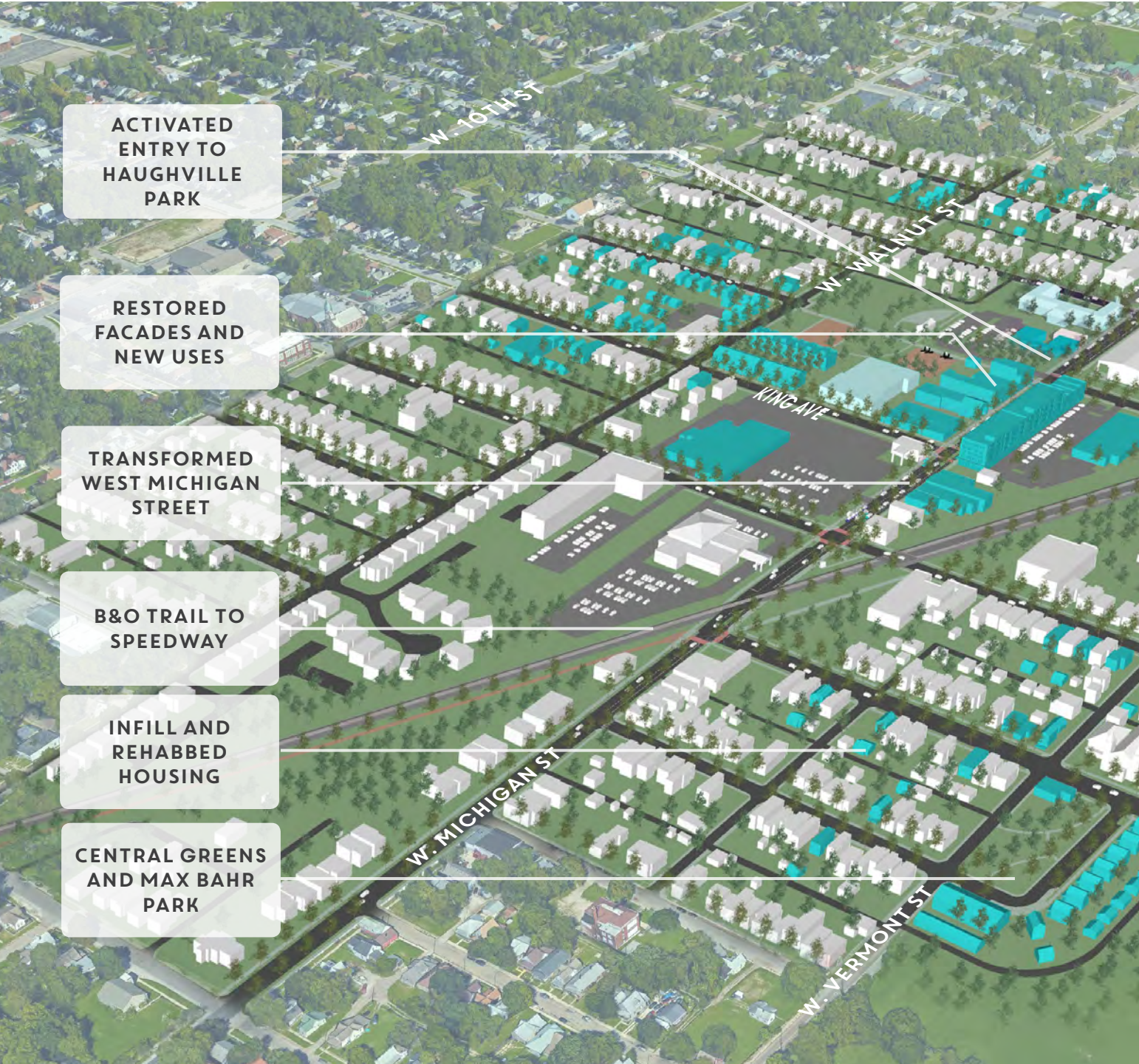
The big idea revolves around building a new West Michigan Street with pedestrian, bicycle, and transit infrastructure to connect it to downtown, the river, and 16 Tech.

The Plan

OVER TIME, NOT OVER NIGHT

The strategic investment plan for River West focuses on making the neighborhood a place to live, work, learn, and play by choice, whether one does so today and would like to continue doing so or is looking for a reason to invest time and resources in the neighborhood.

The Great Place will be developed over time, not over night. The strategy focuses on building infrastructure, development, and community programming in stages to help establish the market, incrementally build upon it, and grow in such a way that new development is in line with the unique DNA of the neighborhood.



**ACTIVATED
ENTRY TO
HAUGHVILLE
PARK**

**RESTORED
FACADES AND
NEW USES**

**TRANSFORMED
WEST MICHIGAN
STREET**

**B&O TRAIL TO
SPEEDWAY**

**INFILL AND
REHABBED
HOUSING**

**CENTRAL GREENS
AND MAX BAHR
PARK**



**INCUBATOR LIVE /
WORK SPACES**

**FARMER'S
MARKET IN
LIBRARY PARKING
LOT**

**LIGHT INDUSTRIAL AND
BUSINESS-
TO-BUSINESS
SERVICE
COMPANIES**

**MIXED-USE
DEVELOPMENT**

IN THE FIRST 24 MONTHS:

- Improve mobility and connections to the east side of White River
- Create flexible and programmable public spaces
- Recruit uses that demonstrate demand and generate activity
- Augment single family residential neighborhood development
- Leverage existing events and attract development through new ones
- Remove barriers to growth with early strategic program and policy investments

BY 2020:

- Expand infrastructure that connects River West to the city
- Complete West Michigan Street transformation
- Improve north/south connections
- Improve access to Haughville Park
- Pursue development that expands River West's economic base
- Focus on experience-based retailers and businesses to strengthen residential draw
- Reinforce and strengthen education

BY 2025:

- Connect across the B&O tracks
- Expand, diversify, and amplify development
- Grow in line with neighborhood values

L.O.V.E. GOALS

WHAT ARE THE L.O.V.E. GOALS?

The L.O.V.E. acronym stands for livability, opportunity, vitality, and education, which are four of the critical components of a Great Place.

The list of L.O.V.E. goals were developed during the community engagement and planning process as a way to distill community desires into key actionable ideas to work towards over the next five years.

The goals are meant to be comprehensive. Much of the planning work is physical in nature, focusing on important work that includes, but is not limited to buildings, sidewalks, homes, and other physical development. The goals also include topics such as improving safety conditions, empowering entrepreneurs, developing loan types for home owners and offering an array of options for renters, and improving options for a quality education for a variety of age groups and circumstances.

LIVABILITY GOALS AND PRIORITIES

ENCOURAGE WALKING, BICYCLING, AND TRANSIT USE.

- Construct B&O Trail from W. Michigan St. and Warman Avenue to 10th St. in Speedway.
- Make W. Michigan St. more walkable and slow traffic by restriping from White River Parkway to Warman Avenue, and complete lane re-design of W. Michigan St. to include a center turn lane, east and west traffic lanes, dedicated parking and bike lanes.
- Reconfigure IndyGo bus stops at ¼ mile intervals.
- Build a bike station and bring Indiana Pacers Bike Share station to River West.
- Replace and repair deteriorated neighborhood streets and sidewalks.

PROVIDE PUBLIC SPACES THAT ARE UNIQUE, LIVELY, AND AUTHENTIC TO THE RIVER WEST COMMUNITY.

- Define and expand southern, northern and western entrances to Haughville Park and develop residences on park periphery to enliven the park's uses by the public.
- Create a public square on W. Michigan St. based on the model of the "zocalo".

- Partner with St. Anthony's Church, the Indianapolis Department of Metropolitan Development, and Central Greens to establish clear future for Bahr Park.
- Partner with Reconnecting to Our Waterways (ROW) to promote White River as a gateway into River West through strategies that invite public uses of the river banks and incorporate ROW core elements of aesthetics, connectivity, ecology, economics, education, and well being.
- Sustain Triangle Park by partnering with the Indy Humane Animal Welfare Center to coordinate volunteer adopters of maintenance efforts.
- Activate roof decks for clear views of downtown skyline.

EMPLOY CRIME PREVENTION STRATEGIES AND ENHANCE PUBLIC SAFETY EFFORTS.

- Improve public perception of safety in River West by pursuing effective branding and re-telling our neighborhood story, and reducing violent and property crime in partnership with IMPD.
- Expand foot-and bike-based community policing beats.
- Incorporate Crime Prevention through Environmental Design (CPTED) principles into the physical environment as part of development activities.
- Increase education on crime prevention to neighbors.

CREATE OPPORTUNITIES TO IMPROVE PUBLIC HEALTH AND ACCESS TO HEALTHY FOOD.

- Increase access to healthy food by partnering with Seven Steeples Farm and local organizations to distribute locally grown produce through farmer's markets, local retail and other potential means such as community-supported agriculture.
- Address chronic disease and mental illness by increasing access to primary care or clinics. Particularly, partner with Eskenazi's Westside Clinic to increase resident access to quality local health care.
- Improve health outcomes and increase access to fitness and wellness activities in public spaces and by promoting the use of fitness resources at George Washington Community High School.
- Promote healthy and sustainable models for restaurants.
- Cultivate partnership with Kroger to expand resident options for healthy and diverse product offerings.

ENRICH ARTS AND CULTURAL OPPORTUNITIES THROUGH PROMOTING COMMUNITY CREATIVITY, INVITING ARTS PROGRAMMING AND CELEBRATING RIVER WEST HISTORY.

- Encourage social interaction and engagement in shared public spaces by providing park programming, including concerts, performances, festivals, and other activities.
- Use creative methods to promote the rich history and ethnic diversity of neighborhood, such as mural projects and a story-telling and story-sharing station.
- Develop arts talent in the neighborhood by seeking out local artists and providing resources, training, and promotion.
- Use socially-engaging art projects as part of redevelopment projects.
- Welcome and invite an array of arts organizations into River West to share programming and performances or make their organizational home with us.

OPPORTUNITY GOALS AND PRIORITIES

FOSTER AN ENTREPRE-NEURIAL ENVIRONMENT IN RIVER WEST THAT PROMOTES THE UNTAPPED TALENT OF RESIDENTS AND BUILDS UPON THE GEOGRAPHIC PROXIMITY TO DOWNTOWN INDIA-NAPOLIS, 16 TECH, INDIA-NAPOLIS MOTOR SPEEDWAY, IUPUI AND THE HOSPITAL COMPLEX.

- Provide free WiFi access along the Michigan Street corridor.
- Create business incubation and shared working spaces for start-ups and small businesses.
- Create pop-up retail spaces.
- Launch a place-based entrepreneurship center to provide training and resources to entrepreneurs.
- Leverage technology, arts and anchor supply chain development and entrepreneurship in multi-use spaces.

CREATE INFRASTRUCTURE THAT SUPPORTS THRIVING BUSINESS AND ECONOMIC DEVELOPMENT.

- Prioritize development efforts at vacant, tax-exempt, brownfield, and underutilized properties which will help eliminate barriers to market reinvestment.

- Create mixed use spaces that promote residential density and affordable rental spaces for business and retail operations, and structured parking solutions.
- Develop the infrastructure along the Michigan Street corridor for improved utilities, streets and sidewalks, parklets, and provide fiber optics that serve as amenities for businesses and residents.
- Complete façade improvements, commercial rehabilitation, and tenant recruitment for the Michigan Street corridor.
- Provide infrastructure data and environmental mapping for development sites.
- Create destination experiences for retail and commercial development, i.e. roof top dining opportunities, pop-up shop spaces and light industrial development.

DEVELOP PARTNERSHIPS TO SUPPORT BUSINESS AND ECONOMIC DEVELOPMENT.

- Leverage resources to increase the business and economic development capacity of River West. In particular, acquire resources to employ professionals to implement the branding strategy and outreach for the neighborhood, to direct business development strategy, and to promote fund development.

- Establish partnerships with neighboring anchor institutions to create entrepreneurship and small business opportunities.
- Establish partnerships with neighboring anchor institutions to create workforce development training and job access for underemployed residents in River West.
- Establish a partnership with 16 Tech to create workforce development training and job access for underemployed residents in River West, in concert with the North West area, that targets the use of 16 Tech's community investment fund.

INCREASE LOCAL EMPLOYMENT OPPORTUNITIES AND SUPPORT EMPLOYEE GROWTH FOR MORE ADVANCED OPPORTUNITIES.

- Leverage 16 Tech development.
- Create River West jobs that build upon anchor institutions and 16 Tech supply chain needs and vendor opportunities.
- Assist entrepreneurs with strengthening their business, furthering local job creation options.
- Promote the neighborhood as a destination for the information technology sector.
- Connect residents with employment opportunities with nearby anchor institutions.

L.O.V.E. GOALS

CONTINUED

VITALITY GOALS AND PRIORITIES

INVITE INCREASED RESIDENTIAL DENSITY BY PROVIDING A VARIETY OF HOUSING TYPES THAT EMBRACE DEMOGRAPHIC AND INCOME DIVERSITY.

- Bring mixed-income, mixed-use, multifamily developments to the Michigan Street corridor.
- Establish new capital subsidy sources that allow for non-income-restricted, single-family home rehabilitation and new construction for home ownership.
- Maintain and increase existing income-restricted subsidy sources.
- Ensure that infill construction reflects the historic nature of the neighborhood while also incorporating diversity of architecture.
- Develop anchor institution programs that incentivizes anchor institution employee home ownership in the Great Place area.

CREATE A BEAUTIFUL, WELCOMING NEIGHBORHOOD THROUGH REDUCING BLIGHT AND ABANDONMENT.

- Retain resident diversity by valuing and assisting existing residents through a Homeowner Repair Program to address critical health and safety deficiencies for lower-income homeowners.
- Acquire, and if necessary demolish, vacant homes and lots in order to reduce blight and develop a concentration of properties for redevelopment.
- Establish a patient capital pool to provide interim funds for acquisition, demo, and rehab.
- Work with the City of Indianapolis to use the new Receivership Program to deal with properties in violation of code.

IMPROVE THE AWARENESS AND MARKETABILITY OF NEIGHBORHOOD HOUSING STOCK.

- Develop and implement a marketing and branding campaign related to living in and around the Great Place area.
- Develop and implement a marketing campaign specific to attracting anchor institution audiences.
- Incorporate modern features and visitable components in both rehabilitated homes and new construction.



Helping homeowners and residents through an ongoing commitment to promote diverse housing options for all residents.

EDUCATION GOALS AND PRIORITIES

INCREASE ACCESS TO QUALITY EARLY CHILDHOOD EDUCATION OFFERINGS SERVING THE GREAT PLACE.

- Partner with United Way of Central Indiana and Early Learning Indiana to strengthen the quality of existing early childhood education providers.
- Increase the number of students served by expanding existing providers and attracting new providers.
- Support the development of a dedicated early childhood wing as an expansion of the Christamore House.

IMPROVE GRADUATION RATES AT GEORGE WASHINGTON COMMUNITY HIGH SCHOOL.

- Reduce truancy by working with community policing and juvenile justice system.
- Engage the community in meaningful dialogue around future changes for GWCHS.
- Improve family engagement by reinstating family nights and other outreach efforts.
- Make the school environment more fun for students by connecting with community partners to incorporate the arts, physical education, and other activities.

- Connect students with quality mentorship opportunities throughout high school.
- Provide technical skill building opportunities such as Youth Build.

ENHANCE OPPORTUNITIES FOR ADULT LEARNING AND WORKFORCE TRAINING.

- Bring the Centers for Working Families model and support for Bridge Programming to Christamore House.
- Support the certificate programs available through the Goodwill Excel Center, Christel House DORS, the library and others.
- Market the available opportunities to residents and work with Excel and Christel House DORS to set aside space for Great Places residents and increase population of adults with a high school diploma.
- Link Excel Center and Christel House DORS with corporate partners for mentors, internships, and future job placements.

SUPPORT QUALITY EDUCATIONAL OPPORTUNITIES FOR STUDENTS AND THEIR FAMILIES IN THE GREAT PLACE.

- Partner with new and growing school models coming online in the K-12 arena, some K-8 examples of which include but are not limited to Global Prep Academy, Shelia Dollaske's innovation school, Christel House Academy and Enlace Academy.
- Expand partnerships with existing public, parochial, charter and adult schools in the River West side to meet varied needs for educational access of residents.
- Enhance STEAM offerings at the library, Christamore House, and other out-of-school time venues.
- Utilize a multi-generation approach to reach the learning needs of adults and children within a family through programming at schools and community organizations.



Supporting quality education options such as the Christamore House programs create a strong educational foundation for area residents.





INVENTORY

West Michigan Street is the active seam between several neighborhoods. While this is a strength, the corridor today is more of a barrier between places rather than a unifier. This condition is amplified by significant vacancy and an overgrown rail corridor which have left the Great Place vulnerable to misunderstood perceptions of crime and disinvestment. Like other Great Places, River West is encumbered by contaminated properties. Significant remediation is best done with active development interest that can justify clean up costs. River West stakeholders have identified the unique qualities of the neighborhoods through numerous community planning efforts. This inventory establishes a baseline from which to build upon.

Neighborhoods

THE INTERSECTION OF FOUR NEIGHBORHOODS

The Great Place is actually the confluence of several neighborhoods, each with its own history. Hawthorne, Haughville, and Stringtown all meet at or near West Michigan Street.

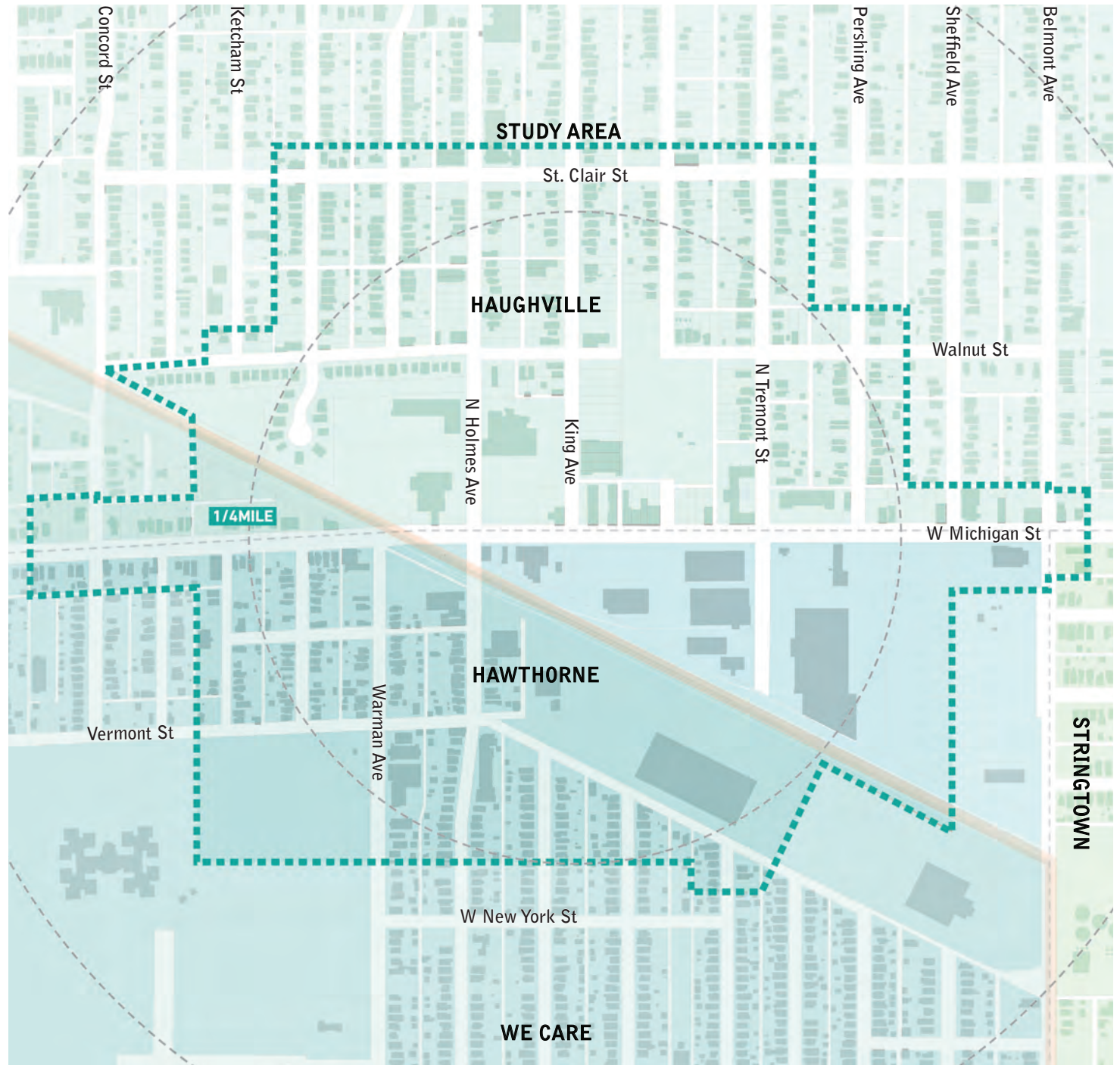
Haughville was annexed by Indianapolis in 1897. It was a hub of activity built along a trolley line that included a full mix of uses such as a hotel, restaurant, library, jail, fire station, clubs, and schools. Industrial users such as the Edward Chain Works, Evans, and I.D. & W. Railroad Shops located here.

Stringtown is located between the White River and Belmont Avenue. Many believe that it got its name from the "string" of houses along Washington Street west of the river.

Hawthorne was originally settled as Mt. Jackson and sits south of West Michigan Street, west of Belmont Avenue. It is in relatively stable condition and has a major redevelopment underway at Central Greens, the former Central State Hospital site.

The We Care Neighborhood Association boundaries are Washington Street to the railroad tracks, and Belmont Avenue to Tibbs Avenue and is characterized by its committed residents and pocket parks.

Source: IUPUI Polis Center



LEGEND

- HAUGHVILLE
- STRINGTOWN
- HAWTHORNE

Existing Urban Form and Land Uses

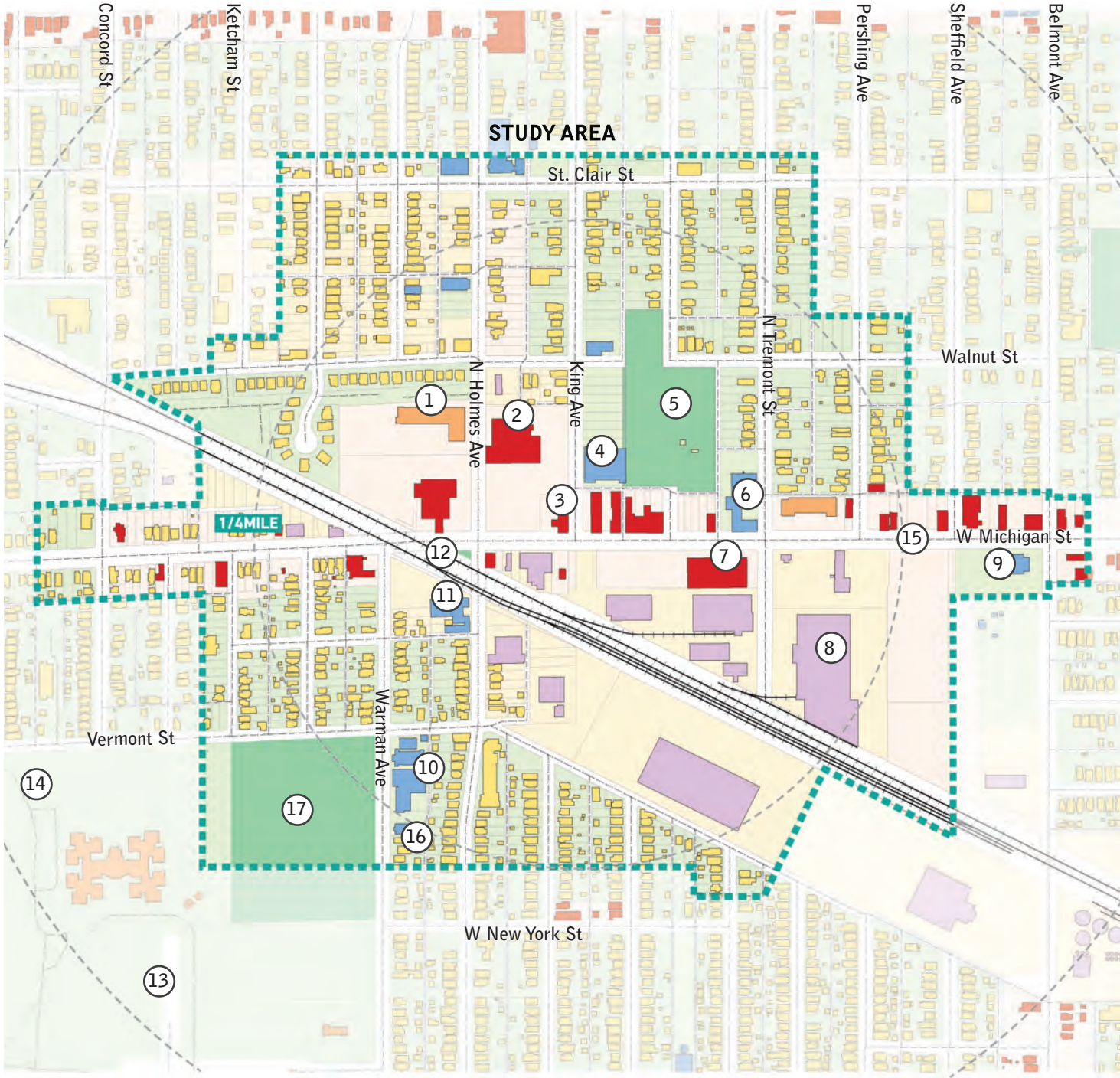
A MIXED-USE NEIGHBORHOOD WITH MANY MISSING TEETH

The neighborhood is anchored by several uses in and around the Great Place:

1. Lincoln Apartments
2. Kroger
3. Chase Bank
4. Police Station IMPD SW
5. Haughville Park
6. Christamore House
7. Kinney Group
8. Goodwill Industries
9. Haughville Library
10. St. Anthony Catholic Church and School
11. Humane Society
12. Triangle Park
13. Central Greens Development
14. Seven Steeples Farm
15. Westside Community Development Corporation
16. Hearts & Hands of Indiana
17. Max Bahr Park

LEGEND

- COMMERCIAL
- RESIDENTIAL
- MULTI-FAMILY
- INDUSTRIAL
- INSTITUTIONAL
- OPEN SPACE



Existing Building Types, Character, and Public Space



RESIDENTIAL

The residential properties in this Great Place are predominantly single-family detached houses. Central Greens has started to introduce multi-family residential as part of its development. The Lincoln Apartments and Christamore Court Apartments feature multi-family housing.

COMMERCIAL

Commercial buildings and properties are predominantly single story buildings with the occasional building that has another use above it. There are a number of vacant commercial buildings and properties along and near West Michigan Street.



INSTITUTIONS AND OFFICE

There exist a number of strong institutions in this Great Place that perform a range of functions including worship, education, child care, and workforce training. There are several important employers and businesses such as Kinney Group near the heart of this Great Place.

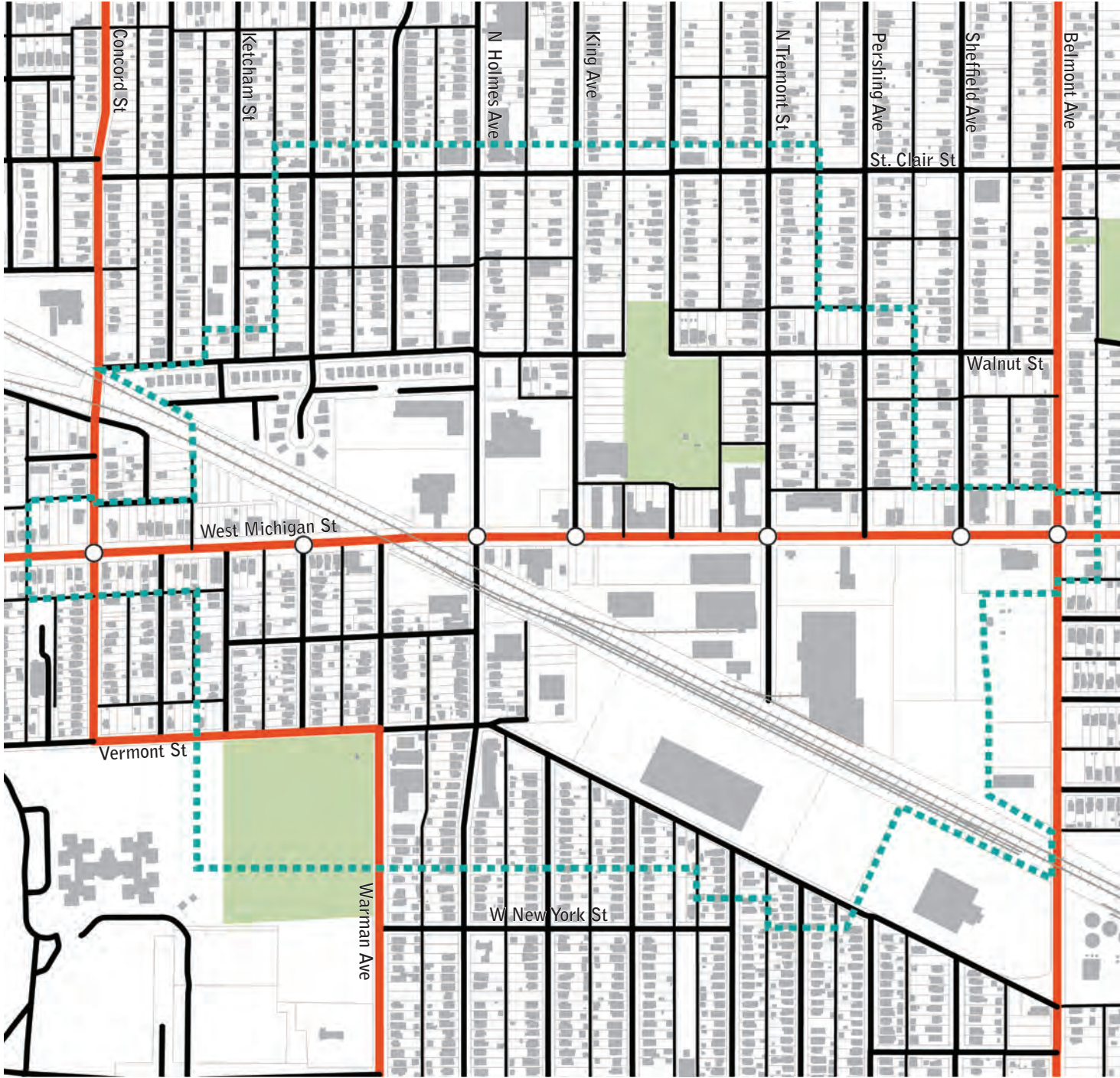
PUBLIC SPACE

The primary public space in this Great Place is Haughville Park. It has seen recent investment and will soon be supplemented by Keep Indianapolis Beautiful's early action Triangle Park. The other major public space type is West Michigan Street itself. Many people move along it and spend time on it waiting for buses and going to various destinations that it serves. It connects to the vacated B&O rail corridor that is planned as a future trail.

Existing Mobility

CURRENT MOBILITY IS IMPACTED BY AGE AND VEHICLE SPEED OF EXISTING INFRASTRUCTURE

The existing street network is aging and is in many areas still rural in character without sidewalks, lighting, curb, or gutter. The arterials serve as high-speed cut throughs for other parts of the City but do very little to support this Great Place. The local streets form a fairly complete grid except for notable interruptions at Haughville Park, the railroad tracks, and the industrial sites clustered around the railroad tracks. There exist a number of bus stops. However, these are planned to reduce in number as IndyGo reconfigures its stop spacing to 1/4 mile intervals. A number of bikeways, in addition to the future B&O Trail, are planned for this Great Place but do not have a specific time line for development.



LEGEND

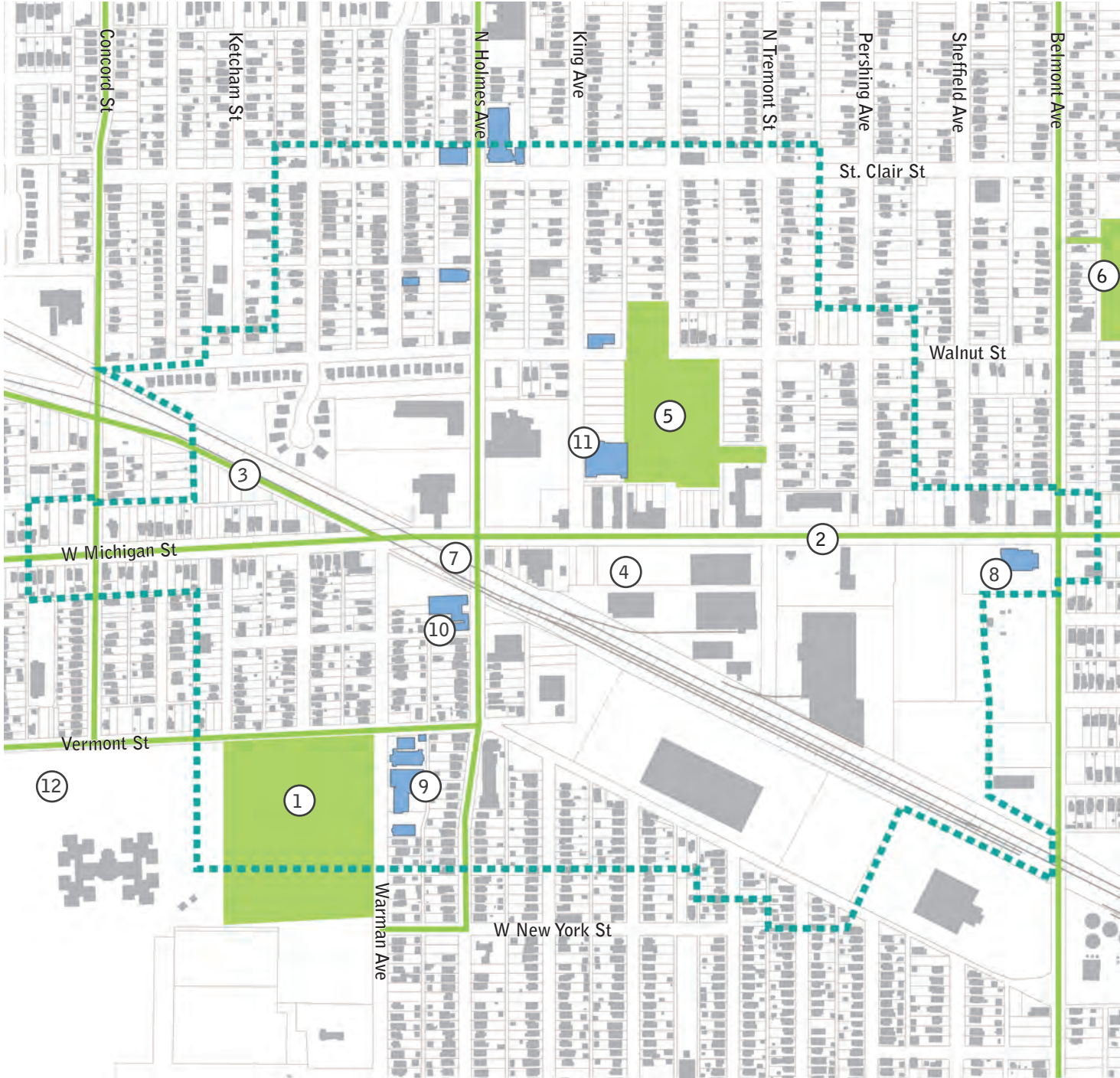
- BUS STOP ○
- ARTERIAL ■
- LOCAL ■

Existing Institutions, Parks, and Open Spaces

GREAT PARKS AND INSTITUTIONS WITH POOR ACCESS

This Great Place is anchored by several churches and park spaces. Haughville Park recently received a \$750,000 investment and Bahr Park is proposed to be redeveloped for a mix of uses as part of Central Greens. A number of bicycle facilities have been proposed to connect these parks to one another and connect the River West neighborhoods to Downtown Indianapolis.

1. Max Bahr Park
2. Proposed Michigan Street Bike Lanes
3. Proposed B & O Trail
4. Earth Team Victory Garden
5. Haughville Park
6. Lentz Park
7. Triangle Park
8. Haughville Library
9. St. Anthony Catholic Church and School
10. Humane Society
11. Police Station IMPD SW
12. Seven Steeples Farm



LEGEND

- TRAILS, BIKE ROUTES & OPEN SPACE
- INSTITUTIONAL USE

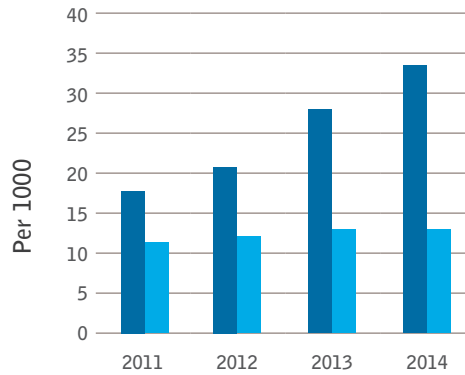
Crime and Safety

PERCEPTION IS WORSE THAN REALITY FOR THE TYPE AND SEVERITY OF CRIME

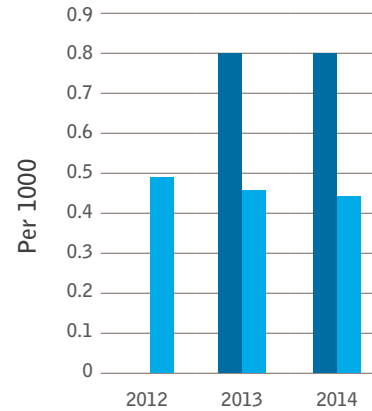
The planning team, along with members of the public, were invited to engage in a discourse with members of IMPD and experts from LISC's national office on neighborhood safety and crime prevention. The statistics in this study area reveal a number of issues. In each major category that is tracked, the study area fares much worse in regards to safety and crime than the city as a whole. Property crimes (as shown in the Uniform Crime Reporting, Part 2) were particularly high.

Currently the River West neighborhood area employs strategies such as Crime Watch groups, crime prevention through environmental design (CPTED), monthly IMPD-sponsored public safety taskforce meetings, and safety trainings to actively address issues within the neighborhood. Residents and partners have a history of establishing strong community-police relations in the neighborhood and promoting increased awareness and engagement in crime mitigation efforts.

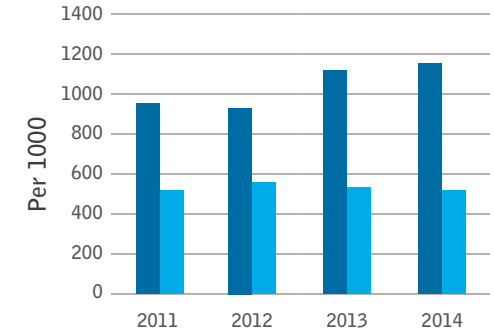
CRIMES AGAINST PERSONS



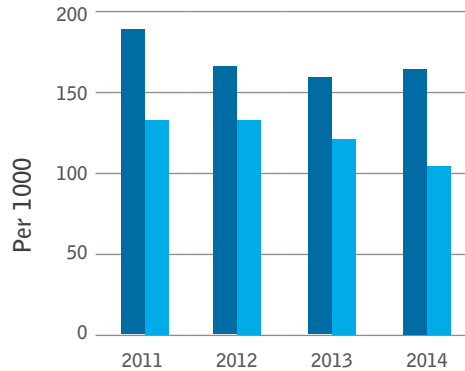
NON-FATAL SHOOTINGS



CALLS FOR SERVICE



UNIFORM CRIME REPORTING PART 2



Including: Other assaults, Forgery and counterfeiting, Fraud, Embezzlement, Stolen property, Vandalism, Weapons, Prostitution, Sex offenses, Drug abuse violations, Gambling, Offenses against the family and children, Driving under the influence, Liquor laws, Drunkenness, Disorderly conduct, Vagrancy, All other offenses

■ River West
■ IMPD (Indianapolis Metropolitan Police Department)



Police Station IMPD SW

Vacancy and Property Availability

A HIGH PROPORTION OF VACANCIES AND PUBLICLY OWNED PROPERTIES

This Great Place includes a number of vacant parcels and buildings. However the City through various agencies and means has been acquiring parcels for redevelopment. While this strains the City's ability to adequately maintain property, it also strategically protects property from further disinvestment and holds property for future market-driven reinvestment. Organizations such as the Westside Community Development Corporation and Hearts & Hands of Indiana are currently returning many of these parcels to active use.

RENEW INDIANAPOLIS

Renew Indianapolis is a non-profit that seeks to return DMD-owned vacant and abandoned property to productive use and lists property that they are seeking buyers for.

SURPLUS PROPERTY

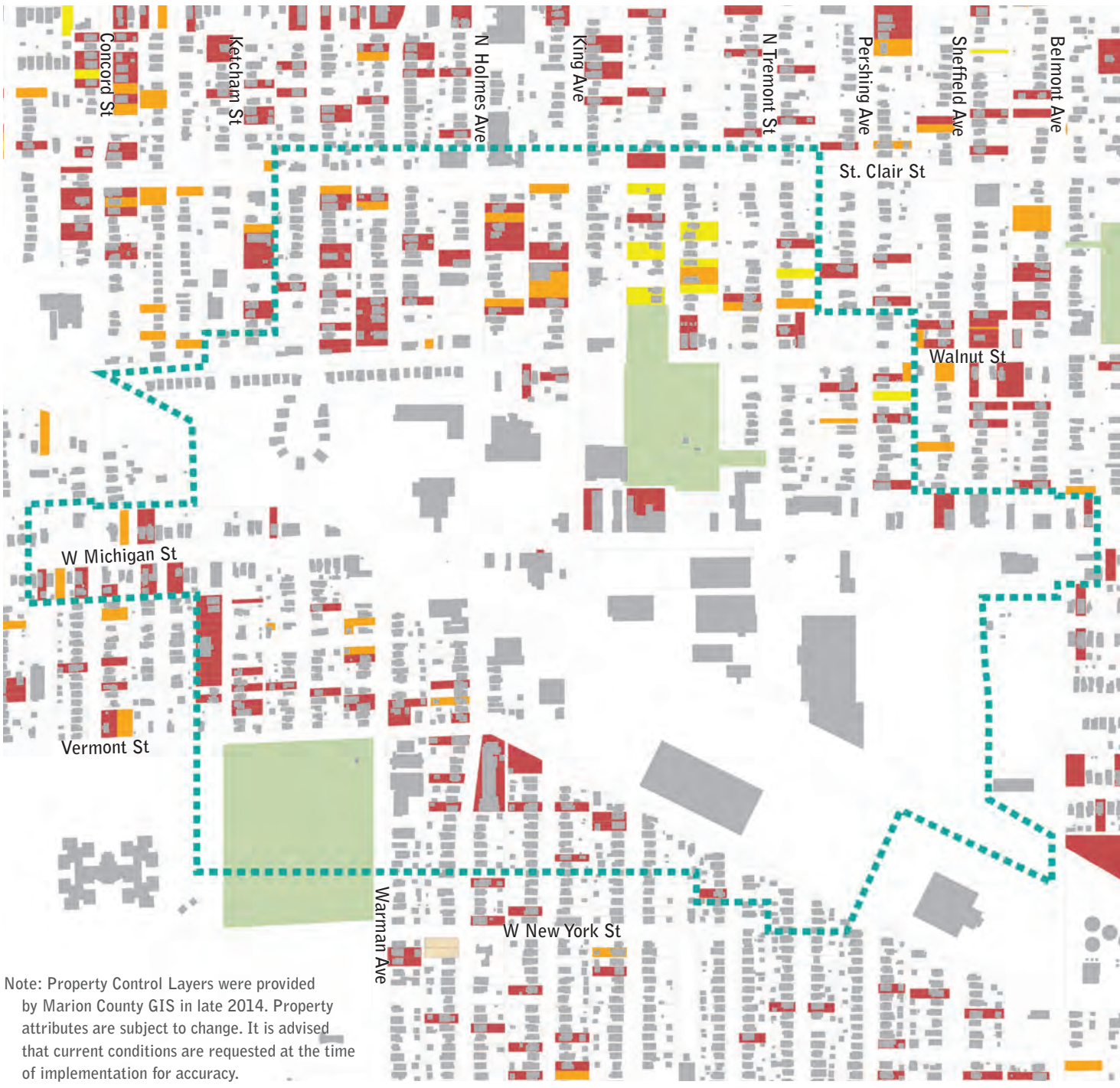
This is property that has become tax delinquent, offered at a tax sale, neither purchased nor redeemed at tax sale, and that has not been certified and accepted by the City.

VACANT PROPERTY

Vacant property is difficult to confirm. For this study, addresses that the United States Postal Service listed as not receiving mail are shown.

LEGEND

- VACANT BUILDINGS AND LAND
- INDIANAPOLIS SURPLUS PARCELS
- RENEW INDIANAPOLIS PARCELS



Note: Property Control Layers were provided by Marion County GIS in late 2014. Property attributes are subject to change. It is advised that current conditions are requested at the time of implementation for accuracy.

Brownfields

(AS RECOMMENDED BY THE SESCO GROUP)

DIRTY BUT DEVELOPABLE

Based on historical aerial photographs, there was a significant amount of land along the railroad tracks, especially in the area between Holmes Avenue and Belmont Avenue along the south side of the current track, that was occupied by railroad spurs, terminals, and rail yard activities in general (storing, sorting, or loading/unloading rail cars). This in itself is considered an environmental concern for all involved properties due to the lack of information regarding the types of materials transported, used, or stored within this area. The majority of the area has either not been investigated to confirm contamination, or known impacts have been addressed by remediation and/or an Environmental Restrictive Covenant (ERC) has been recorded on the property deed through the Marion County Recorder's Office. Groundwater flow in the area is generally to the east/southeast with an average depth to the top of the shallow water table at 20 to 25 feet below ground surface.

Several historical auto service stations/repair shops and historical dry cleaners/laundry service shops were identified within a one-fourth mile radius of the intersection of Michigan and King Streets. SESCO Group, a local environmental services agency, attempted to locate these facilities via the addresses listed in due diligence reporting services, such as an EDR (property due diligence data company) Radius Map Report; however, based upon the lack of information regarding the maintenance and operation of these facilities, and redevelopment of the area over time, the locations of these facilities have been generalized based upon the existing address along the corridor. Based

on a review of historical aerial photographs and fire insurance maps, it appears that the majority of these facilities were small, private businesses with some that operated as "out of the home" shops. Additionally, many of the facilities are not identified within the historical fire insurance maps as actual businesses. The majority of these facilities were located along West Michigan Street.

In relation to the eastern half of the area, subsurface investigations conducted at the former Shell Oil Bulk Terminal facility identified chlorinated impacts to groundwater. Groundwater in the area to the east, south, and southeast of the former bulk terminal facility has been analyzed and confirmed to be impacted with high concentrations of chlorinated constituents as well, most of which are believed to have stemmed from the large quantities of Stoddard solvents distributed by the bulk terminal. It is also possible that several of the historical dry cleaner facilities that appear to have been located up-gradient at or near the Wheeler's Towing property may have contributed to the chlorinated groundwater impacts found at the bulk facility property and other down-gradient properties. However the bulk terminal is believed to be the main source.

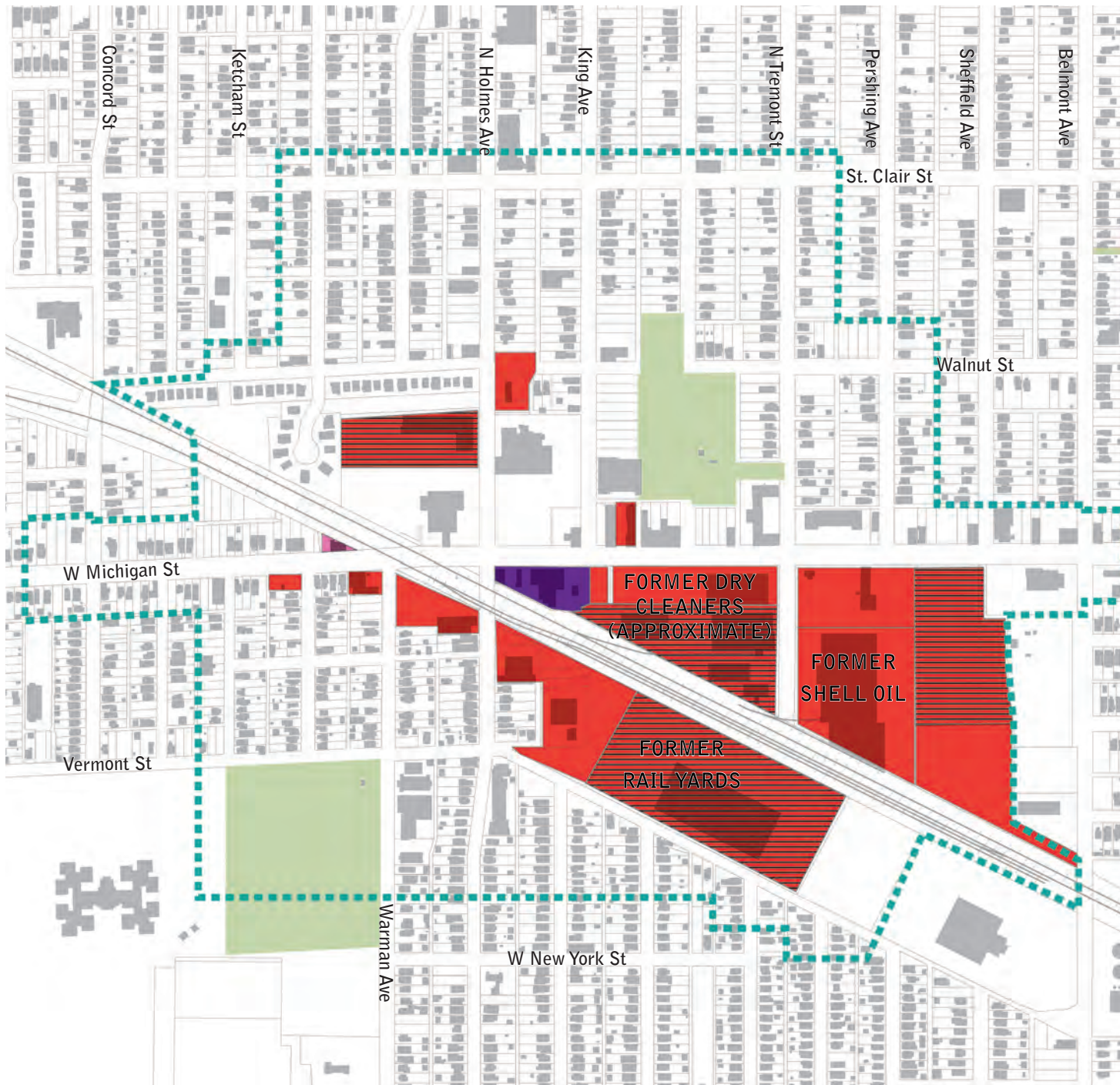
In relation to the western half of the area, very little, if any, subsurface investigation work has been performed, or is available, to identify the existence of contamination and potential sources. The former Malleable Castings Company Works is the only property in the western half of the project area identified with known metals and petroleum contamination. Soil remediation was performed and an ERC was recorded on the property deed to address future exposure and

the property has since been redeveloped as the Lincoln Apartments Veteran Housing.

There are four identified sites located in a one-quarter mile radius of the intersection of Michigan and King Streets that have addressed environmental impacts through remediation and/or ERCs. SESCO recommends that each property be individually assessed to determine if impacts

exist from former, current, or adjacent operations and an analysis would need to be conducted to determine exposure risk.





RESIDENTIAL DEVELOPMENT ON BROWNFIELDS

If residential use is restricted in a site's ERC, specific actions with Indiana Department Environmental Management (IDEM) are required to lift that restriction. For instance, contaminated soil may need to be removed and a vapor mitigation system put in place prior to the removal of a residential restriction. An interested party would work with IDEM on a site-specific basis to understand this possibility. An environmental consultant would thoroughly review all of the specifics of each site. This can be fairly time consuming to determine each site's specific potential.

Residential uses are not out of the question. With proper precautions, it could likely be accomplished. Apartment buildings with ground floor commercial uses would probably work under IDEM's criteria. Commercial units on the ground floor might not be necessary if a developer is willing to haul off enough contaminated soil, remove the source areas, install vapor barriers, and install mitigation systems. This map of current brownfields appears to paint a bleak picture at first glance. However, there are multiple ways to mitigate brownfields as a part of redevelopment.

LEGEND

- PETROLEUM CONTAMINANTS
- VARIOUS CONTAMINANTS
- CHLORINATED CONTAMINANTS
- ENVIRONMENTAL RESTRICTIVE COVENANT / NO FURTHER ACTION

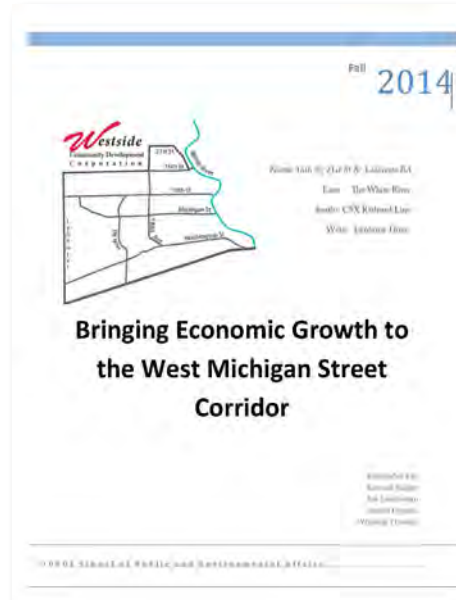
Summary of Previous Planning Efforts

YEARS OF PLANNING LEAD TO THIS GREAT PLACE

In addition to the Quality of Life plan, River West and its constituent neighborhoods have undertaken many planning efforts over the years. Residents and other community stakeholders have dedicated countless hours to create a unified vision for the neighborhood over time. The information gleaned from these plans guides the Great Place plan for River West.



The [Near West Neighborhood Land Use Plan \(2014\)](#) documented historic resources, established future bikeway corridors, and prioritized sidewalks and the B&O trail. It also identified the need for home improvements and better property maintenance.



The [Bringing Economic Growth to the West Michigan Street Corridor \(2014\)](#) recommends that River West's infrastructure be improved, the grocery and entertainment options be expanded, a stronger connection with IUPUI be created, and the narrative of the neighborhood be improved to change its brand in the region.

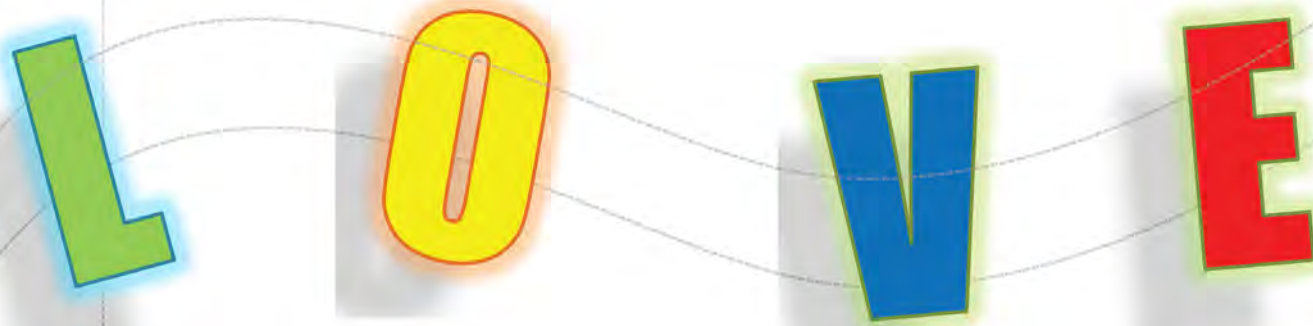
Other documents: Haughville Park Master Plan (2013), Neighborhood Quality Monitoring Report (2011); Near Westside Housing Improvement and Neighborhood Plan (1994); Connectivity Plan (2011); Official Thoroughfare Plan for Marion County (2002); and the Indianapolis Regional Center Plan 2020 (2004).



The [West Michigan Street Technical Assessment \(2012\)](#) focuses on building consensus, marketing the corridor, increasing retail, diversifying housing, filling in the urban street frontage, and enhancing infrastructure and parking.



QUALITY OF LIFE PLAN 2015-2017



NEAR WEST

Near West Quality of Life Plan 2015-2017

www.nearwestindy.com

1

The aspirations from the [Near West Quality of Life Plan \(2015\)](#) are:

LIVABILITY

- Additional gardens and green space
- Expanded walking and bike trails
- Better marketing of the neighborhood

OPPORTUNITY

- Improved streetscapes
- Support of businesses
- Reclaimed brownfields

VITALITY

- Market empty lots and affordable housing in a new brand of convenient family living

EDUCATION

- Embrace community school strategies
- Uplift financial literacy, parenting education, and English and Spanish courses

The [Quality of Life Plan](#) created a framework for improved Livability, Opportunity, Vitality, and Education. The big ideas coming out of the plan are to the right.



Bike lanes

Water park splash pad

SAFETY

Proximity

Aesthetics

Building improvements

Clean up

Parking & views

Grocery service

* Not a food desert

ALL ETS & infrastructure

10

5

6

4

8

11

3

7

2

13

An aerial photograph of a city street grid, overlaid with a semi-transparent blue filter. The map shows various building footprints, streets, and green spaces. Handwritten in black ink on the map are the words "B&O Ave", "4 MILE", and "Bik". There are also several blue circles and lines drawn on the map, indicating specific areas of interest or data points.

ANALYSIS + ENGAGEMENT

As a precursor to this Great Places Strategic Investment Plan, a significant amount of community planning was undertaken to uncover the aspirations of residents and stakeholders within River West. Those aspirations served as the starting point for further developing near-term, mid-term, and long-term goals and strategies for this Great Place.

Previously documented hard and soft data was augmented with a current snapshot of the neighborhood to establish benchmarks for commercial and residential growth. Together, these data points drive specific recommendations and the strategic sequencing of initiatives that comprise this plan.

About the Process

CITY-WIDE STEERING COMMITTEE

This 26-member civic leadership team meets quarterly to govern the Great Places 2020 initiative.

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

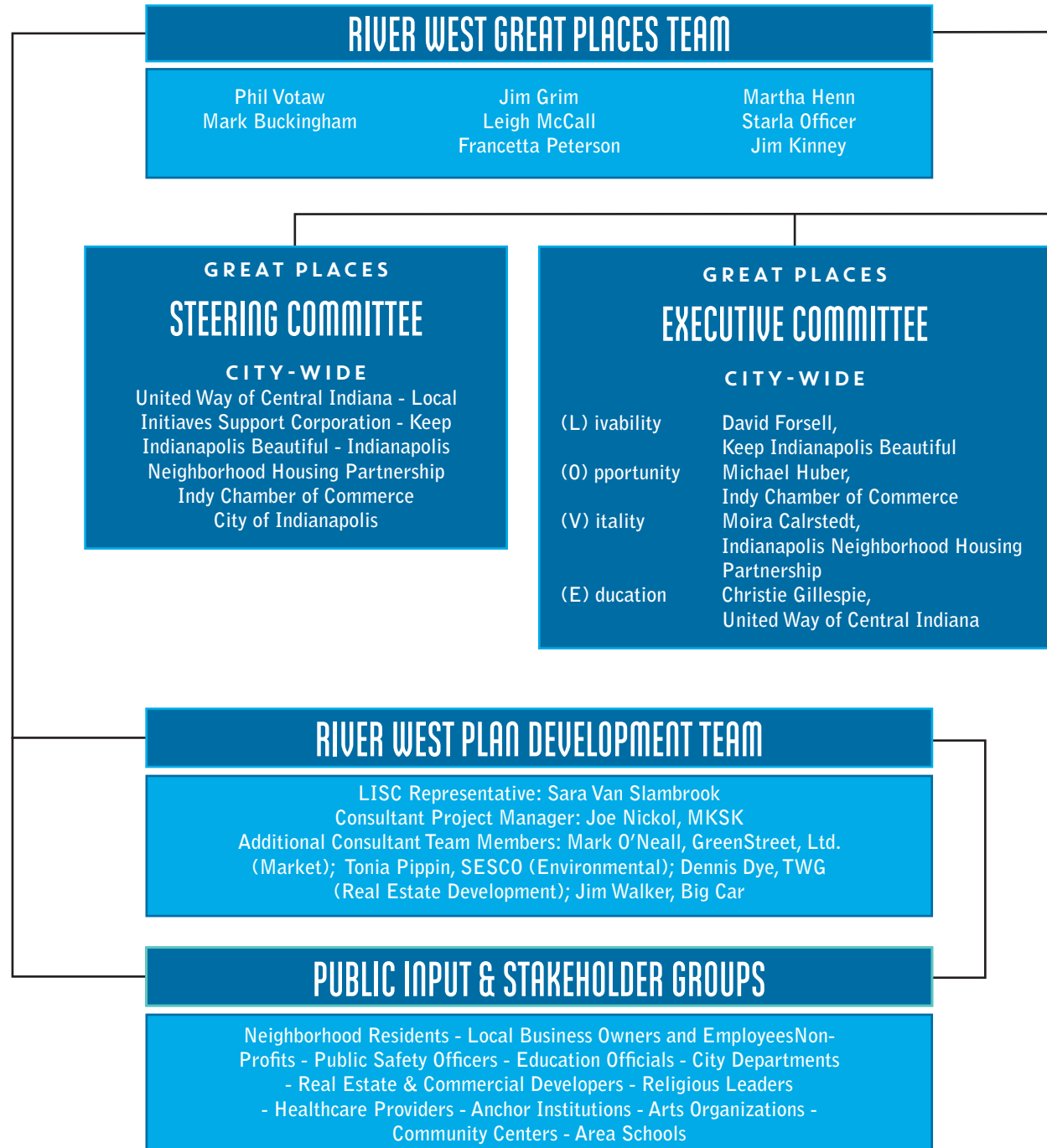
Neighborhood and topical expert committees that meet regularly to provide support and technical assistance to the Great Places and their plans.

(L)ivability – Keep Indianapolis Beautiful & Indianapolis Metropolitan Police Department

(O)ppportunity – JPMorgan Chase & Indy Chamber

(V)itality – Indianapolis Neighborhood Housing Partnership & BWI, LLC

(E)ducation – United Way of Central Indiana & Indianapolis Urban League





Summary of Engagement

LISTEN + INFORM + ACT

The public engagement process took place over the course of six months and enjoyed active participation from residents, business owners, community leaders, and stakeholders. Each project milestone was defined by stakeholder and public meetings. These meetings took place in the heart of this Great Place, at Judge's BBQ and Haughville Library.



KICKOFF MEETING

August 27, 2015

EMERGING THEMES

September 17, 2015

INITIAL CONCEPTS

October 8, 2015

FINAL CONCEPTS

November 5, 2015

FINAL PLAN WORKSHOP

December 8, 2015

FINAL DECISION MAKING

February 22, 2016



Neighborhood Strengths

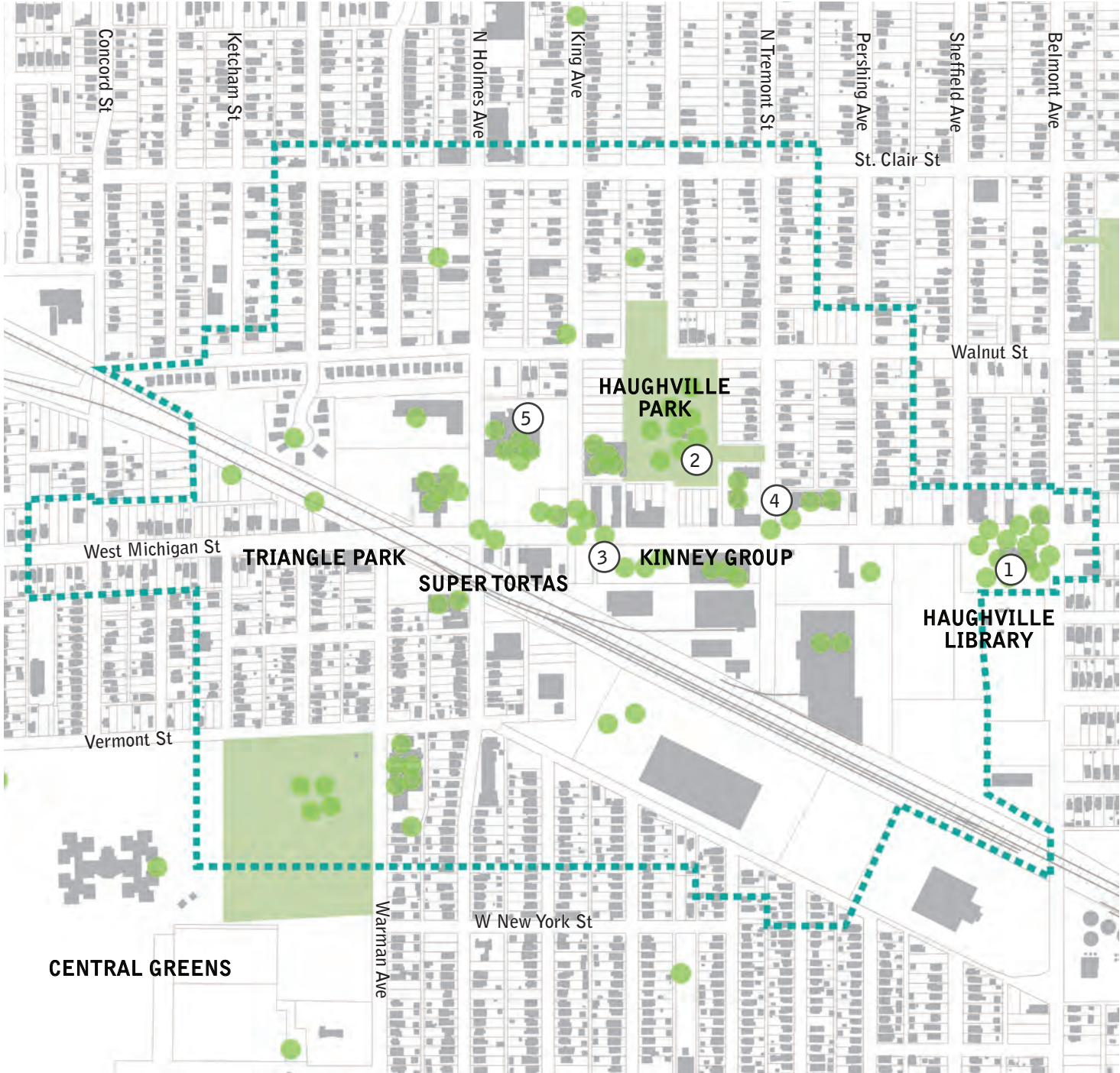
BUILD UPON NEIGHBORHOOD STRENGTHS ON THE EAST AND WEST EDGES OF THE GREAT PLACE

Meetings with neighborhood groups, technical experts, and the general public yielded clear areas of strengths that the neighborhood can build upon. The area around the Haughville Library emerged as one anchor point as did the area around the former Max Bahr Park and St. Anthony's Church and School. Haughville Park, in the middle of the Great Place, was also seen as a strength.

- Great location near destinations such as Speedway, IUPUI, the White River, and health campuses
- West Michigan Street corridor has a cool factor stemming from its culture and diversity
- Plans to make West Michigan Street two-way at White River
- Can get around by bus, car, foot, and bike
- Affordable housing that is being rehabilitated
- Strong public and private education opportunities
- Generational diversity
- Rich history

LEGEND

- IDENTIFIED NEIGHBORHOOD STRENGTH ●
- NOTABLE DESTINATIONS SHOWN ON OPPOSITE PAGE #





1. Haughville Library



2. Haughville Park



3. Neighborhood Gardens



4. Christamore House



5. Kroger

- Anchor retailers and services such as Chase Bank, Kroger, Judge's BBQ, and the Westside Health Clinic

- Anchor institutions such as the Haughville Library, Slovenian National Home, Humane Society, Hawthorne Center, the Police Department, and many churches

- Parks and public spaces such as Haughville Park, White River Trail, Seven Steeples Farm, and the Kinney Garden

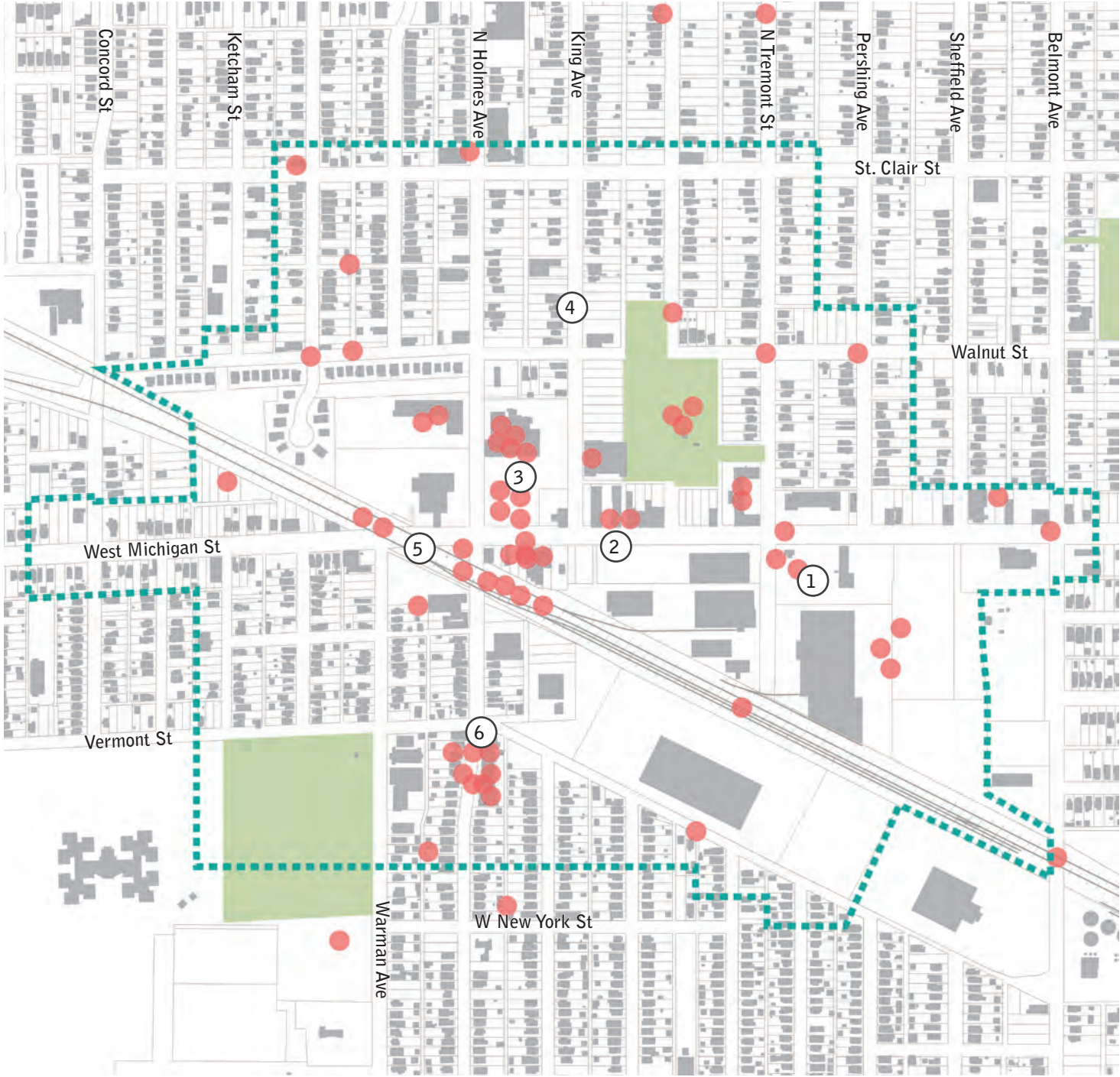
The neighborhood has a number of recent developments that serve as momentum going into the Great Places effort:

- Triangle Park
- Central Greens development
- Hearts & Hands of Indiana rehabilitated housing
- Haughville Library
- Rebuilt Haughville Park
- Super Tortas Restaurant
- Announced expansion of the Kinney Group
- Annex Student housing and proposed Goodwill apartments announced along the White River
- Reconnecting to our Waterways (ROW) riverfront initiatives

Neighborhood Weaknesses

THE WEAKNESSES TEND TO CONCENTRATE AT THE HEART OF THE GREAT PLACE

Most identified weaknesses are clustered around the heart of this Great Place. Stakeholders identified the perception of unsafe conditions, lack of maintenance and care in certain areas such as the rail corridor and parking lots, and the instability of vacant storefronts. Elsewhere in the neighborhood, weaknesses are most commonly associated with code violations and unkempt homes. Unsafe streets with deteriorating or missing sidewalks, curbs, and gutters were also routinely identified.



LEGEND

- IDENTIFIED NEIGHBORHOOD WEAKNESS ●
- NOTABLE DESTINATIONS SHOWN ON OPPOSITE PAGE (#)



1. Wheeler's Towing and salvage yard



3. Kroger parking lot and quality of service



4. Unimproved street infrastructure



2. Vacant storefronts



5. CSX railroad



6. Condition and disrepair of building stock

WEAKNESSES

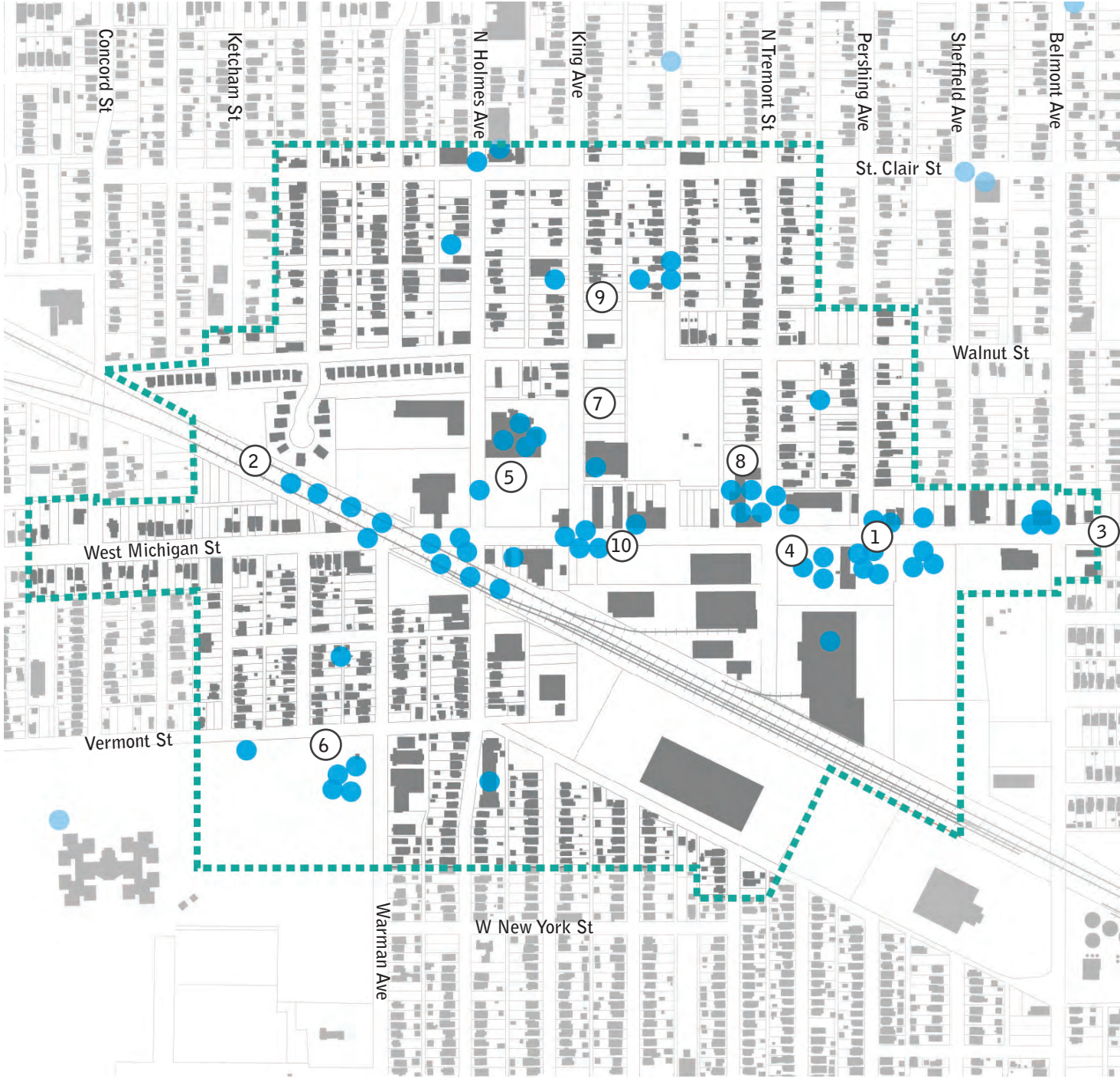
- Deteriorating streets, crumbling or missing sidewalks, poorly marked intersections, and dark streets
- Speed of traffic on West Michigan Street and side streets
- Abandoned and/or blighted housing
- Poorly maintained and managed rental housing
- Lack of day and night time dining options
- Lack of business diversity
- Lack of community programming and public art
- Perception of the neighborhood as unsafe
- Lack of visible police presence on bikes and foot
- Infrequent bus stops with long waits
- Poor care of the CSX rail bed
- Kroger's quality of service

Neighborhood Priorities

WHAT TO FOCUS ON IN THE NEXT FIVE YEARS

Respondents identified key development initiatives to be pursued over the next five years.

1. Improve West Michigan Street
2. Build the B&O Trail
3. Capitalize on nearby city amenities
4. Redevelop part or all of Wheeler's Towing with a more urban use
5. Beautify and improve Kroger
6. Establish future for Max Bahr Park as part of the Central Greens development
7. Redevelop vacant lots
8. Expand neighborhood access and connections to Christamore House
9. Improve and add more housing
10. Preserve the number of restaurants, stores, and services



LEGEND

IDENTIFIED NEIGHBORHOOD PRIORITY ●

Demographic Summary



HOUSEHOLD GROWTH, 2000 - 2020

The decline in the number of households has leveled off since 2000.

AVERAGE HOUSEHOLD SIZE, 2010 - 2020

Average household size in this Great Place is significantly larger than the rest of Marion County. This partially explains the vast offering of single-family homes and the lack of apartments or multifamily offerings. New apartments within the Central Greens development is changing the mix of offerings within the neighborhood.

HOUSEHOLD GROWTH

	MARION COUNTY	STUDY AREA
2000	352,164	1,557
2010	366,176 +4.0%	1,409 -9.5%
2015	370,295 +1.1%	1,405 -0.3%
2020	381,882 +3.1%	1,428 +1.6%

AVERAGE HOUSEHOLD SIZE

	MARION COUNTY	STUDY AREA
2010	2.42	3.01 +24%
2015	2.43	3.04 +25%
2020	2.43	3.04 +25%

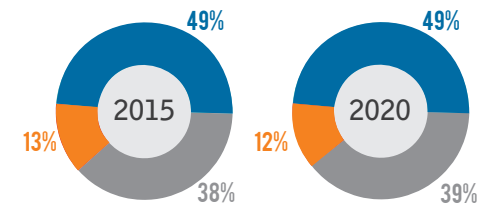
River West is one of the most diverse neighborhoods in the city. The neighborhoods' rich history, ethnic diversity, and the visibility and appreciation of many cultures can and should shape future development.

OWNERSHIP, RENTAL, AND VACANCY RATES

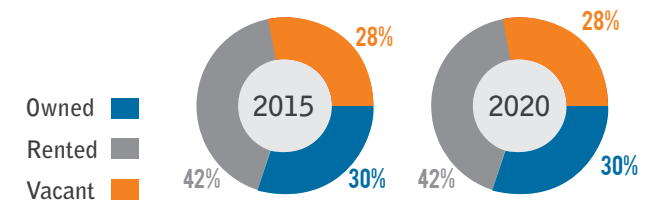
Nearly 30% of housing units in the study area are vacant. This is over twice the 12% vacancy rate in Marion County. No improvement is expected through 2020.

In addition, home ownership rates are about 60% of the rates for Marion County.

MARION COUNTY



STUDY AREA



Demographic Summary

CONTINUED

POPULATION GROWTH, 2000 TO 2020

Over the ten-year period from 2000 to 2010, this area experienced a nearly five percent decrease in population.

Since that time, this area has continued to trail overall population growth within Marion County, tempering the outlook for future, large-scale growth.

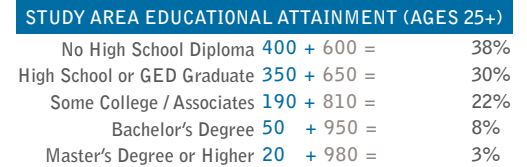
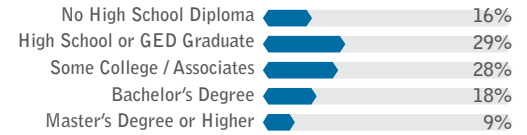
From 2015 to 2020, growth is expected to accelerate by approximately 2.0%.

	POPULATION GROWTH			
	MARION COUNTY		STUDY AREA	
2000	860,454		4,483	
2010	903,393	+5.0%	4,272	-4.7%
2015	915,331	+1.3%	4,305	+0.8%
2020	945,325	+3.3%	4,392	+2.0%

EDUCATIONAL ATTAINMENT IN 2015

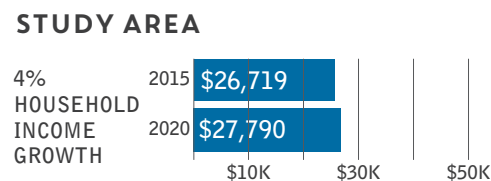
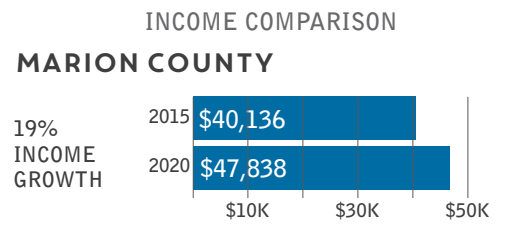
Educational attainment in the study area for residents ages 25 and up is generally lacking compared with Marion County. The high rates of residents with no high school diploma highlights the importance of workforce development in high-growth, blue-collar sectors. This will bolster long-term economic stability for families in the study area.

EDUCATIONAL ATTAINMENT



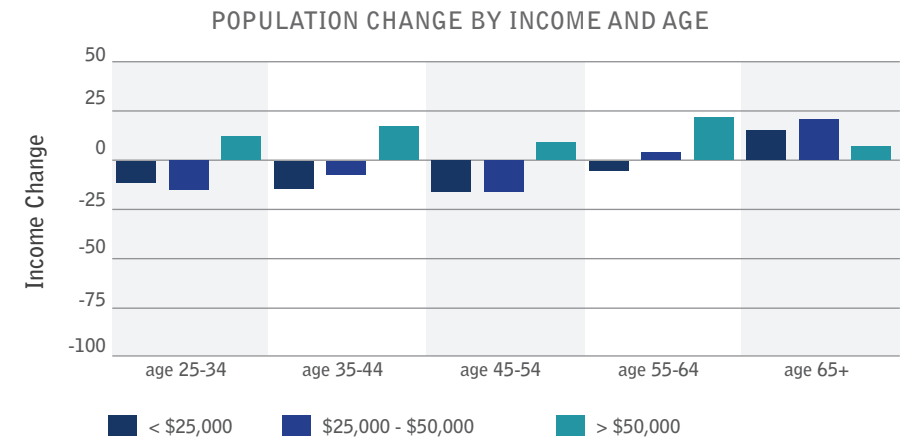
INCOME COMPARISON

At \$26,719 per year, median household incomes in the study area are only 67% of those in Marion County. By 2020, household incomes are expected to grow at a slower rate than Marion County.



POPULATION CHANGE BY INCOME AND AGE, 1/2 MILE, 2015- 2020

From 2015 - 2020, there will be modest population growth, but a significant change in the neighborhood. Many age and income groups over 55 years old will grow as the West Side population continues to age. Many younger than 55 years old will continue to move out. A steady increase in residents over 55 may provide demand for unique housing opportunities.



Factors Affecting the Market

“X-FACTORS”

The following factors can significantly impact the demand estimations in this report, and the realization of the goals for LISC Great Places. An improvement in these factors is important for meeting expectations, while a decline could dampen outcomes for the study area.

PUBLIC SAFETY

A consumer preference survey conducted by the Metropolitan Planning Organization (MPO) and the Metro Indy Board of Realtors (MIBOR) found that among 13 factors, safety of the community was most important in choosing where to live. When finding a home, 70% of Marion County residents ranked it highly important. While preventing crime is complex, the area’s aging population may correlate with lower crime rates in the future.¹ Further investments in transit, schools, housing choice, and public space will support economic activity and improved upward mobility, which is of particular importance for Marion County, which currently struggles in this regard.²

SCHOOLS

Schools were the second most important factor in the MPO-MIBOR Survey results: 60% of Marion County rated it as highly important when finding a home. Strongly performing schools, such as Ernie Pyle School 90, need continued support from the neighborhood. Improving high-quality school choices in the area should be a priority. St. Anthony Catholic School is a recent example. This school, where 98% of the students receive free or reduced lunch, is very important for the neighborhood. Ernie Pyle School 90 scored a 4.0/4.0 from the Indiana Department of Education in 2014. George Washington Community High School scored a 1.98/4.0.

PARKS

In a city ranked 58th out of the 60 largest cities in America for park access³, Michigan Street and King Avenue is fortunate to have Haughville Park. While it could have more programming and better visibility from the street, this park is an amenity for the area.

Housing located on a community park can see as much as a 33% increase in value.⁴ Further investment in green space can greatly help this neighborhood’s character, offering physical and visual appeal for all users.

TRANSIT AND INDY CONNECT

IndyGo’s plans to implement IndyGo Forward doesn’t show much improvement for Michigan Street itself, but the Blue Line Bus Rapid Transit (BRT) could greatly improve the neighborhood’s outlook. This is likely many years out, however, and would only really benefit the southern part of the site, since it would run along Washington Street. IndyGo service on Michigan Street currently is infrequent, with no outlook for improvement.

WALKABILITY

The MPO-MIBOR Survey makes clear the importance of walkability for Marion County Consumers: 46% of Central Indiana residents aged 50-64 are dissatisfied or very dissatisfied with walkability in their community. With a Walk Score of 60/100, Michigan Street and King Ave is somewhat walkable. Only some errands can be made on foot. Each point of Walk Score is worth up to \$3,000 in housing value in a typical metro area.⁵ This could increase if more daily shopping and service needs could be met nearby.

1 Ulmer, Jeffery T. and Steffensmeier, Darrell. The Age and Crime Relationship. The Pennsylvania State University. SAGE Publications. March 2014.

2 According to Raj Chetty and Nathaniel Hendren’s research at Harvard University, Marion County ranks in the bottom 5% of counties in helping poor children up the income ladder. www.equality-of-opportunity.org.

3 Trust for Public Land. parkscore.tpl.org

4 Economic Research Associates. Real Estate Impact Review of Park and Recreation. March 25, 2005

5 Joe Cortright, CEOs for Cities

Commercial and Office Demand

NEW ANNUAL COMMERCIAL DEMAND, 2015 TO 2020

Situated just west of IUPUI and downtown, on a significant arterial, there may be modest potential for development in the near future. Most commercial space for lease nearby is class C (renting below average for the market) and renting at less than \$12 per square foot.

New commercial development here will have to compete with newly renovated Central Greens loft office space, new office construction in Speedway, and 16 Tech, which is expected to attract \$100 million in investment by 2018.

New commercial office demand is calculated by multiplying potential new white collar job growth over the next five years, then dividing by five to find annual growth. Annual job growth is then converted to square footage using the range of 175-250 square feet per worker. All calculations may not appear to add up, due to rounding.

BUY INDY

The Billion Dollar Challenge is a regional economic development goal for refocusing more purchasing back into Central Indiana (from the Central Indiana Comprehensive Economic Development Strategy). There has also been support and discussion with Indy Chamber, LISC and INHP about a institution specific local purchasing policy, called Buy Indy. Since this Great Place is located near Eskenazi, The Roudabush Veterans Affairs Medical Center, IU Health, and IUPUI, there is an opportunity to capture some of the growth in local spending.

URBAN COMMERCIAL CHARACTERISTICS



Urban commercial works well in the ground floor of new mixed-use development. Indy Rezone's new mixed-use zoning districts will allow for appropriate infill buildings.

SOCIAL SERVICES

Like-minded social service organizations are good target tenants to fill inexpensive vacant office space along the corridor. These could include veteran-support services, with the VA hospital just across the river. For example, since 1986, the Los Angeles VA has operated a Veterans Garden which provides not only pesticide-free produce, but horticulture therapy for veterans who may be battling depression and/or disability. Since the garden generates a profit, stipends are given to veterans for therapy as they transition back to civilian life.

ANNUAL DEMAND

About 45% of all nearby employment is classified as office-generating, or white collar. The post-industrial West Michigan Street corridor still has some blue-collar employers, but office space is currently driven by the social service and public administration sector. Proximity to IUPUI should be leveraged along with infrastructure and streetscape improvements for further investment. Rehabilitation of current vacant building stock will need to occur before significant new construction can be expected.

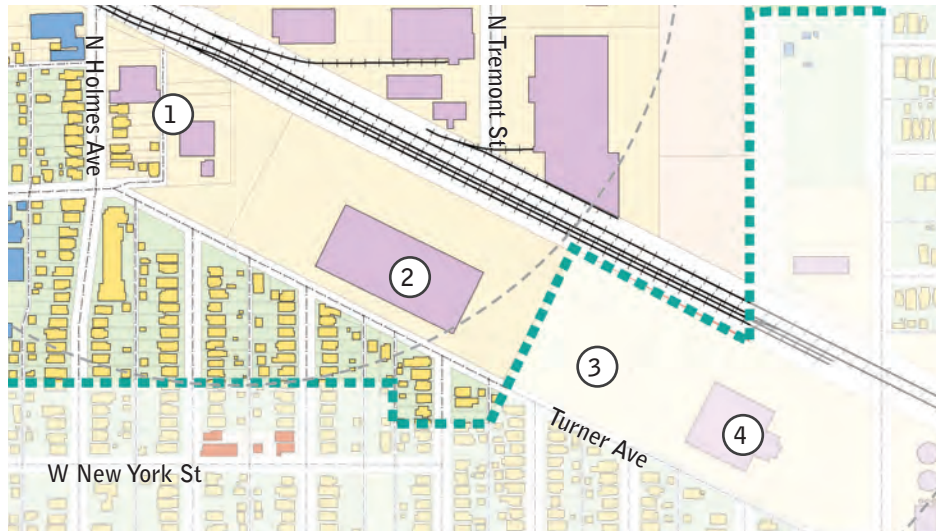
COMMERCIAL DEMAND

	LOW	HIGH
Commercial	7,900 sq. ft.	11,300 sq. ft.

	1/2-MILE	1/2-1 MILE	1-3 MILES
Total White Collar Job Growth 2015-2020	3	18	2,124
Potential Capture	1	2	43
New White Collar Job Capture Rate	40%	10%	2%

Industrial Opportunities

(AS RECOMMENDED BY THE
WHITSETT GROUP - TWG)



Industrial site opportunities.

USER GROUPS

Potential users for distribution or light assembly buildings in this area are likely associated with IU Health, Eskenazi, 16 Tech, Indianapolis Motor Speedway, or the IUPUI campus. These user types would include medical suppliers, service suppliers, food suppliers, med tray assembly and sterilization, and lab suppliers. There will also be opportunities created by the relocation of some IUPUI operations from the current 16 Tech area. Of these users, med tray assembly and lab suppliers have the most economic potential for quality job creation.

SITE AVAILABILITY

Given the current ownership situation of the identified area, only one parcel is immediately available for development. This parcel is identified as parcel 3 on the exhibit to the left. It is currently owned by the City of Indianapolis, Department of Metropolitan Development. It should be noted that no environmental records on this site have been reviewed but it is understood that the site is owned by the City due to existing environmental issues.

The site is 3.1 acres and of a geometry ideal for development. Given parking and detention requirements, a 40,000 square foot building would comfortably fit on the site. This utilizes a building coverage ratio of 30%. The site is zoned I3U which provides for more intense industrial uses than what would typically be required by the targeted users.

Site 1 is a site that could be assembled for future development. The commercial owners on this site include Sims Cabinet that, based on cursory observations only involves about 15 employees, and Trinity, which includes less than five employees. The remaining parcels are residential in nature and involve a total of six houses. Based on assessed values, the site assembly would require about \$750,000 before consideration of relocation costs. This would assemble about 3.0 acres. Given this relatively small lot size, the site geometry, proximity to a residential street and location on the west end of the identified industrial corridor combined with the acquisition cost exceeding the value of the assembled parcel, this parcel is not an early priority for development.

Site 2 is owned by the Capital Improvements Board of the City of Indianapolis and used for storage, and Site 4 is owned by a private landlord that leases the building to EHOB, a manufacturer of medical products.

INFRASTRUCTURE

Assuming anticipated users are focused on supplying the hospital and higher education campuses nearby, we would anticipate three out-bound truck trips for each in-bound trip. We would also anticipate straight truck out-bound trips with primarily full size 53 foot trailer in-bound trips. With this expectation in mind, the current street routing and condition is adequate for serving the site. We would anticipate that in the next five to seven years, Turner Avenue will require repaving given its existing condition. The signal at Belmont and Michigan is adequate to provide appropriate traffic flow to the target delivery areas.

Despite the existing rail proximity, the size of the site does not lend itself to accommodating functional on site rail access. The design of a rail spur would require taking property from adjacent owners and would significantly diminish the developable area of the site. Existing sanitary and electrical capacity was not analyzed.

RECOMMENDATIONS

Site 3's environmental status should be obtained from the Department of Metropolitan Development. A preliminary site plan should then be prepared that allows the City to engage a broker to market the property.

Evolving Office & Industrial Use Segments

PROPOSED MARKET SEGMENTS TO TARGET



MARKET SEGMENT	INCUBATE	INNOVATE + CREATE	FABRICATE	SERVICE	MANUFACTURE	WAREHOUSE
Character	Mind	Mind + Hand	Mind + Hand + Machine	Hand + Machine	Machine	Building + Lot
Value Creation	\$\$\$\$	\$\$\$	\$\$\$	\$\$\$-\$	\$	\$
Barrier to Entry	Very High	Moderately High	Moderate	Low	Low	Low
Differentiation	Very High	Moderately High	Moderate	Moderate	Moderately Low	Low
Workforce Education / Training	PhD, Masters	Masters, Bachelors, Associate	Bachelors, Associate, High School	Associate, High School	Associate, High School	High School
Wages	High	High-Moderate	Moderate	< Moderate	< Moderate	> Minimum
Quality of Space	Inspired, boutique; campus; Co-creative environments; Access to knowledge, lifestyle	Creative urbanism; Co-creative environments; Access to lifestyle amenities	Industrial urbanism; Efficient and flexible	Industrial flex; Efficient and flexible	Factory; Buffers and separated uses	Large lot; Buffers and separated uses
Compatible Uses	Education, housing, live/work, service retail, office, light industrial	Education, housing, live/work, service retail, office, light industrial	Education, housing, live/work, service retail, office, light industrial	Service retail, office, light industrial	Service retail, office, light industrial	Service retail, office, light industrial
Transportation Needs	Multiple modes, including transit within 1/4 mile	Multiple modes, including transit within 1/4 mile	Multiple modes, ease of truck movement	Roads, central location relative to customers	Shipping corridors - rail/highway/air	Shipping corridors - rail/highway/air
Real Estate Needs	Diverse, agile and high investment space; new construction	Small-medium footprint space; tech infrastructure; adaptive use	Small-medium footprint space; tech infrastructure; adaptive use	Medium footprint sites; simple low-investment buildings; low cost	Large-footprint sites; simple low-investment buildings; utility infrastructure	Very large footprint sites; simple low-investment buildings
Critical Network	University R&D; knowledge clusters	Related service providers; material providers	Complementary service providers; transportation	Customer base; supply chain	Raw material providers; utility infrastructure; storage and waste recyclers	Transportation
Local Example				Kinney Group, Murdock Public Accounting	Gil Brothers Welding Fabrication	Stout Field Warehouse
Businesses ('15)			1	26	0	2
Employees ('15)			5	271	27	22

MARKET SEGMENTS

PROPOSED TARGET SEGMENTS

Over the past hundred years, most industries have left River West. Today, some employers are growing, including Kinney Group, but manufacturing is no longer prominent.

EXISTING SEGMENTS

A review of the corridor revealed a variety of businesses, but primarily clustered in 4 office and industrial sectors:

FABRICATE

- 2% of office/industrial employment

SERVICE

- 83% of office/industrial employment

MANUFACTURE

- 8% of office/industrial employment

WAREHOUSE

- 7% of office/industrial employment

There's an opportunity for Michigan Street to focus its resources on the evolving segments where it can be most competitive, in an effort to retain and gain new business in the corridor.

Two such sectors that align with the existing assets and strategies for the corridor include Service and Manufacturing. While not excluding other sectors, neighborhood leaders should pursue employers in these segments.

CSX CORRIDOR

"Off-site" users will fit well along the south side of the tracks. They may operate as virtual businesses by outsourcing work and taking advantage of web-connectivity. Since they often only need an office and a parking lot, these users may not fill all the available space in the study area, but they will be attracted to the location near clients downtown, and central location for workers. This category is very accessible, with many jobs requiring an associates degree or less. For example, this could include companies that provide landscaping or janitorial services for the hospitals and universities across the river.

"On-site" business can also fit along the CSX corridor, and need more land to do their core business within their own walls. These include printing, logistics, machine repair, or other processing work done on-site. These businesses often use older industrial buildings with their particular site needs, including more specialized building configurations, and greater utility use. Customers rarely visit so the appearance of the surroundings is less important.

Blue collar Business to Business (B2B) growth in Indianapolis grew 8% from 2003 to 2012, outpacing U.S. growth of 5%. Both on- and off-site B2B employment is expected to grow by 6,000 employees over the next decade. This is driving the demand described above for light industrial sites contained in River West.

WEST MICHIGAN STREET CORRIDOR

Along Michigan Street, customer-serving retail uses of all kinds can work, as long as infrastructure and place-making efforts are successful in changing the setting. Retail uses will benefit from a threshold of activity having been met through regular and complementary community-based programming. These include gathering spaces that can draw residents and visitors to the area.

Retail Demand

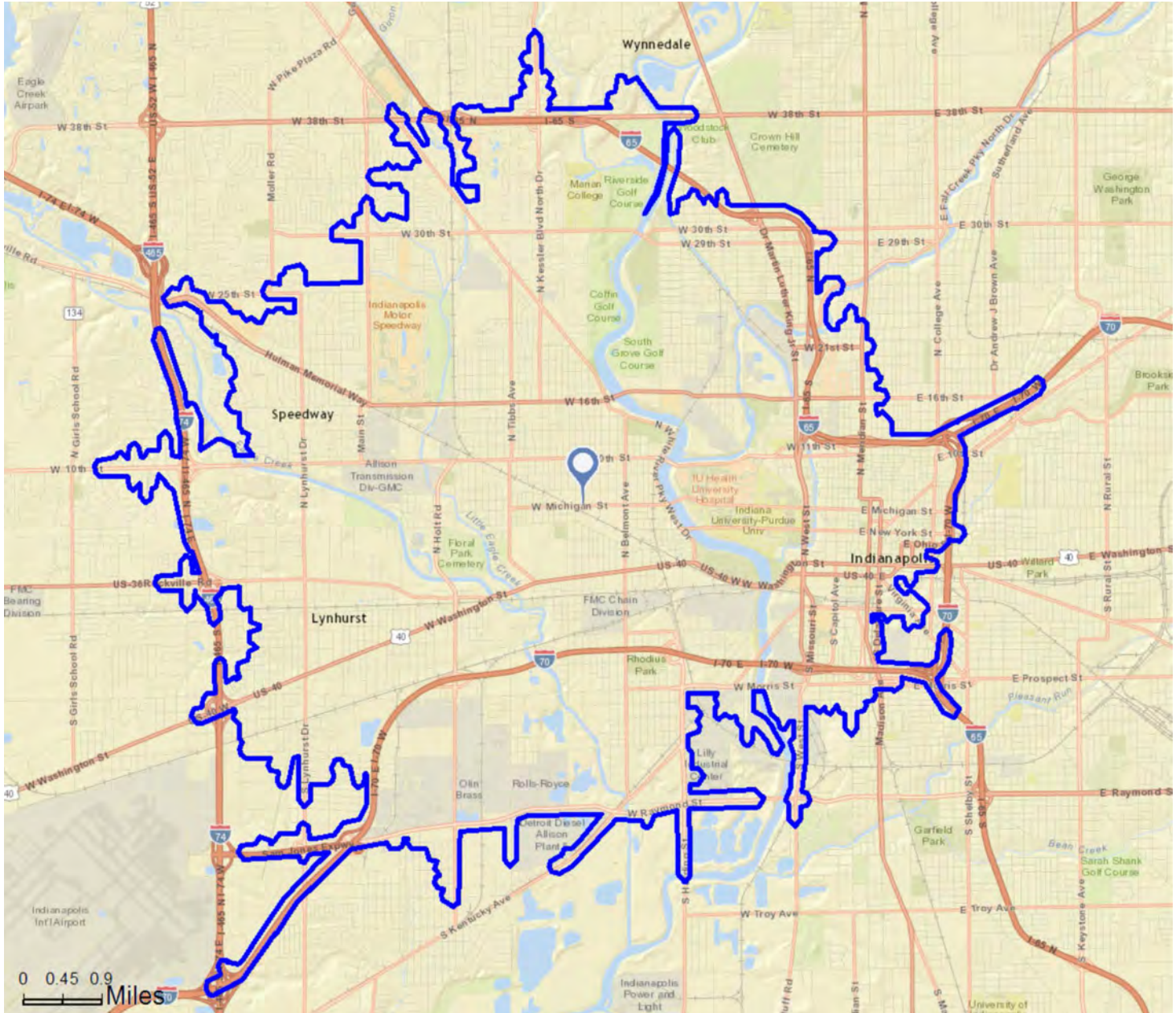
RETAIL TRADE AREA

Leakage/surplus measures the balance between retail sales (supply) and retail potential (demand) of a given area. A positive value represents “leakage” of local retail spending outside the trade area. This sometimes offers an opportunity for a new business. A negative value represents a surplus of retail sales; a market where customers are drawn in from outside the trade area. While this doesn’t preclude new businesses from opening, competition will be tougher.

The 10-minute drive trade area covers downtown (to the right), so it attracts a lot of consumers from outside its borders, and demand for new retail or services is limited. Dependent on the success of nearby developments and other initiatives, a new set of patrons may support new full-service restaurants or daily shopping needs. New restaurants may need help in order to grow their business. As an example, food-truck-based restaurateurs may naturally “test the market” before building a bricks-and-mortar location.

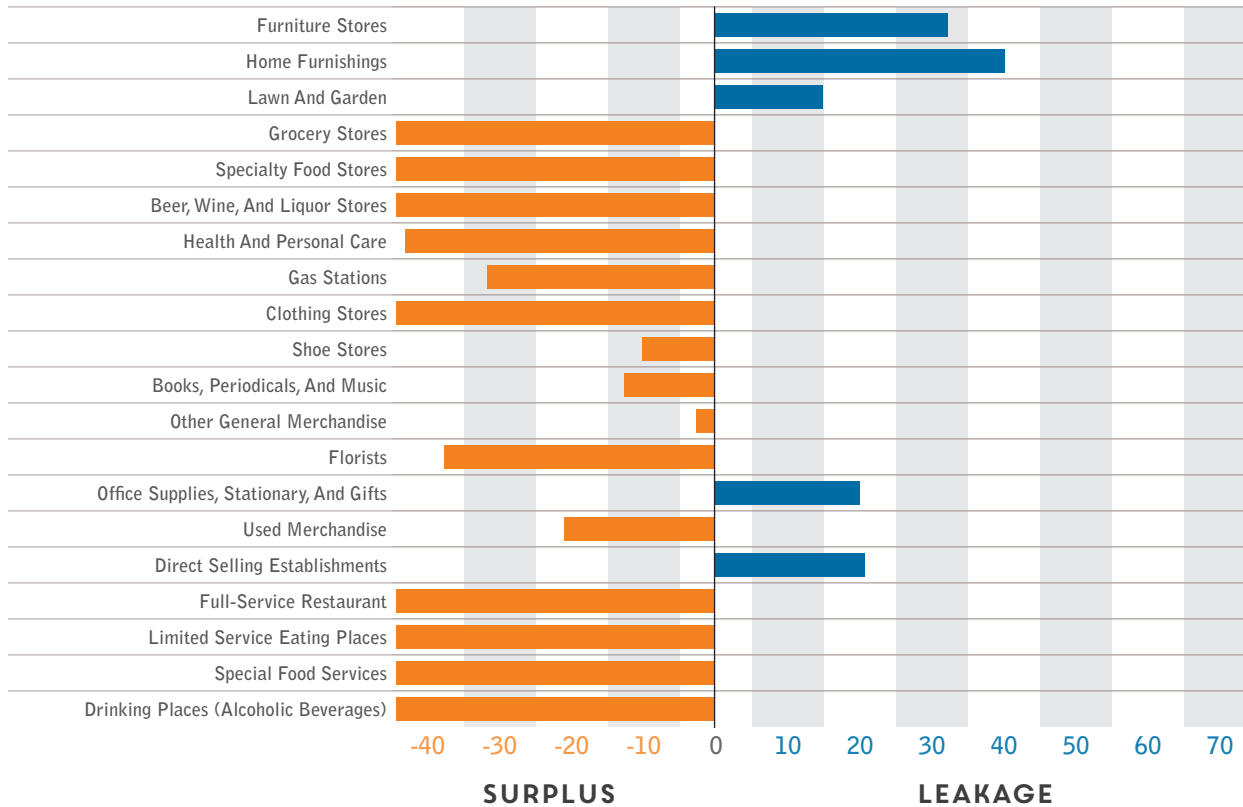
PUBLIC SAFETY

Public safety must be addressed, in both reality and perception, to attract more pedestrians and shoppers. Improving on the pedestrian environment will also help, but many buildings and parcels are vacant. This condition prohibits an important threshold of activity for patrons to feel safe.



Retail Trade Area: 10-Minute Drive from Michigan and King

RETAIL SPENDING THAT LEAVES THE NEIGHBORHOOD WITHIN A 10-MINUTE DRIVE



RETAIL ANNUAL DEMAND

	LOW	HIGH
Retail	0 sq. ft.	5,000 sq. ft.

RETAIL DEMAND

Without improved public space, public safety, and a threshold of traffic and activity to support retail, new retail development is challenging. At the higher end, 5,000 square feet per year would support one or two new retail spaces or restaurants. These may initially fill in older spaces, at a lower rent, or possibly in new development around the corridor, such as the proposed Statesman mixed-use development.

CHANGING DEMAND

New retail development will likely follow improved demographics or momentum of community and economic development efforts along Michigan. Additionally, preparing storefronts for reuse through white boxing and facade improvements can help attract a market that typically overlooks space that is not lease ready. More of these "x-factors" are explained on page 35.

Note: as a comparison, the LISC MetroEdge retail demand methodology was used. The findings were 0 square feet of demand per year.

RETAIL TRADE AREA: 10-MINUTE DRIVE

The figure above shows that there is already a great deal of surplus in retail categories that would fit along Michigan Street: full- and limited service restaurants. While there is leakage in some other categories, those would not fit as a competitive retailer along Michigan Street.

RETAIL TRADE AREA: 10-MINUTE WALK

In a more granular view, the 10-minute walk leakage/surplus profile shows that there is leakage across many categories. However, even at this smaller scale, there is still a strong surplus in the grocery category, since Kroger is located at Michigan and King. There is a significant leakage in restaurants, but the area's demographics will have to change, because the lack of disposable income is challenging, as is competition from nearby West Washington Street.

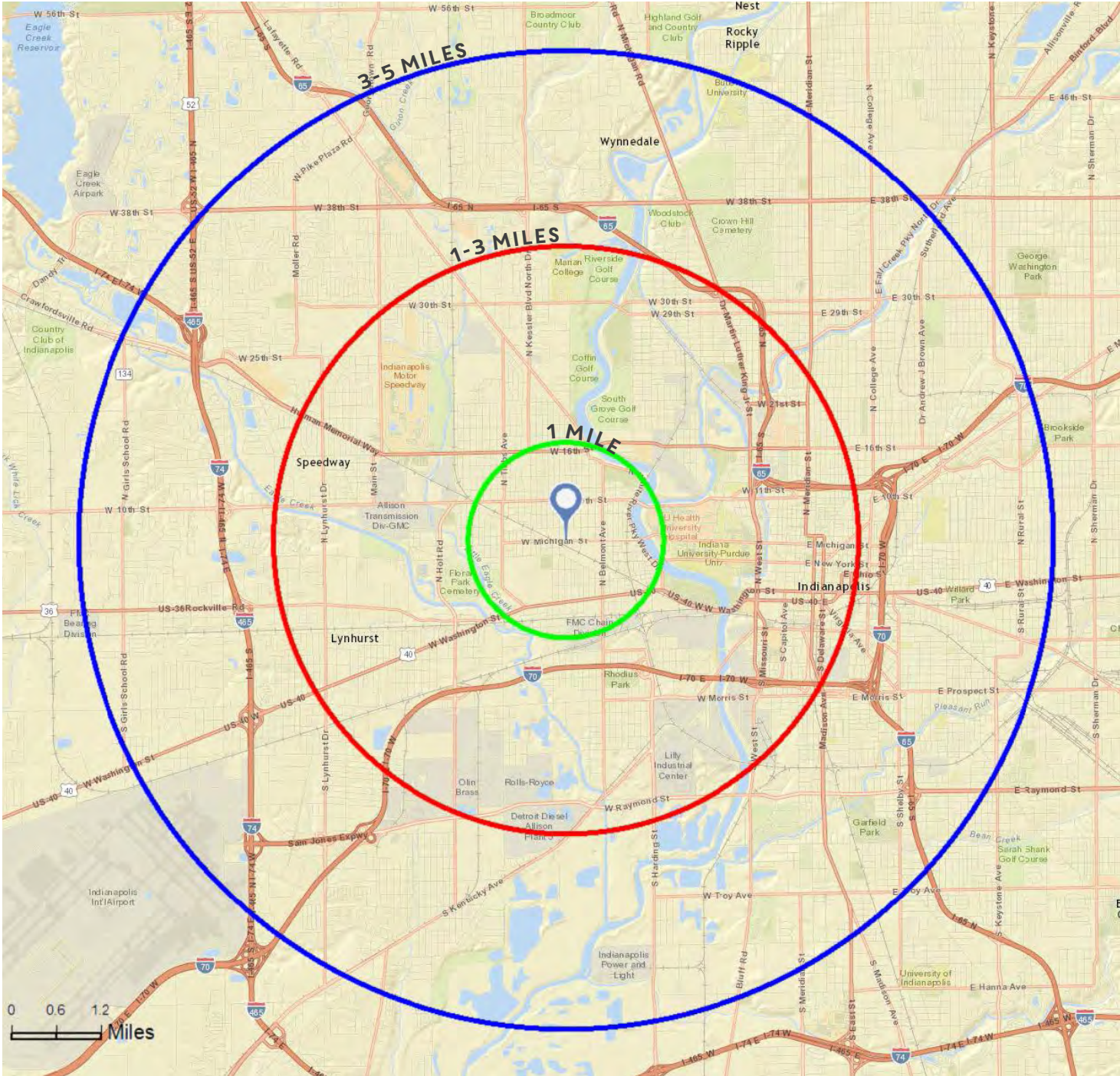
Residential Demand

NEW ANNUAL RESIDENTIAL DEMAND

Given stagnant population growth since 2010, modest residential demand may occur in the next five years. However, regardless of growth, new housing must meet the changing demands of Baby Boomers as they age and become empty-nesters, and little growth is expected from younger age groups.

	1 MILE	1-3 MILE	3-5 MILE
New Household Capture Rate	40%	10%	2%

The capture rate is the percentage of new housing demand within a certain area (such as the 1-, 3-, and 5-mile area) that can reasonably be expected to locate within the study area. 40% of new growth within a mile of the study area is estimated to fall within the study area. A much smaller amount of growth further afield is expected to be captured by the study area.



Household Capture Rate for the Michigan and King Area

NEW ANNUAL RESIDENTIAL DEMAND, 2015 TO 2020

ANNUAL DEMAND

Attached, or multifamily housing, is favored in the projections due to recent development trends favoring denser development. Vacant, single-family lots are not currently in high demand. This limits growth in new detached housing.

“Low” end and “high” end estimates reflect the potential effect of “X-factors”. X-factors can positively or negatively affect the outcome of growth.

Located across the river from IUPUI, this neighborhood is at an advantage for attracting employees. Less than 200 IUPUI employees currently live in the 46222 ZIP code that covers the study area. This number could increase if an employee housing policy were enacted to attract more employees to live closer to where they work. The “Live Indy” initiative, supported by LISC, the Indy Chamber, and the Indianapolis Neighborhood Housing Partnership, will soon be launched with a focus on anchor institutions. Various incentives and policies would be in place to attract more workers to live nearby.

ATTACHED AND MULTI-FAMILY HOUSING



Attached housing refers to housing where one home is “attached” to another. It includes residences that share walls, such as townhomes, apartments, or condominiums, and can be for-lease or for-sale.

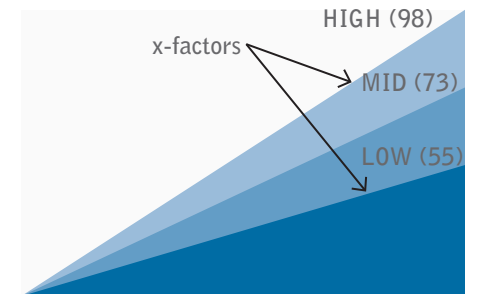
DETACHED HOUSING



Detached housing refers to housing where one home is “detached” from another. It includes residences, such as single-family homes, which can be for-lease or for-sale.

RESIDENTIAL ANNUAL DEMAND

	LOW	MID	HIGH
Attached Units	37	49	68
Detached Units	18	24	30
Total Units (yearly)	55	73	98



WHAT DOES IT MEAN?

West Michigan Street can actively change the trajectory of its development and growth. The priorities for the neighborhood suggest that community leadership focus on creative infrastructure, development, and programming in three main stages: 0-2 years, 2-5 years, and 5-10 years. This document is organized to facilitate the strategic pursuit of these initiatives at each stage.



CHRISTAMORE
HOUSE

MICHIGAN
TREMONT

NO
PARKING



EARLY ACTION OPPORTUNITIES: THE FIRST 24 MONTHS

An analysis of the neighborhood's existing conditions coupled with an understanding of neighborhood resident and leadership priorities suggests a nuanced approach to the strategic development plan for River West. Clear, actionable initiatives must be pursued in the first 24 months to remove barriers to further development and unleash the latent potential of River West. Development of this Great Place will be over time, not over night, yet real progress can be made by the year 2020 if these early action items are accomplished.

The initiatives in this, and the following sections, are organized into three primary pursuits: infrastructure initiatives, development projects, and community programming. Under each pursuit, goals are established to be carried out by a number of authors and partners. Together they form an aggressive, yet realistic, playbook for realizing an extraordinary neighborhood future.

The first 24 months are critical to the growing success of the Great Places program and the River West neighborhoods. The action items are designed to build demand for neighborhood development in a way that is complementary to the needs and values of the community. This critical 24-month period allows the community to build momentum as predevelopment and design work for subsequent projects is underway. Rather than take a wait and see approach, an action-oriented effort will ensure that the neighborhood is engaged and motivated even while the development work is taking shape. Initial development should be concentrated in a small stretch of West Michigan Street as opposed to spreading thin and attempting to cover the whole corridor on day one.

2018 Plan and Development Summary

BUILD DEMAND TO ATTRACT AND SHAPE DEVELOPMENT

Infrastructure Initiatives

1. Restripe Michigan Street from White River Parkway to Warman
2. New bus stop
3. Provide free Michigan Street WiFi
4. BlueIndy station
5. Establish clear future for Bahr Park
6. Sustain Triangle Park
7. Install parklets
8. Install multi generational Art Park
9. Create "zocalo"

Development Projects

10. Target facade and retail space improvement program
11. Establish neighborhood entrepreneurship and coworking hub with a pop-up shop
12. Support the Indy Convergence performance space and virtual talk show
13. Support pop-up art gallery
14. Rehab & build houses

Community Programming

15. Cultivate partnership with Kroger to expand options for healthy and diverse product offerings.
16. Bring the Hootenanny Fiesta, the NASH Festival, and other neighborhood events out to West Michigan Street
17. Set up a Farmer's Market





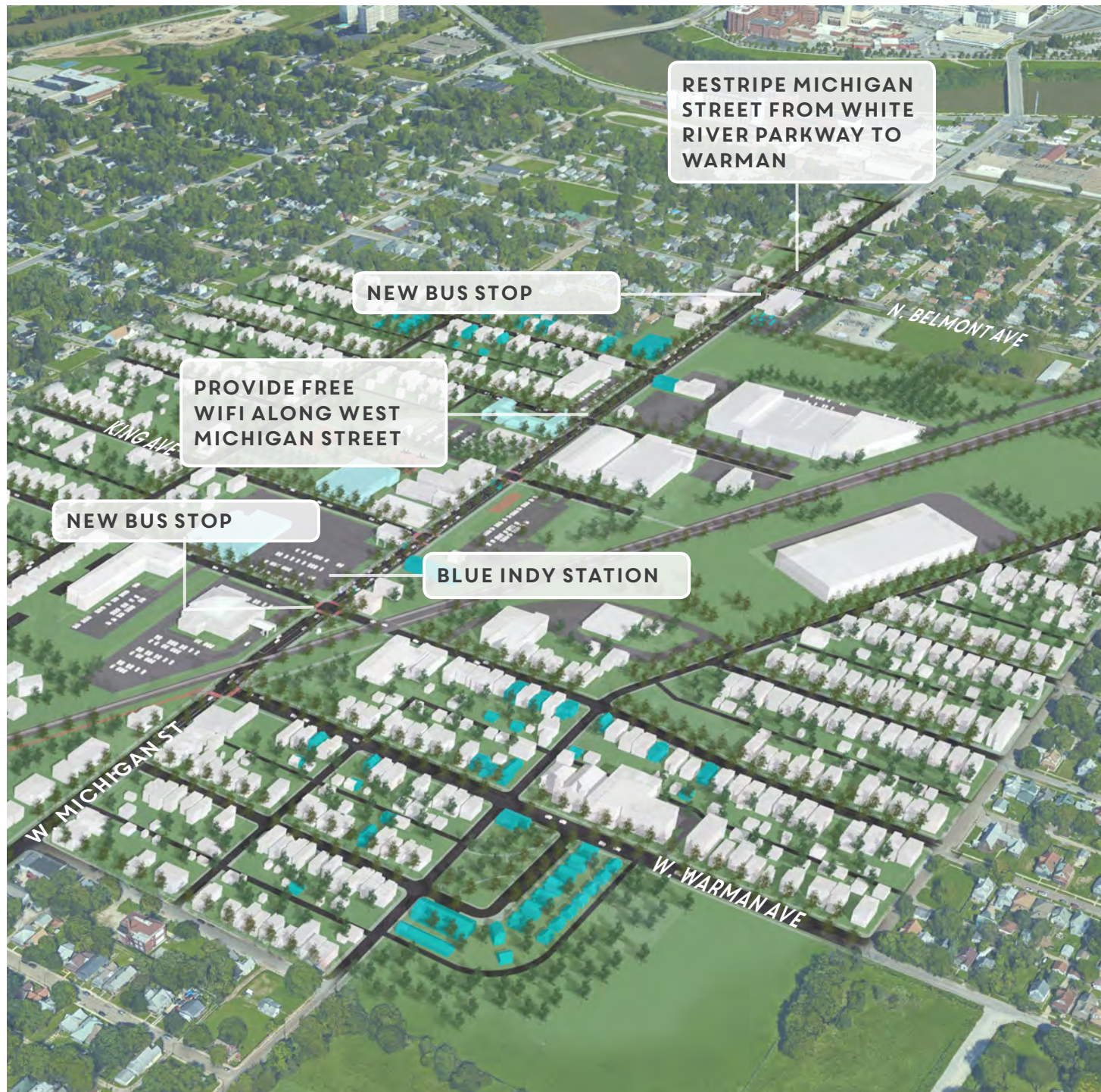
Infrastructure Initiatives

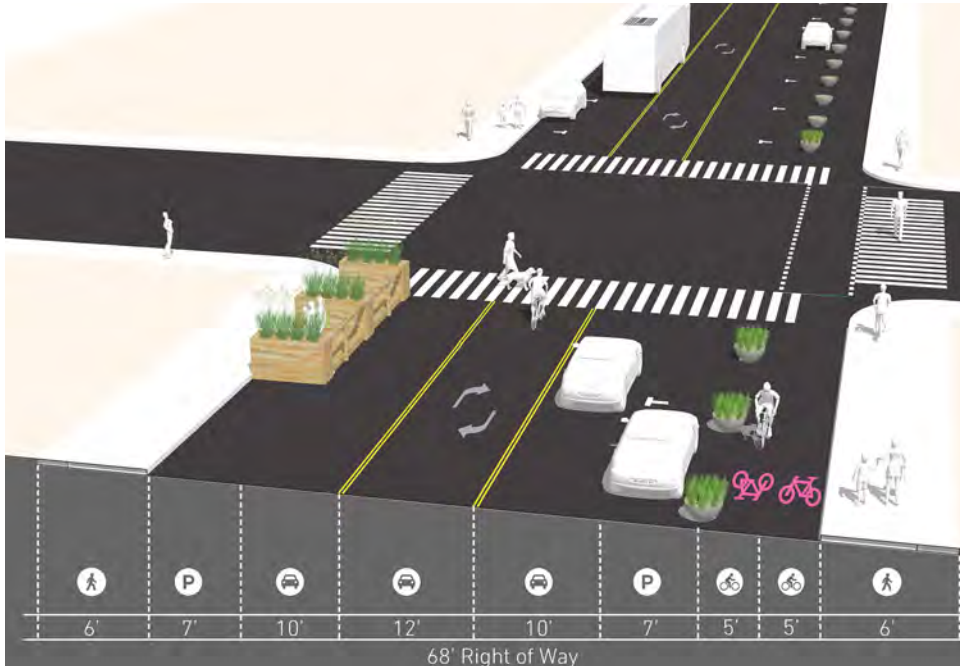
IMPROVE MOBILITY AND CONNECTIONS TO THE EAST SIDE OF WHITE RIVER

The neighborhood can benefit greatly from the two-way conversion of Michigan Street on the east of White River. To do so, it can reimagine West Michigan Street west of the river as a place where all modes of transportation are prioritized. Community-led design can establish an interim condition in time for the bridge opening in 2017. New bus stops and WiFi can complement this effort.

Improved connections to the river also suggest increased partnership opportunities with Reconnecting to our Waterways (ROW). West Michigan Street at White River can be a gateway to River West. Public uses should be targeted at this location that celebrate the core elements of aesthetics, connectivity, ecology, economics, education, and well being.

A stronger connection to the river affords not only greater connection to 16 Tech, IUPUI, and downtown, but also attracts new developments such as those launched by Annex Student Housing and Goodwill.





The proposed interim West Michigan Street restriping will allow the community to test ideas about the future of the street. It includes a protected bike lane, full time on-street parking, repainted crosswalks, and community-driven signage. When coupled with active programming, this interim design will allow people to enjoyably and safely spend time on the street.



Interim bike lanes test proof of concept.



Community-driven signage promotes ridership.



Community WiFi along West Michigan Street can help activate the neighborhood commercial corridor.



New bus stops at key intersections will improve the level and quality of service for IndyGo riders.

Infrastructure Initiatives

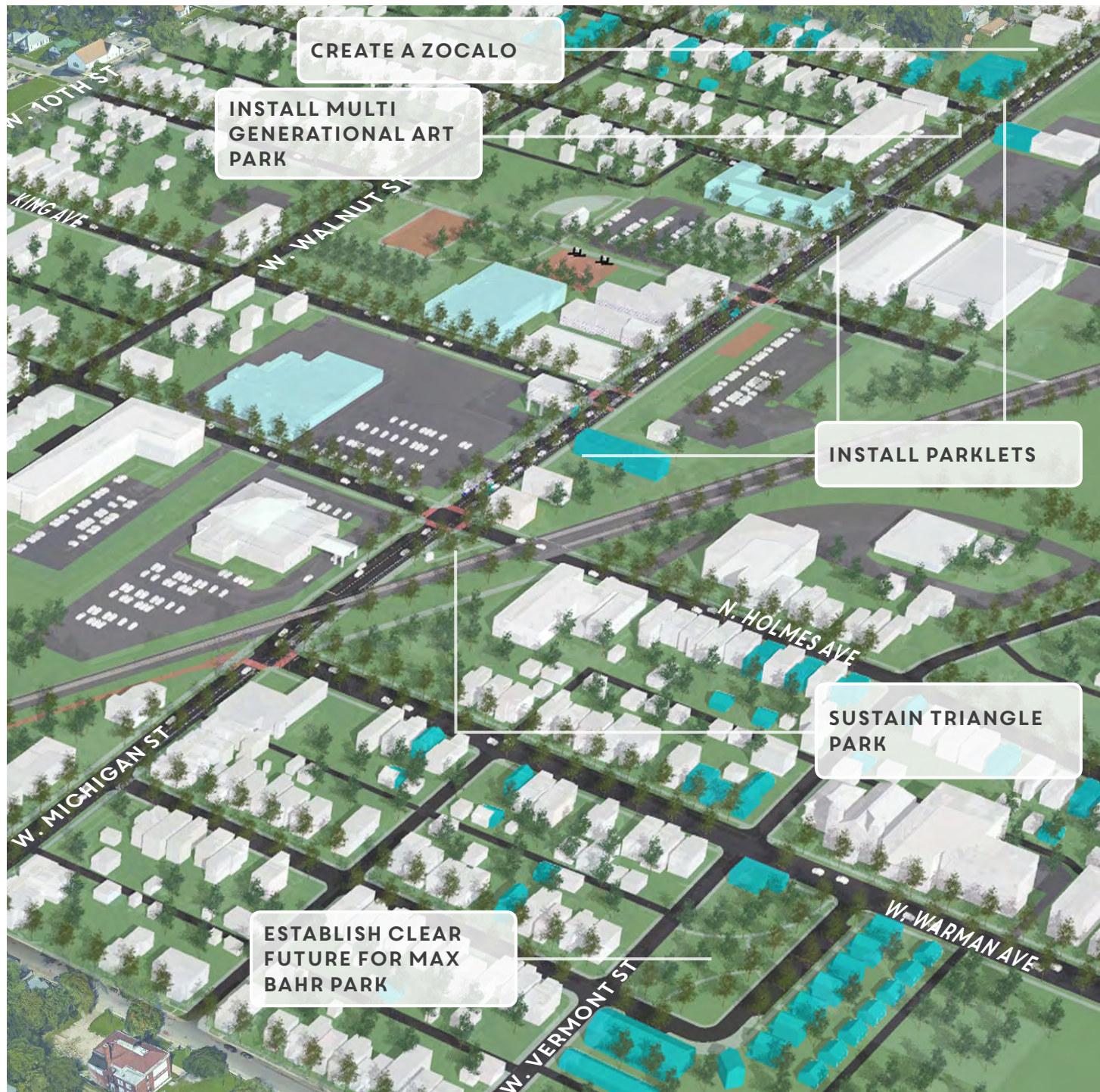
CREATE FLEXIBLE AND PROGRAMMABLE PUBLIC SPACES

Both new and existing public spaces can be created or improved to capitalize on a reimagined River West and provide a place for people to come together to spend time. Central to this effort is a zocalo where food festivals, music, neighborhood meetups and other events can be held on a regular basis. This space may be managed by WCDC, a private company like the Kinney Group, or by a mobile food and beverage operator.

The corner of Pershing and West Michigan Street near the zocalo is an ideal spot for a complementary multi generational Art Park where both the landscape and vertical surfaces of the adjacent building can be a canvas for curated permanent and circulating installations.

To help improve the connection between Central Greens and this Great Place, it is important to convene St. Anthony's Church, the Indianapolis Department of Metropolitan Development, and Central Greens to establish a clear future for Max Bahr Park. It is imagined as a church green that may be used for gathering, soccer, and other community events. It can also serve as a parking refuge and pick-up/drop-off spot for the church and school.

Other initiatives include sustaining Triangle Park by partnering with the Indy Humane Animal Welfare Center to coordinate volunteer adopters of maintenance efforts. Parklets associated with storefronts may also become part of the open space network as well as provide critical means to slowing down traffic along West Michigan Street.

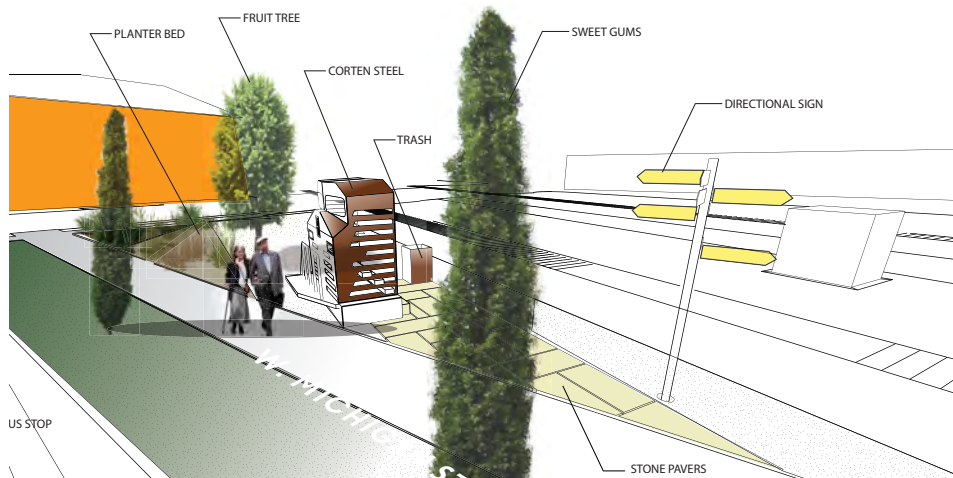




Max Bahr Park is imagined as a church green that may be used for gathering, soccer, and other community events. It can also serve as a parking refuge and pick-up/drop-off spot for the church and school.



The "zocalo" can be actively programmed as a community space immediately adjacent to active uses such as the library and a reactivated West Michigan Street. The design and programming can be driven by community craftsmen and artists and WCDC or another community based organization can manage the programming with events, festivals, and regular meetups.



The Keep Indianapolis Beautiful and Humane Society Triangle Park is an early action item that can help anchor the west side of the Great Place.



Parklets will animate West Michigan Street and be an extension of storefronts.

Development Projects

RECRUIT USES THAT DEMONSTRATE DEMAND AND GENERATE ACTIVITY

While catalytic development is being planned and developed, carefully curated new uses can be recruited to River West concurrent to new infrastructure coming online. The neighborhood seeks family-oriented, leisure, entertainment, arts, young adult, and student commercial options as opposed to businesses that typically flock to poverty zones. It welcomes and invites an array of arts organizations into River West to share performances or make their organizational home here. It's affordable and serviceable uses are an asset for arts organizations. A neighborhood entrepreneurship center and pop-up shop will anchor this development and help launch and scale viable neighborhood businesses. The entrepreneurial environment in River West that promotes its untapped talent and builds upon proximity to downtown Indianapolis, 16 Tech, Indianapolis Motor Speedway, IUPUI, and the hospital complex allows the center to leverage technology, arts and the potential for nearby growth.

The neighborhood's diversity, culture, and creativity can be shared at the new home to Indy Convergence. Here it will program a performance space and story telling project (that may also be in the zocalo). Similarly, a portion of the Wheeler's Towing building is ideally located to be a pop-up art gallery, complementary to the zocalo.

A focused facade and retail space improvement program can help attract businesses as they try to locate next to the other uses described above.





ESTABLISH
NEIGHBORHOOD
ENTREPRENEURSHIP
AND COWORKING
HUB WITH A POP-UP
SHOP

SUPPORT POP-UP
ART GALLERY



A neighborhood entrepreneurship center powered by local leaders and IUPUI can support, develop, and scale neighborhood businesses. This will drive foot traffic and dollars into the neighborhood.



The default mode in River West should not be to tear down buildings. Older buildings provide an invaluable asset to the community. A targeted facade and retail space improvement program can help ready space for uses that want to locate next to the other uses being actively developed in the corridor.



The unused front building of Wheeling Towing is ideally located to be used as a pop up art gallery space showcasing the best in local, national, and international exhibits.

Development Projects

AUGMENT RESIDENTIAL NEIGHBORHOOD DEVELOPMENT

The creation of walkable amenities will continue to grow the demand for nearby single family homes. This demand can be augmented through creative partnerships with anchor institutions who may be interested in pairing employees with housing opportunities in the neighborhood.

Development efforts should be close to the activated portions of West Michigan Street and prioritized on vacant, surplus, tax-exempt, brownfield, and underutilized properties that will help eliminate barriers to market reinvestment.

A full time marketing and branding campaign should be implemented that creatively markets the neighborhood to individuals, families, and institutions. This may be further augmented by joint marketing River West with Central Greens. To maintain diversity in the neighborhood, a homeowner repair program should be enacted to address health, safety, functional, and aesthetic issues for low-income homeowners.

The neighborhood should work with the City of Indianapolis to use the new receivership program to deal with properties in violation of the code, acquire vacant and blighted properties for redevelopment, and establish a patient capital pool to provide interim funds for acquisition, demo, and rehab.

New and rehabbed development should be adaptable to the needs of an aging and changing demographic. Both rehabbed and new homes should incorporate modern features and visitable components.





Rehabbed and new construction houses should be developed near the early development along West Michigan Street to capitalize on the early energy that comes from those efforts.



The River West Great Place features a wide diversity of housing stock that can be maintained as residential units or used for home business and other shared uses.

Community Programming

LEVERAGE EXISTING EVENTS AND ATTRACT DEVELOPMENT THROUGH NEW ONES

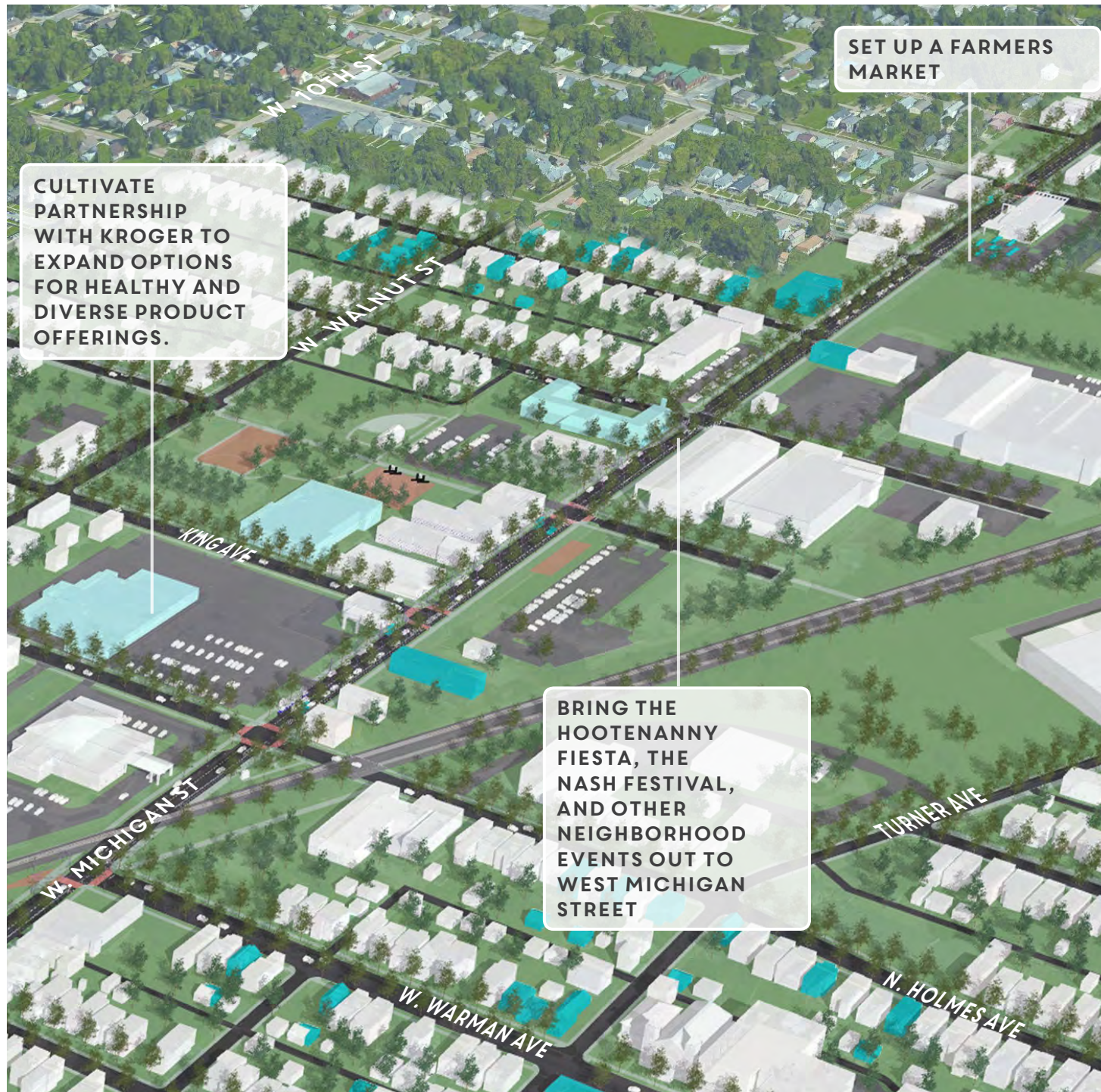
Neighborhood activity and demand for amenities is best shown through dedicated, regular, and creative programming that meets the needs of the neighborhood and is a draw for those to come from outside the neighborhood to spend time and money. WCDC can be a leader in organizing and manning this programming with strategic and creative partnerships. This entails energizing existing programs and developing new ones to activate public spaces and celebrate the neighborhood's values, diversity, and culture.

Creative placemaking in the neighborhood can be fueled and inspired by the resident Hootenanny Fiesta, a possible return of the NASH Festival, and the establishment of a Farmer's Market in the Library parking lot. This programming can be complemented by new creative uses, spectacles, and engagements.

Food is a critical way in which the neighborhood celebrates its diversity and heritage and is crucial to improving its health, well-being, and happiness. A partnership with Kroger should be pursued to creatively solve mutual problems and potentially expand the number of healthy options. These efforts might be extended to restaurants that locate here.

Health outcomes and access to fitness and wellness activities can be improved through accessing the fitness resources at George Washington Community High School and through the increased walkability afforded by investment in River West.

Neighborhood programming should be shared on a robust virtual platform to expand the neighborhood's reach.





The Haughville Library parking lot is well suited for a weekly farmer's market, close to the zocalo where cross programming may occur.



WCDC and its partners can develop regular programming for public spaces.



New programming and creative placemaking, such as a dance party, can bring the community together in unexpected locations and celebrate the neighborhood's culture and diversity.

BUY 25 TUESDAYS **2ND & 4TH TUESDAY EVERY MONTH 4:00 - 8:00 PM**

TIRED OF LEAVING WALNUT HILLS TO FIND THE **GROCERIES** YOU NEED IN AN ENVIRONMENT YOU TRUST?

YOU CAN NOW HELP **IMPROVE** YOUR LOCAL KROGER STORE & NEIGHBORHOOD

SHOW UP. SPEND 25 DOLLARS. MAKE A DIFFERENCE.

KROGER MANAGEMENT WILL BE PRESENT TO LISTEN
 WHAT PRODUCTS DO YOU WANT?
 WHAT NEEDS TO CHANGE?
 WHAT WILL BRING YOU BACK?

WALNUT HILLS
FIND US ON FACEBOOK & TWITTER

Strategic partnerships with Kroger can yield positive results for all parties involved.



Festivals that used to be in the neighborhood, such as the Slovenian NASH festival, may be brought back.

Community Programming

REMOVE BARRIERS TO GROWTH WITH EARLY STRATEGIC PROGRAM AND POLICY INVESTMENTS

A number of barriers to development have accrued over time. Working with the City and other partners, the neighborhood must tackle head on these barriers so that new growth may flourish.

The most critical initiative to pursue is to leverage resources that increase the business and economic development capacity of the neighborhood by augmenting staff to supplement the work that has been done to date. A staff member dedicated to community programming and another to real estate development would focus attention to enact early and future initiatives related to the brand strategy, neighborhood outreach, business development, and fund development promotion. This would free up leadership to pursue broader goals and partnerships to further catapult the neighborhood into the regional development conversation. Rotating intern positions in partnership with nearby universities can augment the efforts to implement the Great Place initiatives.

An ideal location for housing the new neighborhood positions would be at the WCDC. This new demand triggers the need to improve and expand the WCDC office space. This will improve the recruitment of associates and development partners while expanding the number of users that could potentially use the space if WCDC relocates.

Of similar importance is the need to work with State and local bodies to comprehensively address the environmental and brownfield concerns that negatively impact both the market and development

potential in large swaths of the neighborhood. Oftentimes, this necessitates the creation of detailed site plans associated with specific parcels. A developed scheme makes possible an IDEM review of site suitability and remediation requirements. Detailed site plans for the neighborhood's 2020 vision should be developed to assist in this process. In addition to site plans, the City and IDEM should collaborate in providing clear infrastructure and environmental data mapping to the development community for this and all Great Places.

Zoning is another tool that can be leveraged for optimal benefit. The neighborhood can work with the City to comprehensively address zoning issues such as permitted uses, density, parking, setbacks, and other criteria that typically negatively impacts urban development. Indy ReZone will go into effect April 1, 2016. For West Michigan Street, it is recommended that a mix of MU-1 and MU-3 be pursued as appropriate. For the north/south side streets, a mix of D-5 and D5II should be investigated. A C-1 designation may be the most appropriate land use for the commercial property along the railroad.

The perception of crime in the neighborhood is another barrier requiring a response. Together with IMPD, neighborhood leaders must aggressively improve the perception of safety in the neighborhood. This can be done with a variety of immediately implementable initiatives. The first is to expand foot and bike-based community policing efforts. The second is to incorporate Crime Prevention Through Environmental Design (CPTED) principles in the design and development of public spaces and building orientation. Increased education on crime prevention and the organization of block watches can also contribute.

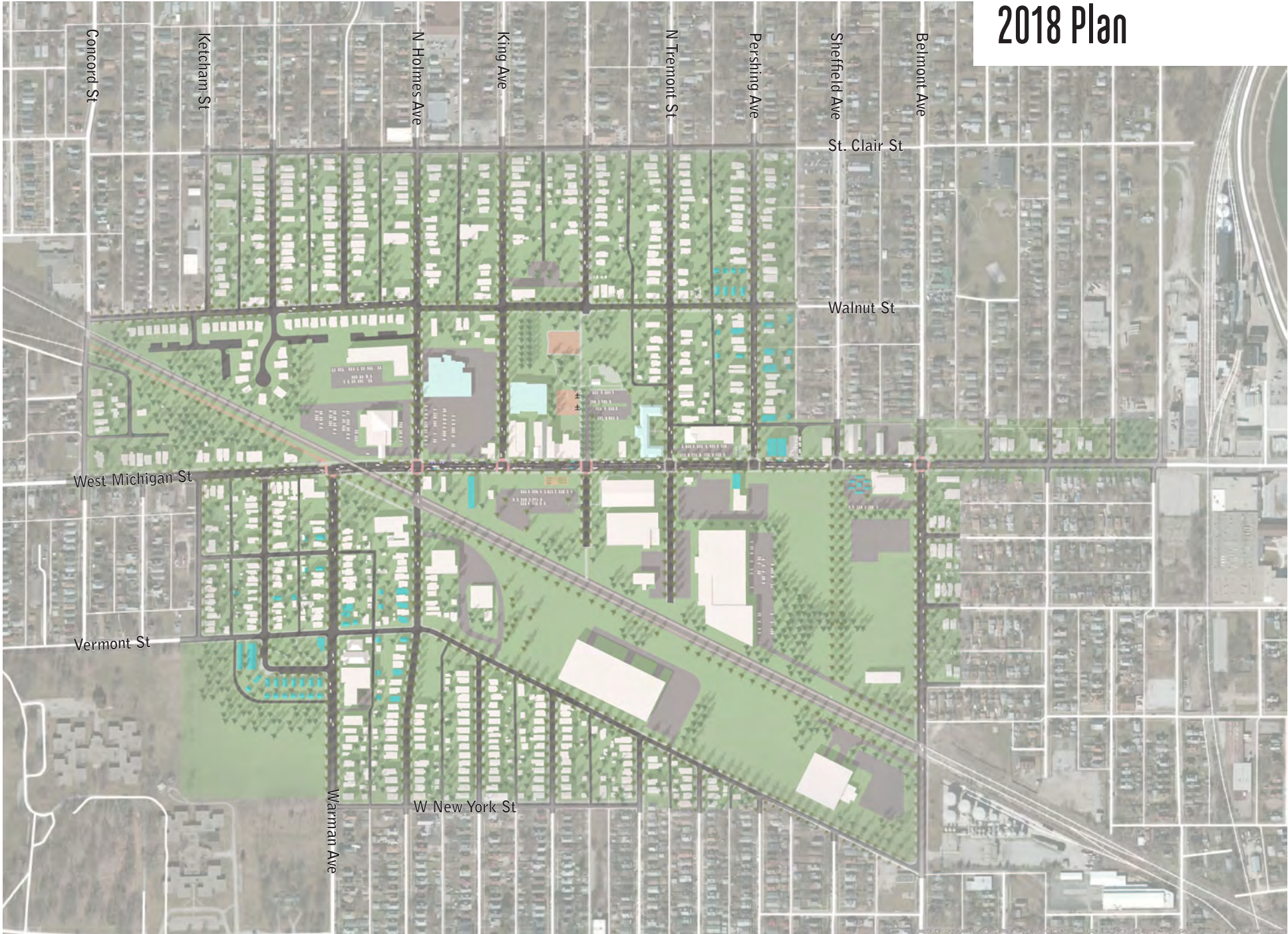
The branding and changing of the narrative will necessarily help dispel misconceptions about the lack of safety in the neighborhood. This can be done in concert with the broader branding and storytelling initiatives.

The existing educational programs in the neighborhood can also be better advertised. There are a variety of educational options available from early childhood through adult learning. Through the collaborative education taskforce, the education partners can all work together to broadcast a robust educational offering in the neighborhood even as more generational changes are underway.



Partner with IMPD SW District to improve public safety data. Utilize CPTED, foot and bike patrols, block by block crime watch, awareness and coordination around new site developments.

2018 Plan





NO LIMIT ENCLUSTV

2225



A PLAN FOR 2020

Initiatives in the first 24 months of this Great Place will focus on demonstrating to the broader market real, sustained demand for the opportunities available in River West, specifically along West Michigan Street. The following three years will be focused on connecting that momentum to a spectrum of opportunity connective infrastructure investments, targeted development of industry, commerce, and authentic retail experiences, and by strengthening the educational network to ensure that economic growth is accompanied by strong development of the neighborhood's talents and skills. These investments will improve the quality of life for neighborhood residents and draw spending and private investment. If properly pursued, this hard work will yield a truly Great Place at Michigan and King by the program's 2020 goal. Throughout 2016 and 2017, the initiatives described within this section should be refined, resources dedicated, design developed, and tenant recruitment begun in order to realize new development in the 2 to 5 year window.

2020 Plan and Development Summary

CONNECT TO OPPORTUNITY

Infrastructure Initiatives

1. Build B&O Trail
2. Create bike station and co-locate a PacerBike station
3. Partner with Central Greens and IUPUI to provide shuttle
4. Restripe King Avenue
5. Rebuild Warman Avenue
6. Rebuild Holmes Avenue
7. Restripe Belmont Avenue
8. Connect Walnut Street to King Avenue
9. Replace barricade with bollards
10. Create a western entry to Haughville Park from King Avenue
11. Extend Haughville Park to West Michigan Street
12. Improve Kroger frontage along West Michigan Street

Development Projects

13. Build permanent center for entrepreneurship, coworking and pop-up storefront
14. Redevelop select houses as incubator Live/Work Spaces
15. Fix up buildings and storefronts for tenants
16. Create and promote a creative arts alley
17. Redevelop IMPD parking lot into residences
18. Transform into brewery and business district parking lot
19. Create a restaurant with back yard and rooftop dining experiences
20. Develop community kitchen and market
21. Develop 'Statesman'
22. Find additional development partners to increase new housing

Community Programming

23. Explore the viability of a neighborhood-based maker space and experiential learning center





Infrastructure Initiatives

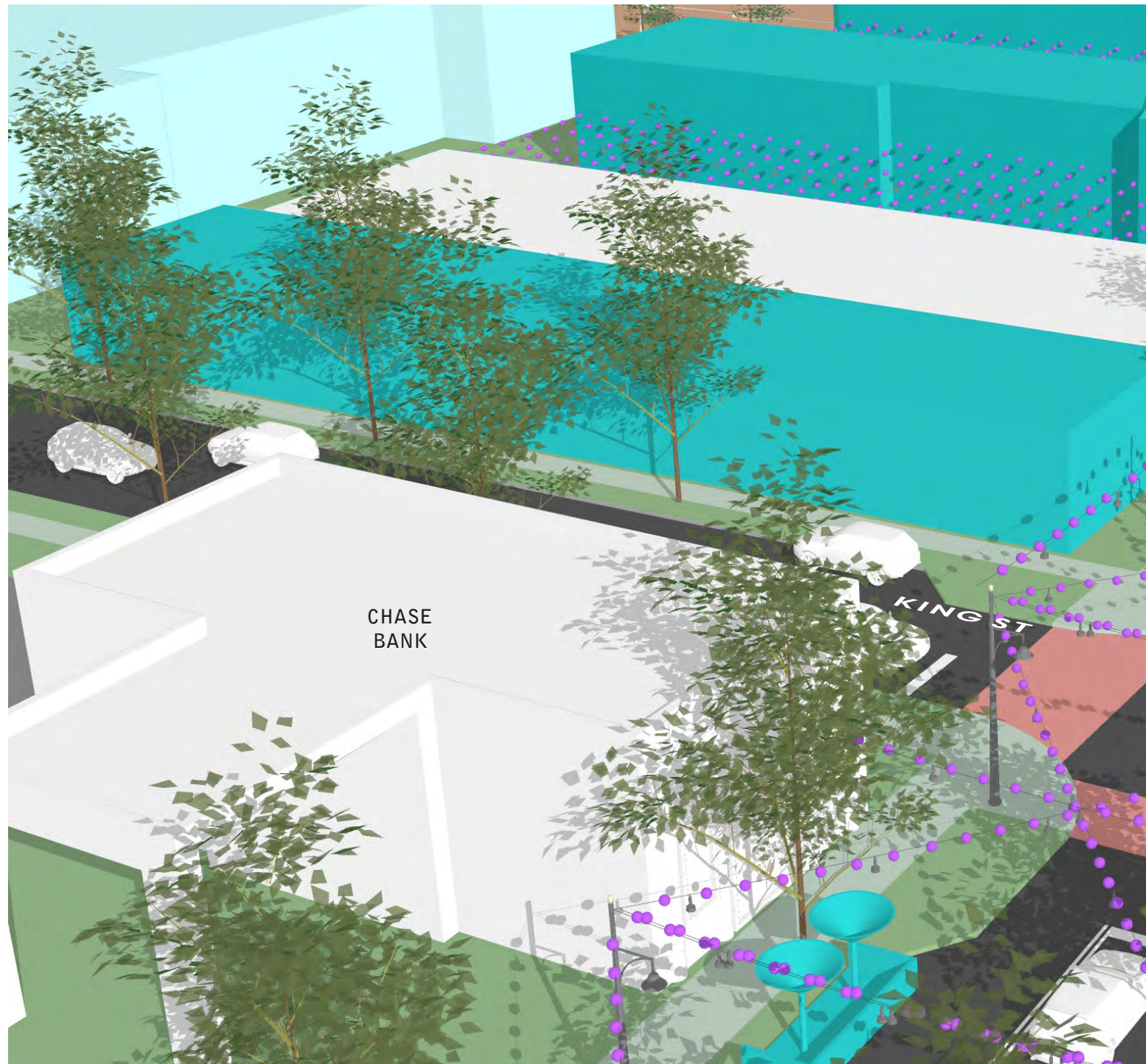
COMPLETE WEST MICHIGAN STREET TRANSFORMATION

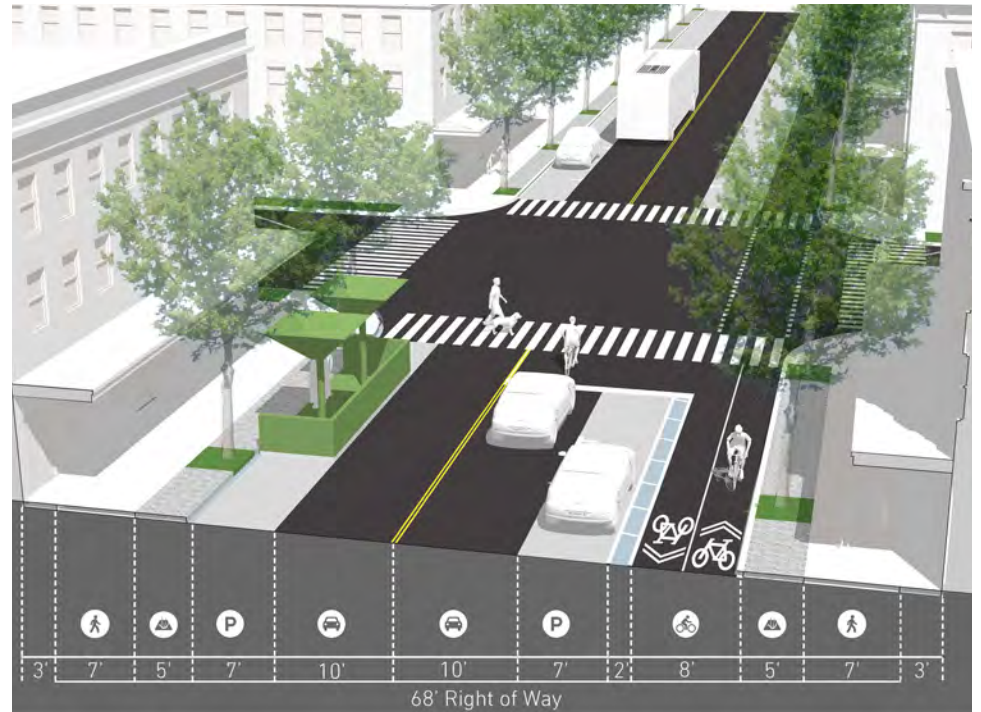
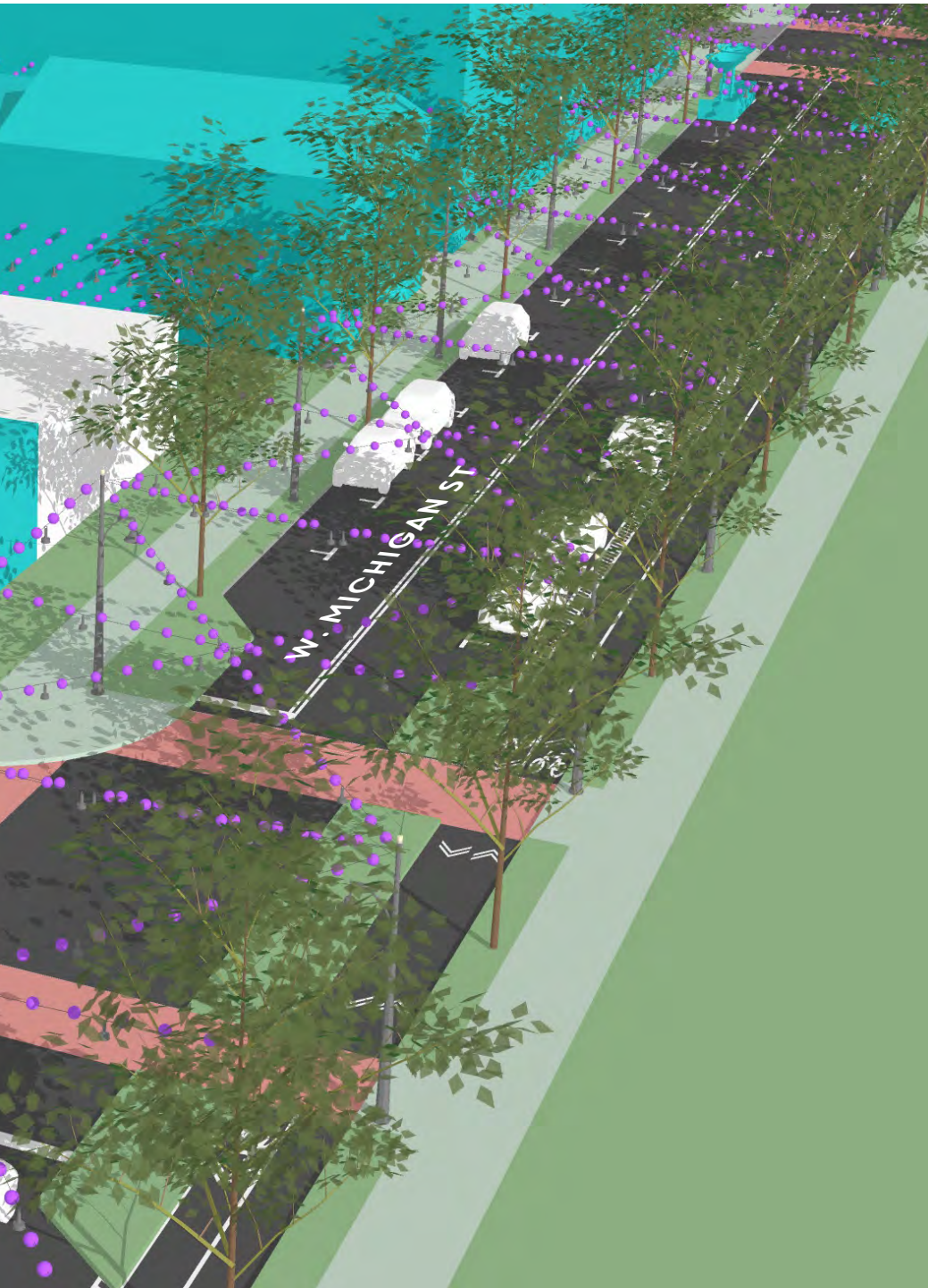
By 2020, the neighborhood will realize the transformation of West Michigan Street. The proposed West Michigan Street section includes a cycle track on the street's south side and extends the sidewalks to provide space for planting and walking.

Infrastructure along the West Michigan Street corridor should include improved utilities, sidewalks, streetscape, art elements, and fiber optics that serve as amenities for businesses and residents.

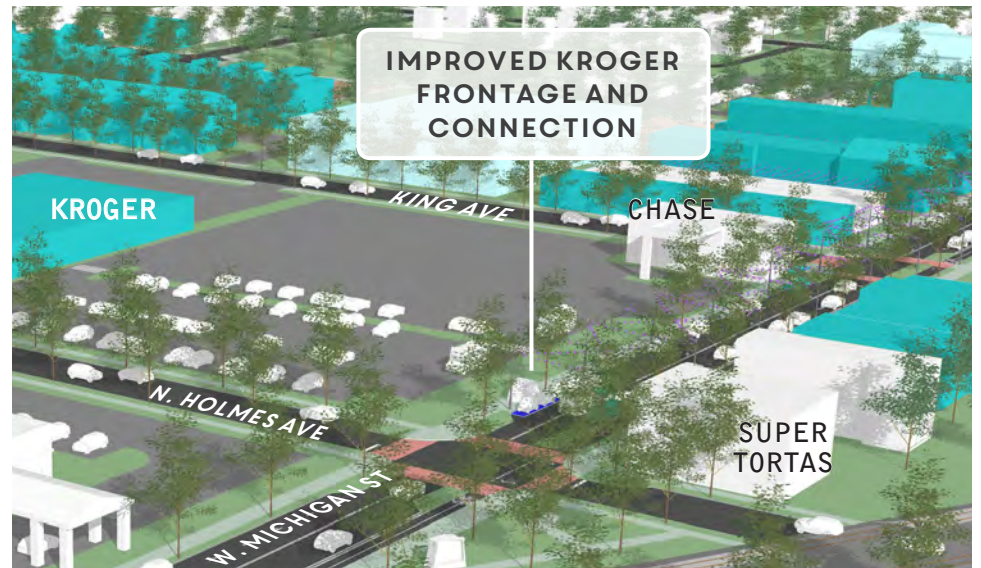
Kroger's frontage along West Michigan Street between King Avenue and Holmes Avenue can contribute to the new streetscape by providing a parking lot buffering green space, improved lighting, and eased pedestrian access to Kroger's front door. This will serve to better connect the bike, bus, and on-street parking back to the grocery store.

An iconic element over the street right-of-way (shown as purple lights or reflectors to the right) can provide a memorable visual marker in the district.





The proposed West Michigan Street section includes a cycle track on the street's south side and extends the sidewalks to provide space for planting and walking.



Transforming the front of the Kroger parking lot along West Michigan Street will serve to better connect the bike, bus, and on-street parking back to the grocery store.

Infrastructure Initiatives

EXPAND INFRASTRUCTURE THAT CONNECTS RIVER WEST TO THE CITY

The implementation of the B&O Trail is critical so that residents and visitors can easily get in and out of the neighborhood along a safe and enjoyable route. As more people share the street and trail, there will be more sharing of infrastructure to help people get around the city with PacerBike opening stations along West Michigan Street. A small bike station that can store and maintain personal bikes with lockers and a FixIt Station will also be built near The Kinney Group and Haughville Park.

The B&O Trail will meet West Michigan Street at Warman Avenue where a properly signed and signaled intersection can provide safe passage to the cycle track that connects to downtown Indianapolis. This location may be another gateway into the corridor and business district, slowing traffic down to further add to the safety and viability of the trail.

Pending changes to the way in which the IUPUI shuttle is funded, there exists the possibility that its routes could be modified to better serve the corridor further west and into Central Greens to ensure that faculty, staff, and students can get to and from campus safely and on time. Central Greens could be a valuable partner with the neighborhood and IUPUI to enact this important change.





A BikeShare station will make easier the connection to the university and downtown.



Bike stations provide safe, dry daytime storage for bikes and provides places for routine maintenance.



The B&O Trail has been planned along the red dashed line but not funded. The plan proposes advancing the timeline to open part or all of the trail through the Great Place.

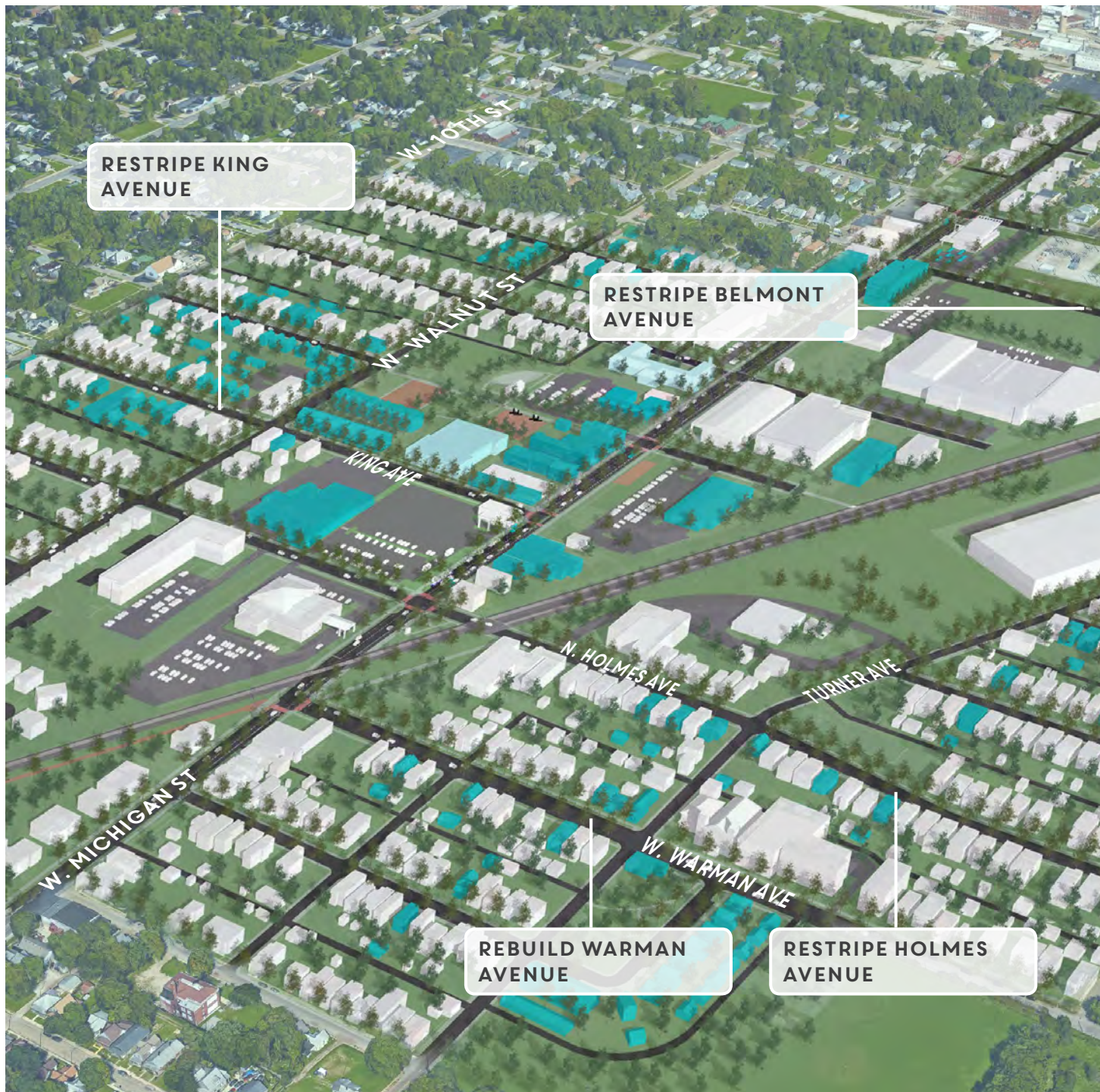
Infrastructure Initiatives

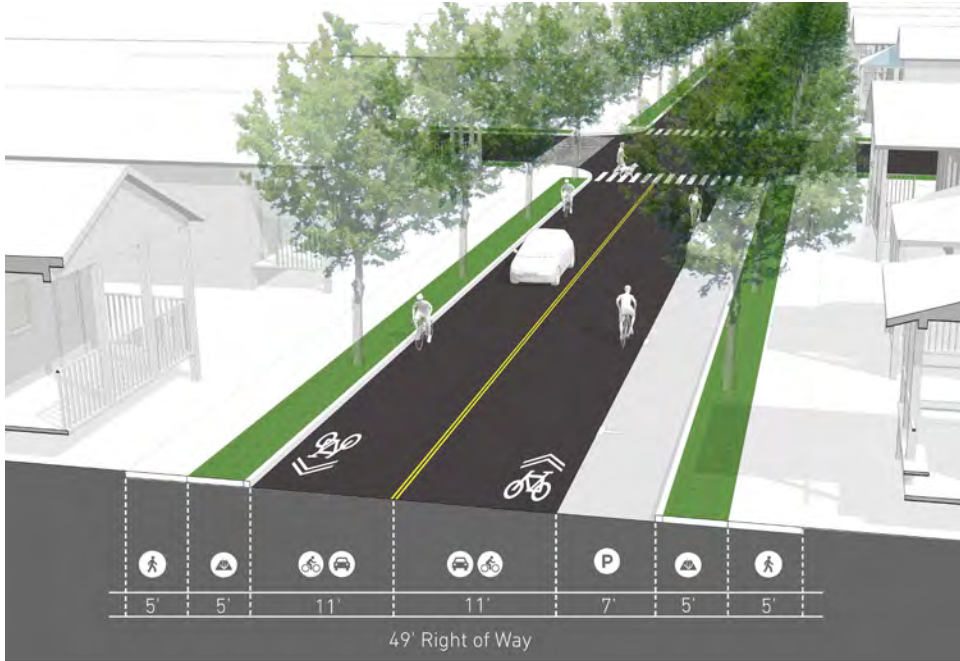
IMPROVE NORTH/SOUTH CONNECTIONS

Paired with the West Michigan Street transformation will be targeted improvements to King, Belmont, Holmes, and Warman Avenues to ensure that more neighborhood residents can safely get to West Michigan Street and the B&O trail. New development along these streets should put the front doors oriented toward the street and parking on the street or to the rear of the buildings.

Virtual connections will continue to be just as vital as transportation modes. Therefore, either a new high speed wireless or fiber optic broadband connection to serve neighborhood homes and businesses will be pursued so that the neighborhood is wired for both economic and information technology growth.

Other streets are in need of repairs and maintenance as well, with many having crumbling sidewalks or, worse yet, no sidewalks at all.





Holmes, King and Belmont Avenues can be greatly improved simply through restriping and maintenance of existing infrastructure.



Warman and Belmont Avenues will provide a critical piece of connective infrastructure between Washington and Michigan Streets. Warman in particular will provide critical on-street parking and a prominent front door address for St. Anthony's Church and Central Greens.



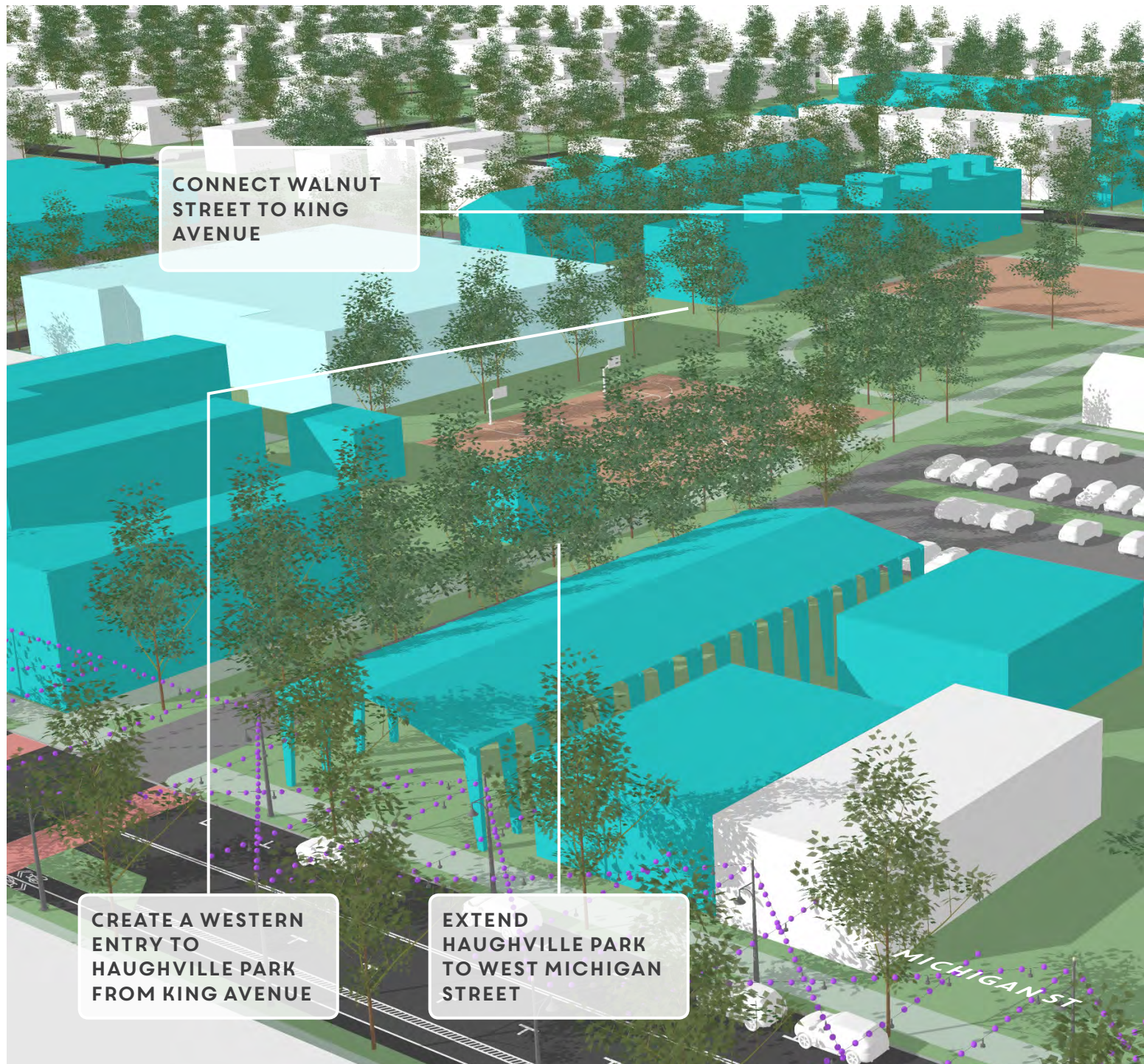
Sharrows provide a signal to bicyclists and motorists that the street is meant for multiple users at slower speeds.

Infrastructure Initiatives

IMPROVE ACCESS TO HAUGHVILLE PARK

Even with recent investments to the park, its access and visibility are limited. The Great Places initiative may be leveraged to strengthen its visibility, usability, and safety through development and programming around its edges, particularly from West Michigan Street and King Avenue. A Walnut Street connection on the park's north side will unlock development potential and provide a vital connection for the neighborhood. The bike trails group would prefer to see the barricade on the north side of Haughville Park replaced with bollards that would be bike-friendly.

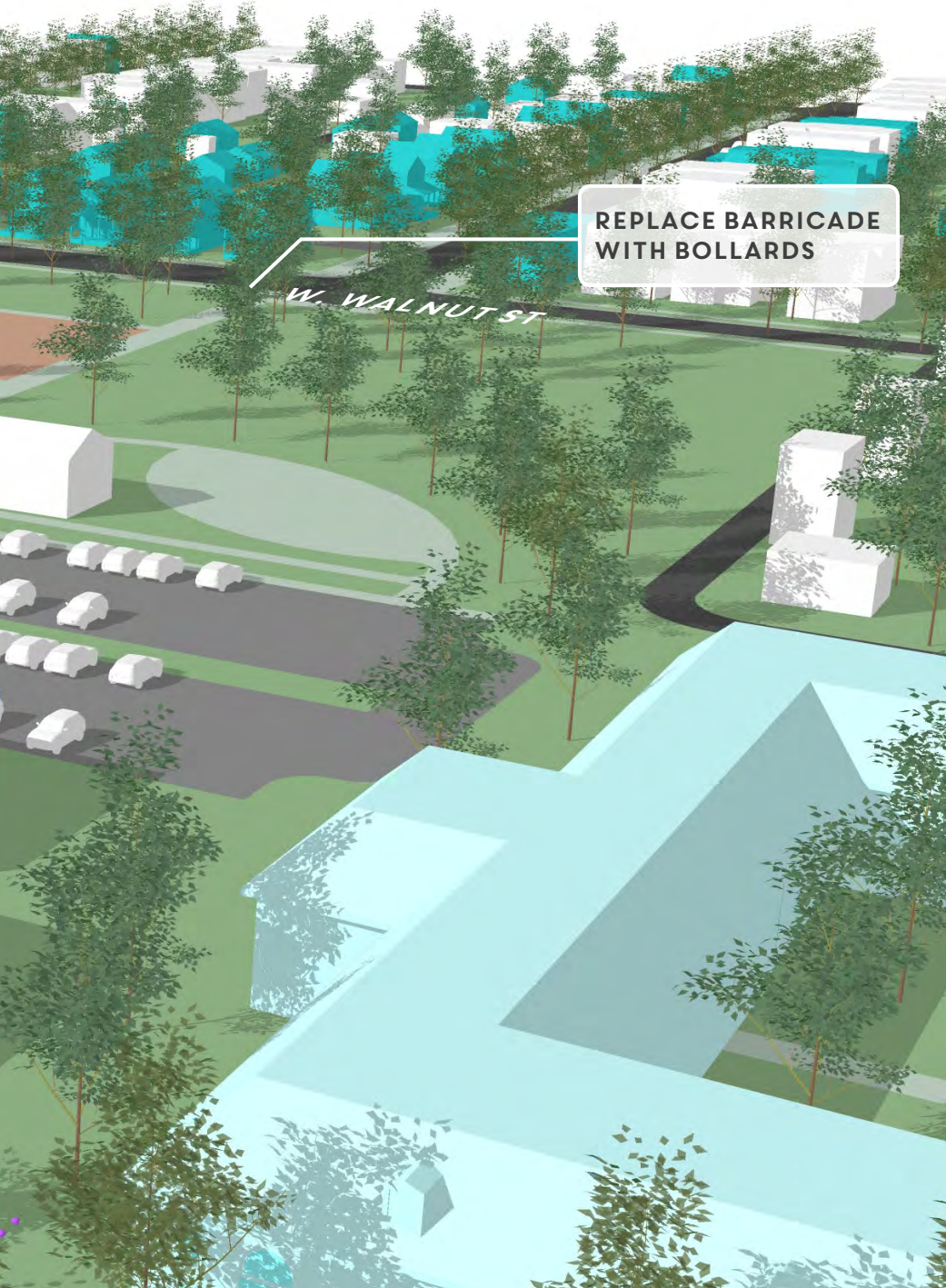
The park lost to street and real estate development will be made up with the acquisition of parcels that separate the park from West Michigan Street. This connection will, in effect, be the permanent location of the zocalo.



CONNECT WALNUT STREET TO KING AVENUE

CREATE A WESTERN ENTRY TO HAUGHVILLE PARK FROM KING AVENUE

EXTEND HAUGHVILLE PARK TO WEST MICHIGAN STREET



**REPLACE BARRICADE
WITH BOLLARDS**

W. WALNUT ST



The entry to Haughville Park can leverage neighboring buildings and a possible structure to be programmed for a variety of uses.



Parking and dining uses often coexist to enliven spaces such as the West Michigan Street Haughville Park entry.

Development Projects

PURSUE DEVELOPMENT THAT EXPANDS RIVER WEST'S ECONOMIC BASE

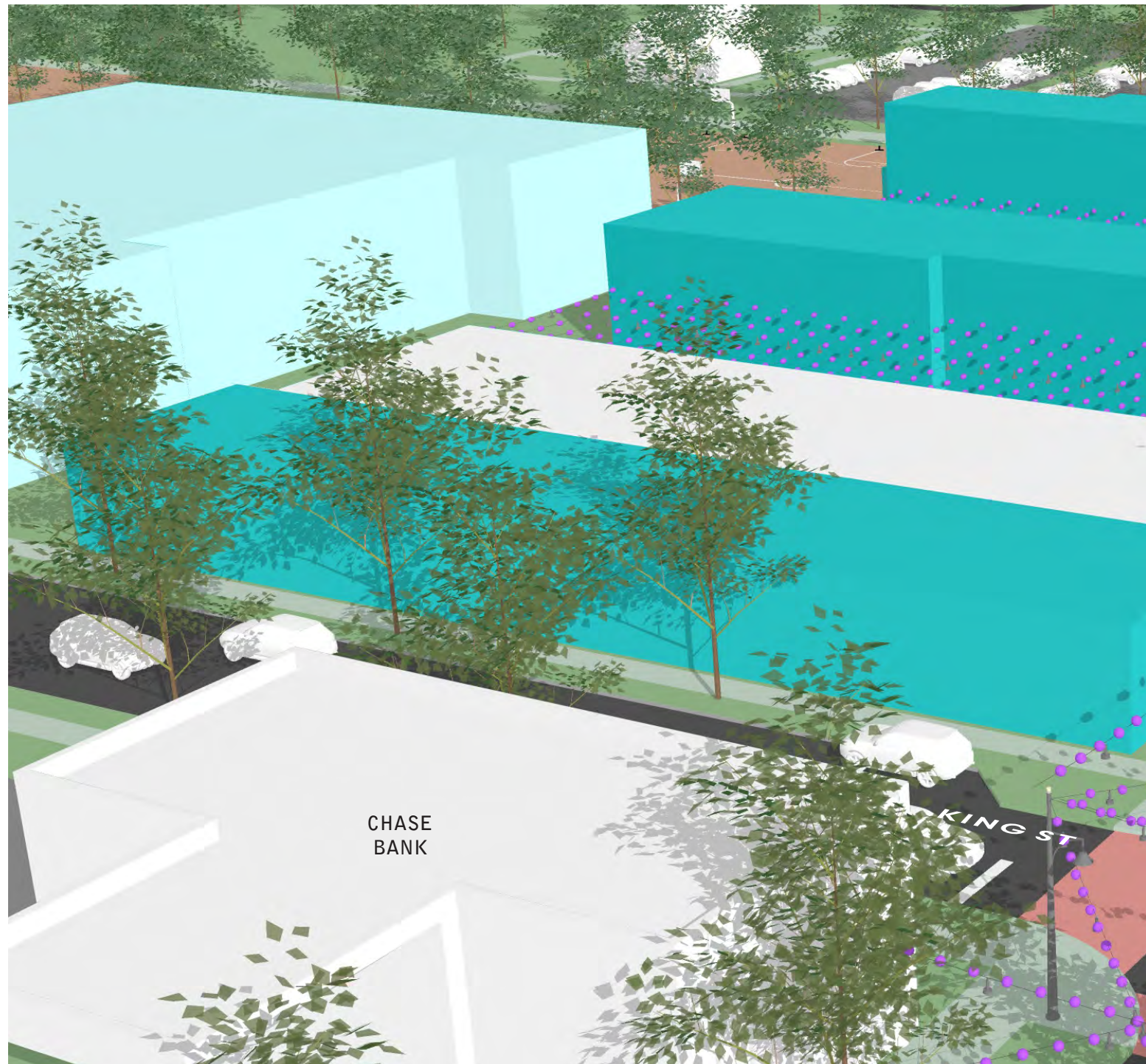
As tactical programming and infrastructure work is being implemented, pop-up uses that succeed may become permanent, storefronts be repurposed, and the economic base of the neighborhood expanded and strengthened through a sustained entrepreneurship center and targeted skills development.

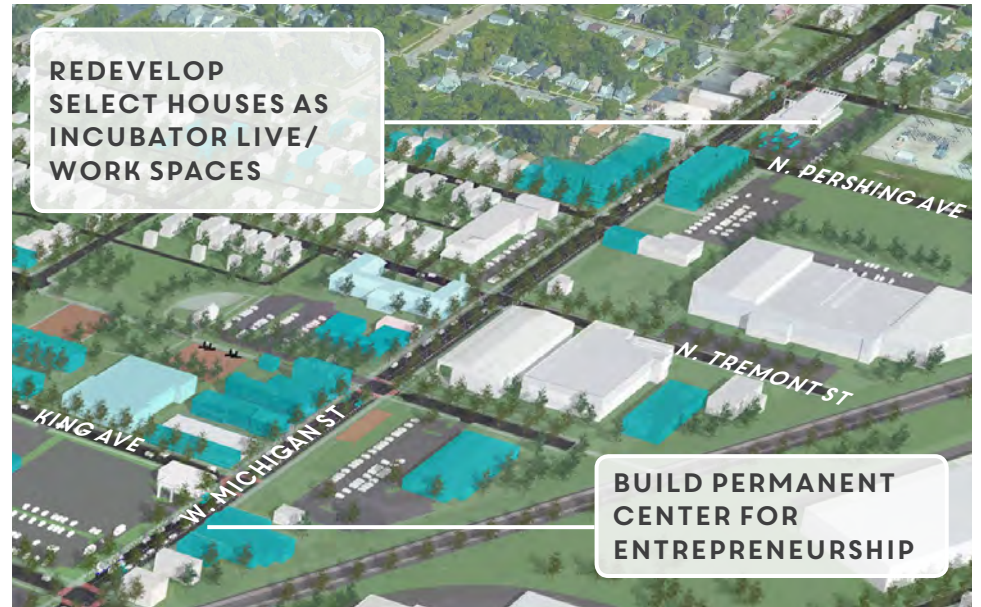
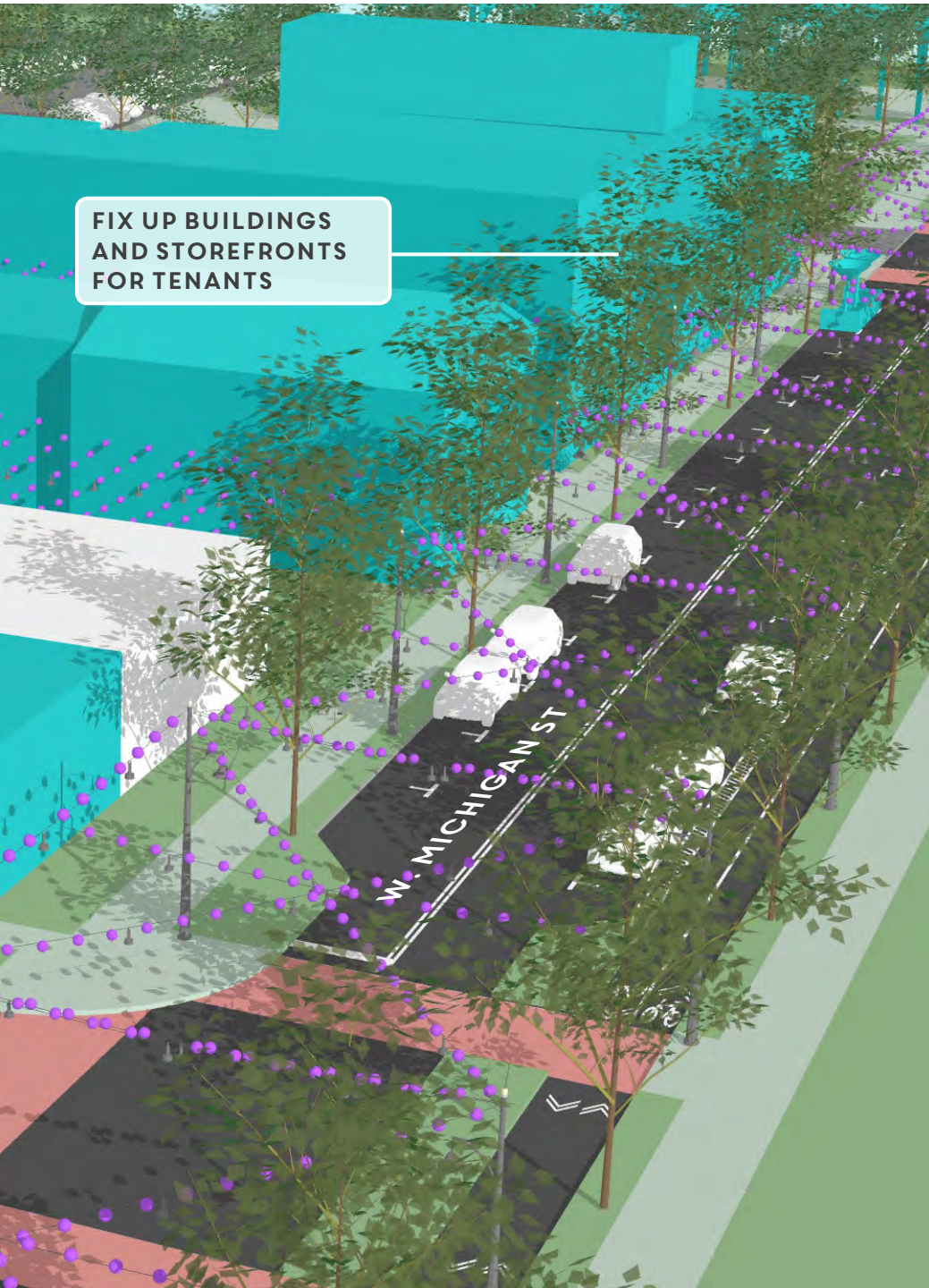
The neighborhood is in a position to leverage its adjacency to 16 Tech, downtown, and IUPUI. It can do this by creating jobs required by vendors that support the many area anchor institutions, supporting entrepreneurs, employees, and employers in creating and sustaining job growth, and promoting the neighborhood as an information technology center.

The neighborhood can connect directly to 16 Tech by establishing a partnership to create workforce development training and job access for underemployed residents in River West, in concert with the North West area, which targets use of 16 Tech's community investment fund.

Along West Michigan Street, a permanent home to the Entrepreneurship Center may be coupled with the development of information technology incubator live/work spaces in former houses that sit between the Great Place and the White River.

These efforts will gain increased traction as the partnerships expand their advertising reach.





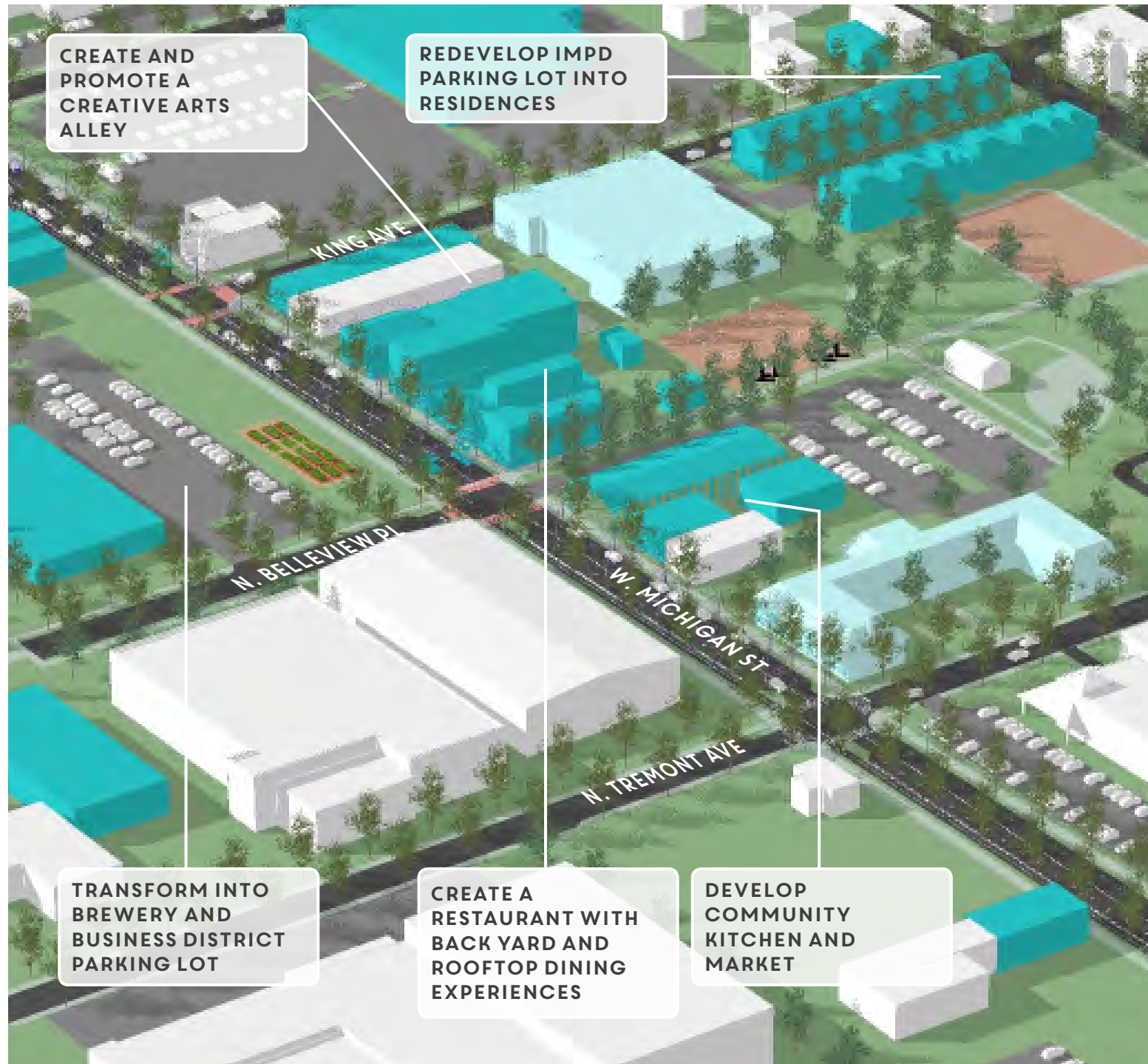
Development Projects

FOCUS ON EXPERIENCE-BASED RETAILERS AND BUSINESSES TO STRENGTHEN RESIDENTIAL DRAW

The neighborhood's unique vibe, rich history, diversity, and affordable real estate close to downtown make it an excellent candidate for creative uses that provide a range of experiences. A shared arts alley can be used for small festivals and dining purposes. Neighboring buildings with rooftop views of downtown and intimate back yard spaces can become layered restaurant and bar uses. Near the rail line, a brewery and business district parking lot would fit the light-industrial context and could help anchor the end of the B&O Trail. The parking lot would be a land bank for future development.

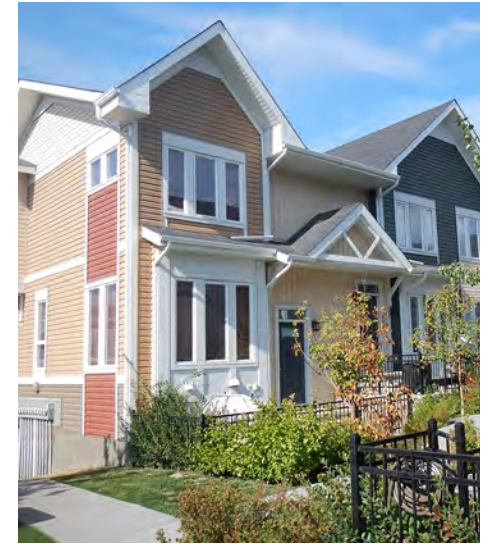
The residential market will thicken as would-be residents are drawn to experience-based retailers. They should be offered new homes near the business district. For example, a portion of the IMPD parking lot on Haughville Park's west side would be an ideal townhouse development that would complement the rehab and new development elsewhere in the neighborhood. IMPD's parking could move to the street and the unused portion of the Kroger parking lot. It could also make projects such as the Statesmen easier to finance and lease.

The River West experience must live online as well as off. A robust and well managed web and social media presence should be developed to market the retailers, community events, and other unique neighborhood experiences.





The largely vacant lot behind the police station is an ideal site for parkside development.



Medium density residential is proposed to recapture value created by Haughville Park.



An arts alley could provide a creative and active entry into Haughville Park and new retailers.



Rooftop experiences create a regional destination.



The vacant land between buildings can be recaptured as active shared space.



A brewery could be a great trailsides destination that makes use of a current building.

Community Programming

REINFORCE AND STRENGTHEN EDUCATION

Educational initiatives continue to be a top priority for the neighborhood leadership, and education is the most structured of the L.O.V.E. task forces that are active in River West. A leadership transition at Christamore House and active partners such as Hawthorne Community Center and IUPUI placing renewed focus on both the quality and accessibility of education from early childhood through adulthood makes bright the future of the neighborhood's educational offering.

If the neighborhood strengthens its economy without similar attention paid to education, it will struggle to attract and retain families. Improvements are already underway with the coming of a new charter school in the Central Greens development and active adult education, workforce reentry programs, and high school diploma programs available in the neighborhood. Every school should embrace community school strategies by ensuring every school in River West has a dedicated individual to coordinate school/community partnerships. Quality early childhood programs also exist in places like the Christamore House. Here, the intent is to provide affordable youth programming that is open to the neighborhood and takes advantage of the grounds at Haughville Park to expand the educational offering and animate the park. Related initiatives include launching the Center for Working Families; incorporating the arts into Christamore programming, and continuing to build upon their STEM program. Christamore also plans on building a new Early Childhood wing in the near future.

Many other educational partners exist in the neighborhood as well. United Way of Central Indiana and Early Learning Indiana are working to strengthen the quality of existing early childhood education providers. They are increasing the number of students served by expanding existing providers and attracting new ones.

George Washington Community High School must improve graduation rates. It can do this by improving and expanding family engagement; increasing the integration of the community into the creative and artistic programming at the school; connecting students to mentors; reducing truancy with help from the community policing and the juvenile justice system; and providing skill building opportunities such as Youth Build.

The expansion of information technologies coupled with the need to tap into the skills inherent to the neighborhood make this Great Place a container for knowledge and learning. The youth need to be targeted for technical training and entrepreneurship. Today, there exist a number of tradesmen, mechanics, and technicians that either know or can learn new skills. This knowledge base can then be shared with the young and the hobbyist alike in neighborhood-driven workshops and maker spaces that share equipment, machines, and teachers. Badging technology is unlocking new credentialing of these educational offerings in neighborhoods so as to provide course credit recognized by employers and universities. This is an asset not just for neighborhood residents but for the city as a whole, allowing tradesmen, libraries, schools, and households to come together and build a connected educational ecosystem that propels residents into both new and old economy careers and innovations.

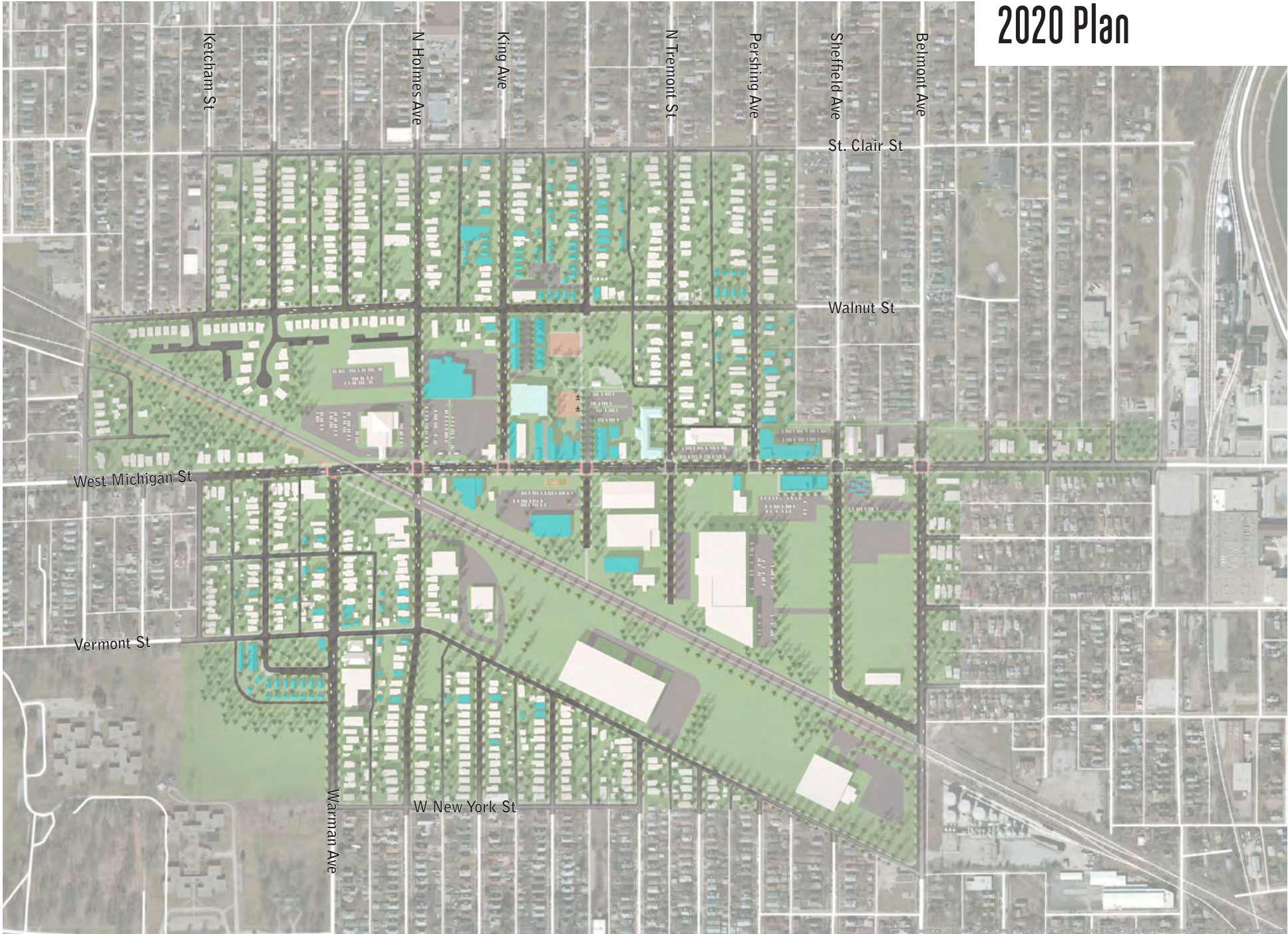
This can serve as the foundation to marketing the neighborhood's educational strength. The neighborhood should explore the viability of developing a makerspace with neighborhood partners who are skilled in the required trades.

To support the growing Latino population, more bilingual staff at Christamore House and the Hawthorne Community Center are needed for provision of services and education.



Neighborhood leadership has identified a community maker space and workshop on King Avenue where young and old can learn and apply technology and craftsmanship.

2020 Plan







A VISION FOR THE NEXT 10 YEARS

As the neighborhood grows, a new energy will further attract and drive development into the future. Because of the investments in social and community infrastructure in early years, the neighborhood will have the ability to shape the supply of new development to ensure that the growth is in line with community culture and values. While projecting this far into the future is speculative and will evolve as the neighborhood adapts to unforeseen opportunities and challenges, the resources applied to this Great Place will allow the neighborhood to identify, meet, overcome, and capitalize on what lies ahead.

2025 Plan and Development Summary

GROW AND SHAPE SUPPLY

Infrastructure Initiatives

1. Connect sidewalk from Belleview Place to Haughville Park
2. Extend Mount Street north to Michigan Street

Development Projects

3. Expand, intensify and secure the future of Seven Steeples Farm
4. Bring mixed-income, mixed-use, multifamily developments to the Michigan Street corridor.
5. Revamp Anchor Institution purchasing to preference River West suppliers and vendors and build mixed-use and light industrial space to suit
6. Expand residential development in the neighborhood

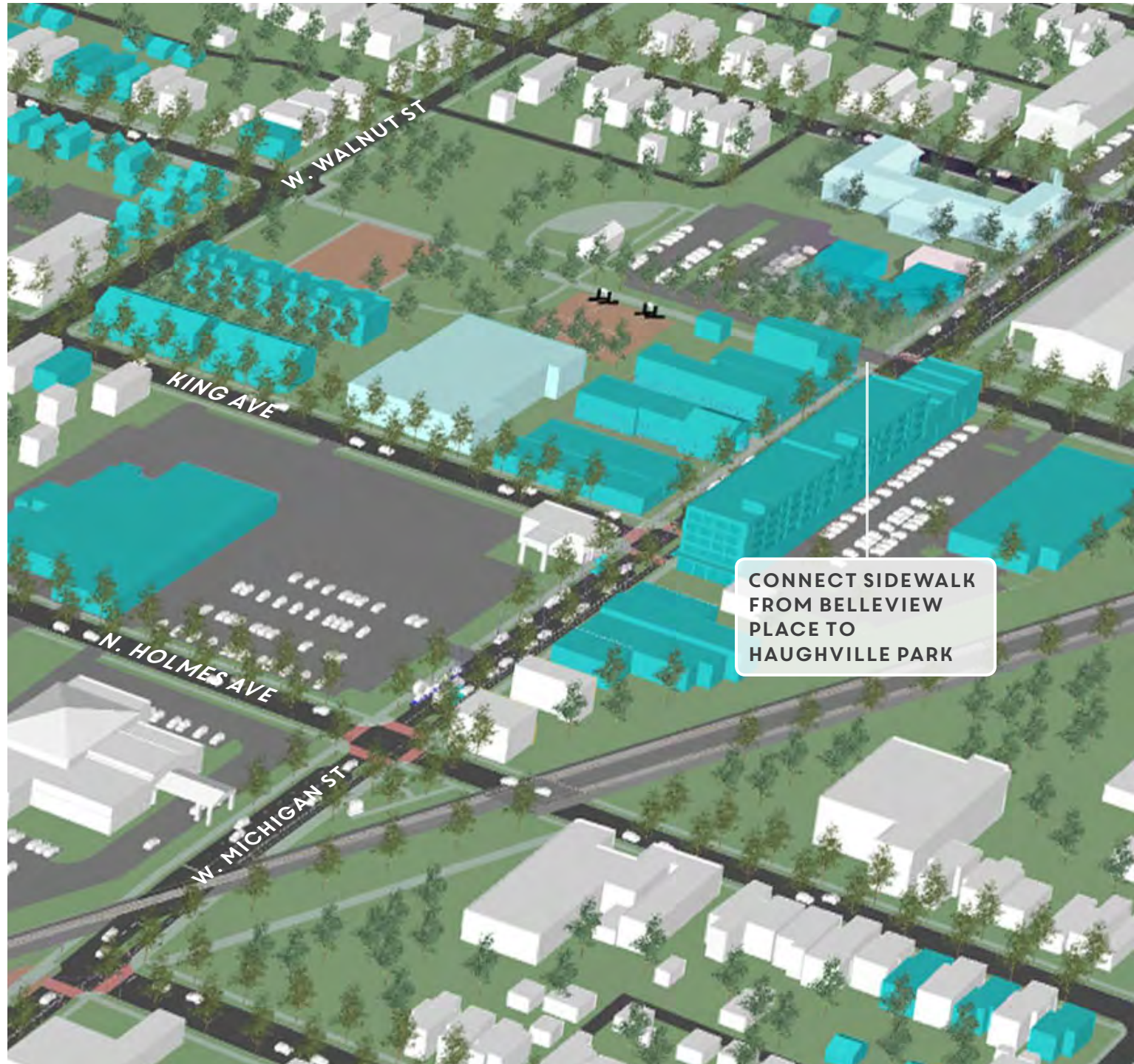


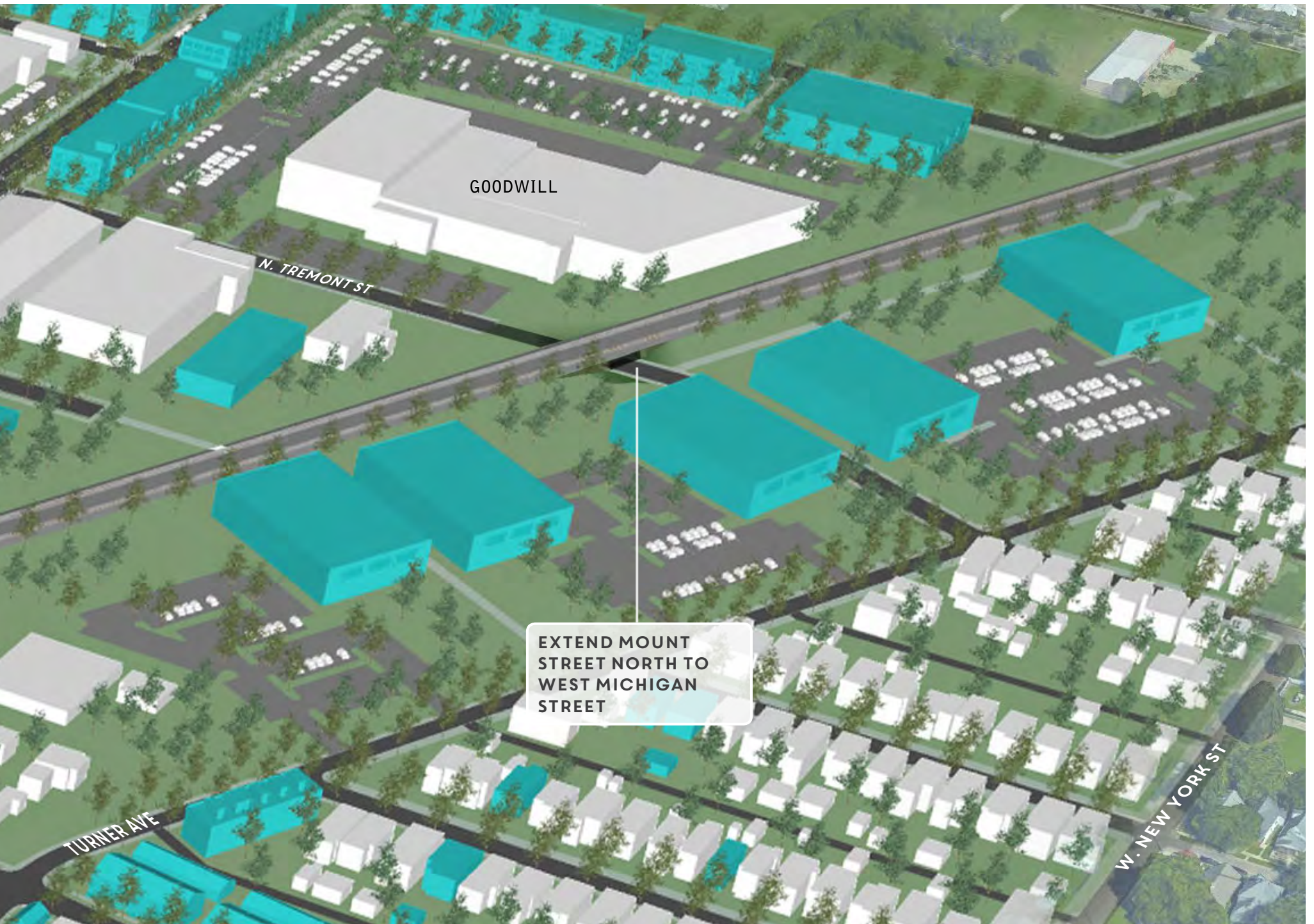


Infrastructure Initiatives

CONNECT ACROSS THE TRACKS

As development activity accelerates, greater north and south connectivity may be warranted in the neighborhood. A wish list item for many in the neighborhood is the desire to move more easily across the railroad with street and sidewalk connectivity.





GOODWILL

N. TREMONT ST

EXTEND MOUNT STREET NORTH TO WEST MICHIGAN STREET

TURNER AVE

W. NEW YORK ST

Development Projects

EXPAND, DIVERSIFY, AND AMPLIFY DEVELOPMENT

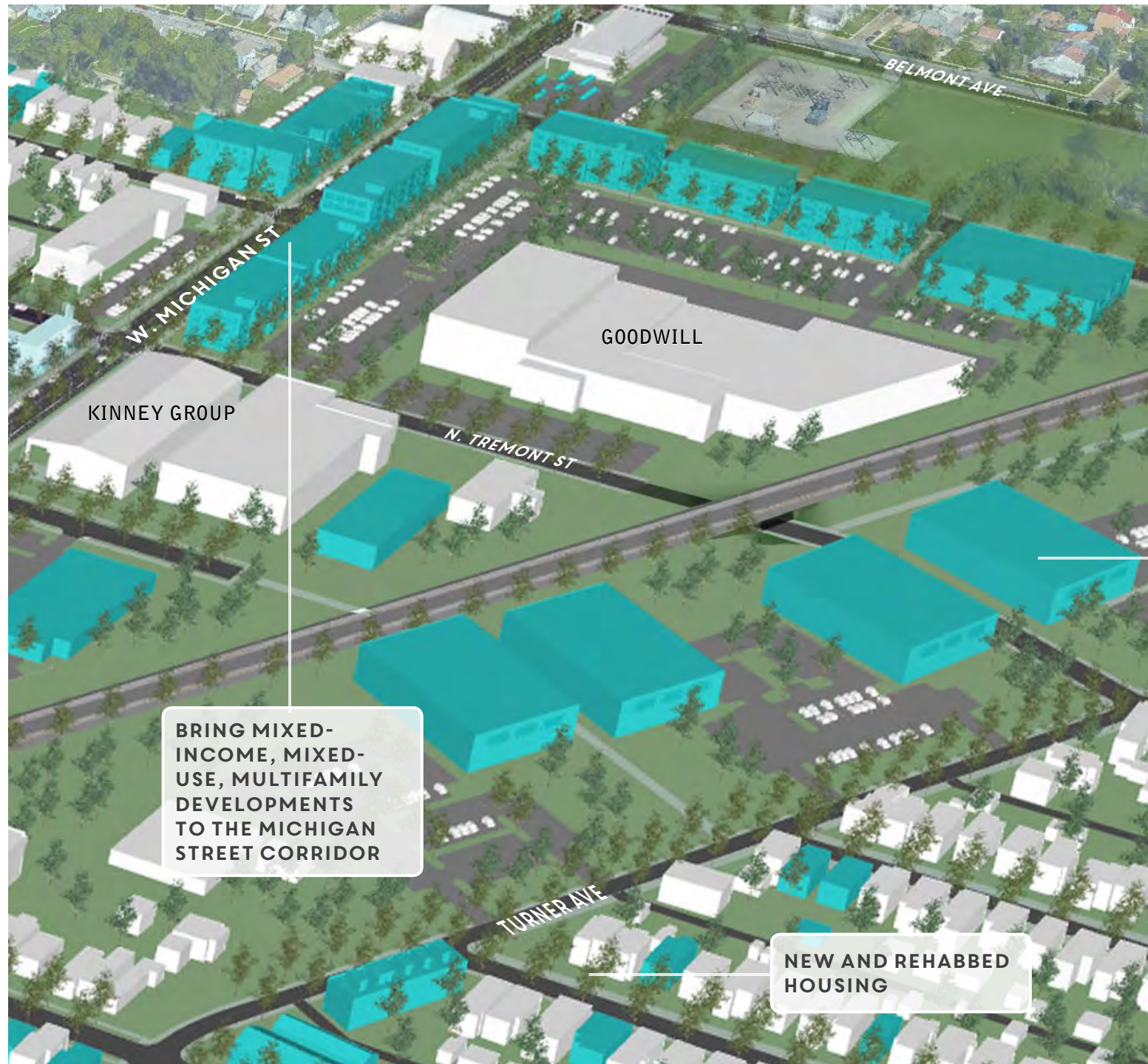
Development work in and around this Great Place will eventually lead to increased investment around the neighborhood's core at West Michigan Street and King Avenue.

Job creation will continue to be a critical component to the neighborhood's growth. Anchor institution vending policy changes could preference River West vendors and increase the likelihood that service providers would want to locate near to their customers in the neighborhood. The commercial sites south of the tracks along Turner are ideal for this use.

Seven Steeples Farm adds an invaluable food source and cultural identity to the neighborhood. Uses such as this should be secured and expanded.

Residential development will expand as the neighborhood improves. Residential density may increase close to West Michigan Street and the light industrial sites near the rail. Density can help expand the diversity of housing choice. It can bring mixed-income and mixed-use development back to the neighborhood. New capital subsidy sources can help attract new homeowners with assistance for homeownership and rehabbed housing. Increasing the number of market-rate units in the neighborhood will sustain, in part, income-restricted subsidy sources for affordable housing.

New construction should interpret and respect the scale and character of the neighborhood's history.





IUPUI and other anchor institutions can preference local vendors and suppliers that can go in neighborhood-friendly industrial buildings.



Over time, mixed-use buildings may start to be make increased financial sense for the neighborhood.

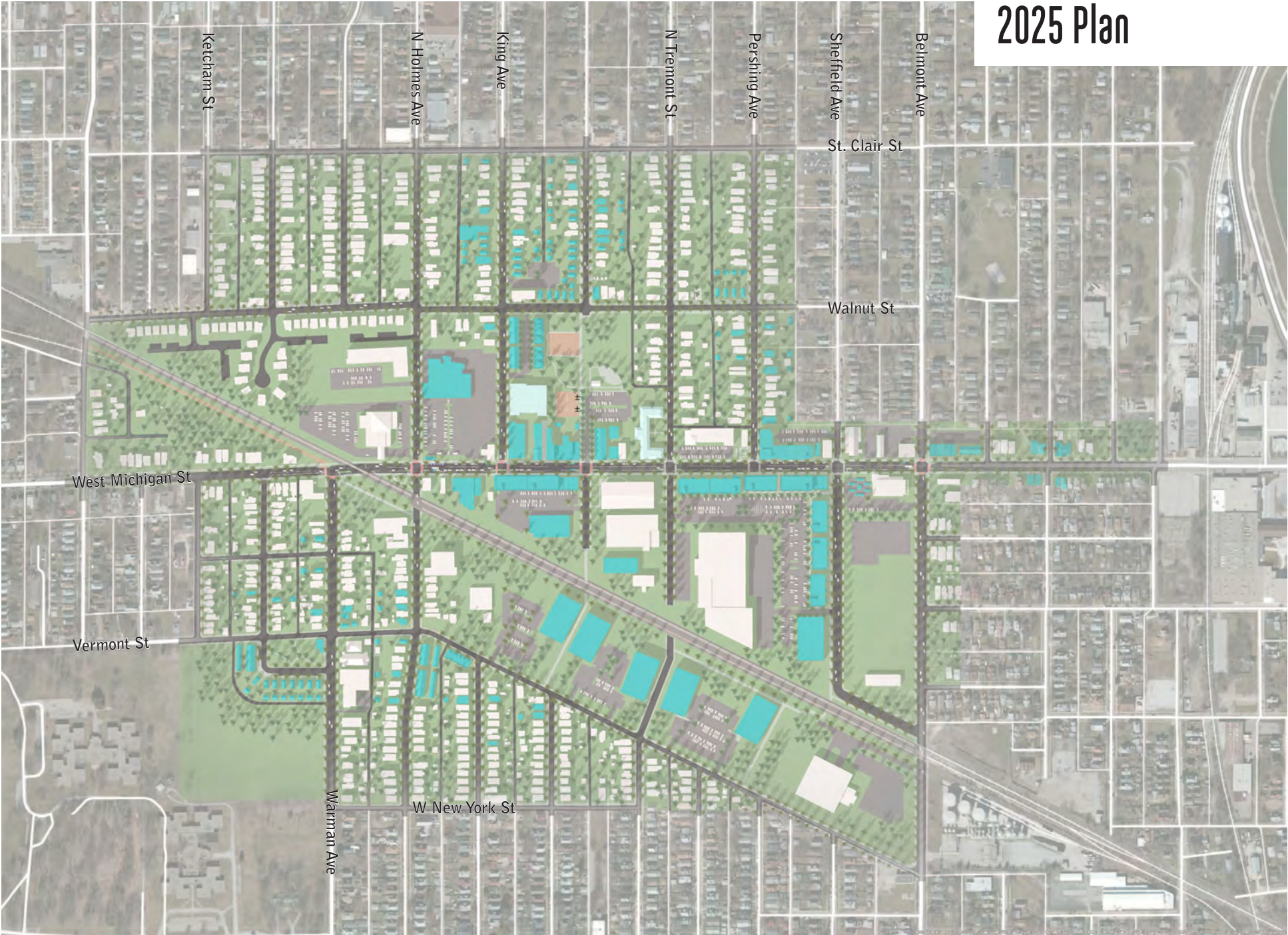
Community Programming

GROW IN LINE WITH COMMUNITY VALUES

As development pressures continue to mount, neighborhood leadership will continue to work hard to provide resources and support for households and businesses that have a history in the neighborhood and are vital to maintaining its unique heritage and character. Additionally, efforts will continue to be made to ensure that there are sufficient, accessible opportunities for lower, workforce, and middle-class households to live in the neighborhood and build wealth through property ownership and economic opportunities. Through continued community programming, smart recruitment of investment, partners, and entrepreneurs, the neighborhood will continue to adapt to changing opportunities.



2025 Plan








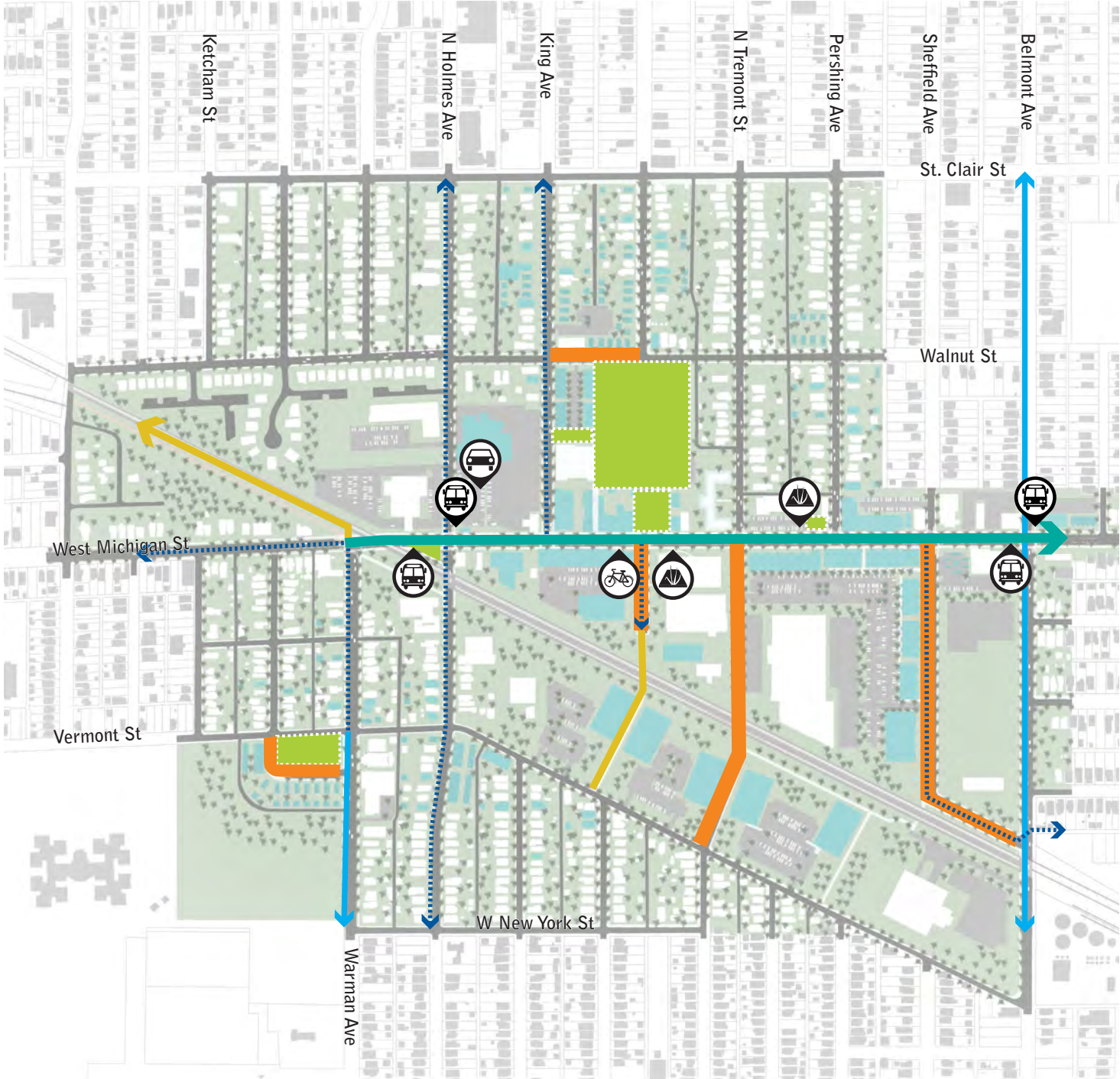
APPENDIX

Plan Summary

INFRASTRUCTURE FOR 2025

Incremental adaptations to the inherited streets and public spaces will add up over time to form an interconnected and robust infrastructure for the neighborhood that will facilitate easy and joyful walks, bicycle rides, and trips by other modes to, through, and from the neighborhood. This public realm will not only provide a great way to move but it will be a great place to spend time.

- LEGEND**
- BUS STOP 
 - CARSHARE 
 - BIKESHARE 
 - PARKLET 
 - NEW STREET 
 - TRAIL 
 - CYCLE TRACK 
 - BIKE LANE 
 - SHARROW 
 - PARKS 





LAND USE AND DEVELOPMENT PROGRAM FOR 2025

Development along West Michigan Street and in the neighborhoods it connects will happen over time, not over night. Momentum will build as early wins turn into expanded possibilities for the future. By the city's bicentennial in 2020, a hundred new households might be possible with just under 70,000 square feet of employment, retail, and other uses.

	0-2 YRS	2-5 YRS	10+ YRS	TOTAL
Residential	13 du	111 du	354 du	478 du
Institutional	13,740	20,592	-	34,332
Light Industrial	-	14,000	250,000	264,000
Retail	-	34,952	46,000	80,952
Office	2,000	-	-	2,000
Total	15,740	69,544	296,000	381,284

LEGEND

- RETAIL
- MIXED-USE
- RESIDENTIAL
- OFFICE
- LIGHT INDUSTRIAL
- INSTITUTIONAL
- OPEN SPACE

Disclaimer



MKSK relied significantly on base information and data provided by others in the completion of these recommendations. Normal professional care was taken to confirm the accuracy of this information within the limitations of this scope. However, any errors, omissions, or other oversights resulting from the use or interpretation of this data are not the responsibility of MKSK or its consultants.