

BUY IndyEast Promise Zone Plan Strategies and Targets

Promise Zone Goal: Increase Economic Activity

Description: **Buy IndyEast:** We promise to create healthy commercial corridors that provide desirable neighborhood goods, services and amenities that serve our residents and become a regional destination for shopping, dining, and recreation.

PROMISE ZONE – BUY INDY EAST SUBGOAL #1

Sub Goal 1: Provide comprehensive commercial district development resources and incentives targeting new and existing neighborhood-serving businesses, commercial property owners, and neighborhood-commercial developers.

Activities and Interventions:

- Update market studies focused on commercial development, acquisition and business recruitment within key redevelopment nodes. [Ongoing]
- Partner with job training programs and businesses to determine the skills necessary for IEPZ jobs. [Ongoing]
- With the City, establish both a pool of funds to assist with cleanup of contaminated commercial/retail sites and a process for development of vacant sites. [New]
- In partnership with LISC, the City, and IFF Real Estate Services, create an incentive tool box to encourage strategic site control of key commercial buildings in targeted nodes. [New]
- Establish a competitive loan product and incentive tool box for start-up, and existing small businesses to assist with build-out of commercial space, expansion, inventory acquisition and marketing support. [New]
- Facilitate façade improvement projects for businesses. [Ongoing]
- Coordinate a buy local campaign to educate consumers on the benefits and sustainability of supporting IEPZ businesses. [New]

Rationale and Evidence:

A Wilder Research paper (2012) conducted an evaluation of 198 business owners in eight low income Twin Cities neighborhoods; the study found 71% of owners contributed time, money or in-kind support to their neighborhood within the past year. Eighty-seven percent of these owners noted their place as

a prominent role model for youth or young adults; 47% of respondents mentioned role as a leader for community groups. These business owners added 2,285 jobs, and contrary to conventional wisdom, the average wage was \$12.14/hour. An article by the Federal Reserve Bank of Cleveland (2004) states “small businesses are a powerful economic force, and nowhere is this more true than in low- and moderate-income communities. Neighborhood revitalization cannot be complete unless local businesses are strong. By complementing our efforts in affordable housing... with small business development, we can work toward stronger, more self-sufficient communities that will thrive and grow over the long term.”

Implementing Partners:

- East 10th Street Civic Association will coordinate efforts among service providers, and serve as the connection between businesses and available resources.
- LISC will offer financing, subsidy and technical assistance for predevelopment costs and commercial façade improvements.
- City of Indianapolis will finance the cleanup of contaminated commercial/retail sites, and assist with market study updates, zoning, permitting and other regulatory requirements.
- Develop Indy/Chamber of Commerce will connect businesses to IEPZ developments.
- Indiana Department of Environmental Management will oversee with brownfield remediation regulatory requirements.
- IFF Real Estate Services will offer planning, project development and financing for real estate development, business expansion and recruitment.
- EmployIndy will provide job training programs, and connect employers to skilled labor.
- IUPUI will manage students, faculty advisors and community to collaborate, create and implement “Buy Local” campaign.

Committed Financial Support:

Total committed financial support for this sub-goal is \$4,963,200 and breaks down as follows:

Source of Funds:	LISC Indianapolis - LISC Indianapolis Business Facade Matching Grant Program
Activity:	Matching grant incentives to entice local business owners to invest in exterior improvements to business facades and catalyze new investments within the IEPZ.
Amount:	\$150,000
Start and end date:	2013 - 2015 and ongoing
Recipient:	IEPZ Businesses

Source of Funds:	LISC Indianapolis - Commercial Loans
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Activity: Various commercial loans from LISC Indianapolis to further economic development efforts within the IEPZ.

Amount: \$300,000

Start and end date: 2013 - 2015 and ongoing

Recipient: IEPZ Businesses and CDC's

Source of Funds: LISC New Market Support Company - New Markets Tax Credit

Activity: JPMorgan Chase Bank has made an equity investment through the purchase of New Markets Tax Credits in the development of the Near Eastside Legacy Center, which provides community fitness and community education to residents of the IEPZ. This is a key \$14.4 million amenity for this area. The amount represented are the tax credits generated from this Federal program through 2018.

Amount: \$4,193,400

Start and end date: 2013 - 2018

Recipient: John H. Boner Community Center and Indianapolis Public Schools

Source of Funds: City of Indianapolis - DMD - Community Development Block Grant

Activity: Build-out assistance for the completion of the Pia Urban Cafe & Market, a critical retail destination along East Washington Street and within the newly designated Great Place.

Amount: \$94,800

Start and end date: March 2015 - June 2015

Recipient: Englewood Community Development Corporation

Source of Funds: Englewood Community Development Corp. - Equity Investment

Activity: Full renovation of the Pia Urban Cafe & Market the long vacant 5,000 SF building into a mixed-use destination including cafe and custom furniture coop space.

Amount: \$75,000

Start and end date: 2014 - June 2015

Recipient: Englewood Community Development Corporation

Source of Funds: Englewood Community Development Corp - Equity Investment

Activity: Stabilization and renovation of Oddfellow's Lodge, a historically significant and vacant 12,000 SF building for future commercial/retail reuse.

Amount: \$150,000

Start and end date: 2014 - January 2015

Recipient: Englewood Community Development Corporation

Needed Financial Support:

Needed financial support for this sub-goal is \$8,475,000 and breaks down as follows:

Source of Funds: Community Economic Development Program Healthy Food Financing Initiative Projects, Office of Community Services (OCS)

Activity: The Community Economic Development Program Healthy Food Financing Initiative will assist Near Eastside organizations address food deserts and

improve access to healthy and affordable foods while also creating business and employment opportunities for low-income individuals. Past success in this area has been demonstrated through the creation of Pogues Run Grocer, Indianapolis first food coop, by the Indy Food Cooperative within the Promise Zone in 2011.

Amount: \$1,600,000 (Approximately 2-3 awards)
Start and End Date: 2015+
Recipient: Indy Food Cooperative, East 10th Civic Association, Englewood Community Development Corporation, John H. Boner Community Center, Riley Area Development Corporation, Southeast Neighborhood Development (SEND)

Source of Funds: Micro Entrepreneurship Initiative, Small Business Administration
Activity: Capital access to early-stage small businesses is a critical need within the IEPZ. Numerous local organizations are well positioned to administer this program, while neighborhood based organizations (CDC's and community centers) are well positioned to identify potential entrepreneurs.

Amount: \$350,000
Start and End Date: 2015+
Recipient: Indianapolis Chamber of Commerce/Business Ownership Initiative (BOI), Financial Health Federal Credit Union, Grameen America – Indianapolis

Source of Funds: Grants - public and private resources
Activity: Funds to conduct market study on the retail viability of the zone.
Amount: \$25,000
Start and End Date: Beginning November 2015
Recipient: East 10th Street Civic Association

Source of Funds: Loans - public resources; litigation
Activity: Funds to clean up contaminated sites for commercial/retail or mixed-use redevelopment
Amount: \$500,000
Start and End Date: Beginning September 2015
Recipient: East 10th Street Civic Association

Source of Funds: Loans - public and private resources
Activity: Funds to improve facades
Amount: \$250,000
Start and End Date: Beginning September 2015
Recipient: East 10th Street Civic Association, Englewood Community Development Corporation

Source of Funds: Grants - public and private resources
Activity: Funds to improve facades
Amount: \$750,000
Start and End Date: Beginning September 2015
Recipient: East 10th Civic Association, Englewood Community Development Corporation

Source of Funds: Grants - public resources; litigation
Activity: Funds to clean up contaminated sites for commercial/retail or mixed-use redevelopment
Amount: \$1,000,000
Start and End Date: Beginning September 2016
Recipient: City of Indianapolis

Source of Funds: Grants - public resources; litigation
Activity: Funds to clean up contaminated sites for commercial/retail or mixed-use redevelopment
Amount: \$1,000,000
Start and End Date: Beginning September 2016
Recipient: State of Indiana, Department of Environmental Management

Source of Funds: Long Term Revolving Pool Fund - Acquisition, Holding Costs
Activity: Funds to acquire IEPZ commercial properties
Amount: \$2,000,000
Start and End Date: Beginning January 2017
Recipient: East 10th Civic Association, Englewood Community Development Corporation

Source of Funds: Revolving Loan Pool Fund - Incentive Toolbox
Activity: Matching Funds to incentivize private commercial investment (build-out, expansion)
Amount: \$1,000,000
Start and End Date: Beginning June 2017
Recipient: East 10th Civic Association, Englewood Community Development Corporation

Committed Non-Financial Support:

Source and type: Indianapolis Chamber of Commerce
Activity: Provide macroeconomic data for IEPZ market study
Start and end date: November 2015 - May 2016
Recipient: East 10th Civic Street Association, Englewood Community Development Corporation

Source and type: John H. Boner Community Center - Neighborhood Engagement
Activity: Consumer focus groups engaged through Neighborhood Summits
Start and end date: November 2015 - May 2016
Recipient: East 10th Civic Street Association

Source and type: IFF Real Estate Services
Activity: Provide technical assistance for identification of priority real estate projects
Start and end date: January 2015 - May 2025, repeating annually
Recipient: East 10th Civic Street Association

Source and type: Indiana University-Purdue University Indianapolis (IUPUI)
Activity: Support management of “buy local” campaign
Start and end date: January 2016 - May 2025, repeating annually
Recipient: East 10th Civic Street Association, Englewood Community Development Corporation

Source and type: IEPZ Business Owners
Activity: Provide oversight, creative direction, marketing of “buy local” campaign
Start and end date: January 2016 - May 2025, repeating annually
Recipient: East 10th Civic Street Association, Englewood Community Development Corporation

Non-Financial Support Needed:

Source and Type: Program Assistance, Historically Underutilized Business Zones (HUBZone)
Activity: Program Assistance is requested to increase outreach to potential HUBZone-certified small businesses.
Start and End date: 2015 and ongoing
Recipient: Develop Indy, EmployIndy

Source and Type: Program Assistance, Women’s Business Centers (WBCs)
Activity: Program Assistance is requested of the SBA to help the IEPZ establish WBCs to better equip entrepreneurs with the necessary tools to create a thriving business.
Start and End date: 2015 and ongoing
Recipient: Develop Indy, Employ Indy, East 10th Civic Association, Englewood Community Development Corporation

Source and Type: Public Allies Indianapolis - AmeriCorps Members
Activity: Support coordination of “buy local” campaign
Start and End date: January 2016 - May 2025, repeating annually
Recipient: East 10th Civic Street Association

Source and Type: WorkOne Center and IEPZ Employers
Activity: Partnership with WorkOne Centers (funded by Dept. of Labor - Workforce Investment Act) local centers) toward “Hire Local” campaign
Start and End date: January 2017 - December 2017, repeat annually
Recipient: East 10th Civic Street Association

Source and Type: Citywide “Buy Local” Consortium
Activity: Partnership with Indianapolis Downtown Inc., Irvington Development Organization, Mass Ave Merchants Association, Fountain Square Merchants Association, SoBro and others

Start and End date: January 2017 - Ongoing
Recipient: East 10th Civic Street Association, Englewood Community Development Corporation

Expected Outcomes and Measurement:

- 30% reductions in the amount of retail expenditure leakage by 2025;
- 20% increase in the amount of IEPZ retail sales in targeted expenditures leakage categories including restaurants, grocery stores, and retail services by 2025;
- 20% increase in the amount of buying power of IEPZ households by 20 percent in 2025;
- 35 new business will will open in the IEPZ by 2025;
- 35 businesses will expand operations in the IEPZ by 2025;
- 50% reduction in vacancies in viable commercial buildings in the IEPZ by 2025; and,
- 105 commercial façade improvements in the IEPZ by 2025.

Data Collection, Tracking, and Sharing:

Indiana University Public Policy Institute will coordinate, track, evaluate and report on the following:

- Reduction in overall IEPZ expenditure leakage;
- Increase in IEPZ retails sales specific to restaurants and grocery stores retail services;
- The number of new residents to IEPZ impacting growth in buying power;
- The number of new businesses opened in IEPZ;
- The number of vacant commercial buildings in IEPZ;
- The number of new building owners, percent of commercial lease-up, and business expansion.

Timeline/Milestones for Implementation:

- Complete updated market studies by May 2016;
- Build economic development toolbox by January 2016 with implementation in 2016;
- Create economic development marketing to attract businesses by July 2018;
- Develop a small business toolbox by end of 2015 and update annually;

- Establish a job training collaboration based on skills required by new businesses to the area by 2017;
- Execute agreement with IUPUI and community stakeholder group by January 2016 to begin strategizing “buy local” initiative, with initial implementation of campaign beginning in January 2017;
- Complete two façade projects each year to incentivize private investments for improvements to key buildings.

Barriers:

Brownfields/Urban Redevelopment – the Promise Zone has a number of commercial properties that have brownfields that require multiple agencies’ involvement in the clean up and inspections/approvals. These regulatory requirements can be difficult and costly for small businesses to navigate, forcing them to locate elsewhere in the Metropolitan Area.

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BUY IndyEast Promise Zone Plan Strategies and Targets

Promise Zone Goal: Increase Economic Activity

Description: **Buy IndyEast:** We promise to create healthy commercial corridors that provide desirable neighborhood goods, services and amenities that serve our residents and become a regional destination for shopping, dining, and recreation.

PROMISE ZONE – BUY INDY EAST SUBGOAL #2

Sub Goal 2: Strategically target neighborhood-centered commercial redevelopment nodes to implement Arts-based Community Development (ABCD) initiatives as an economic catalyst for commercial development, entrepreneurship and creative programming.

Activities and Interventions:

- Engage through community-based, arts-focused and local government support, a plan for Arts-based Community Development (ABCD) within the IEPZ to provide opportunities for jobs to attract and retain community-minded residents. [New]
- Implement strategic and actionable redevelopment plans for three ABCD nodes within the Promise Zone boundaries. [New]
- Expand existing and affordable economic “clusters” like arts incubators, education and performance spaces to provide opportunities for jobs, entrepreneurship and community building within ABCD nodes. [Ongoing]
- Expand on existing neighborhood-serving retail through recruitment of retail arts venues in ABCD nodes (i.e. bookstores, music stores, craft and art supply stores) [Ongoing]
- Develop affordable, quality rental and homeownership opportunities for working artists. [New]
- Expand development of Infrastructure to serve as gathering and event space for opportunities in creative performance, entrepreneurship and building community capacity. [Ongoing]

Rationale and Evidence:

ABCD initiatives support both physical development nodes and the social community. Arts programming can engage a variety of entities, including local businesses, schools and churches in an effort to bolster local cultural vitality (The Urban Institute, 2006). A LISC white paper noted “...the arts make a

substantial impact in low-income and minority communities by knitting community bonds, inspiring young people, animating a new sense of possibility, bolstering economic development, and forging a positive identity for challenged neighborhoods” (2014). Enhancing public space further promotes interaction among community members, and increases civic participation. Cooperation among locals, artists and organizations creates a stronger sense of ownership, and partnership, encouraging the larger community to explore other facets of their neighborhood (Project for Public Space, 2014).

Implementing Partners:

- East 10th Street Civic Association will serve as the lead organization for E. 10th Street corridor projects.
- ECDC will serve as the lead organization for E. Washington Street corridor projects.
- LISC will provide support to organizations focused incentivising the artistic entrepreneurs as a catalyst to spur local economic development efforts.
- City of Indianapolis will connect economic development resources with other partners and oversee construction of public works projects.
- Arts Council of Indianapolis will connect working artists and the larger community resulting in the enhancement of community through economic development.
- Localmotion Arts, will serve as a facilitator of arts groups with a focus on opportunities for artists who seek to use their talents for community transformation.
- Arts-focused Urban Box incubator will support five new businesses including a dance academy, yoga initiative, music lessons, birth education classes, and a theatre company.

Committed Financial Support:

Total committed financial support for this sub-goal is \$525,000 and breaks down as follows:

Source of Funds: City of Indianapolis - DMD - Community Development Block Grant
 Activity: Replacement of the roof at this historic theater will strengthen economic development efforts at this key node along East 10th Street.
 Amount: \$300,000
 Start and End date: 2013 - 2014
 Recipient: East 10th Civic Association

Source of Funds: Central Indiana Community Foundation - Capital Improvements Fund
 Activity: Replacement of the roof at this historic theater will strengthen economic development efforts at this key node along East 10th Street.
 Amount: \$100,000
 Start and end date: 2015 - 2016
 Recipient: East 10th Civic Association

Source of Funds: JPMorgan Chase Foundation

Activity: Consultant Services - Rivoli Theatre & Dearborn Building Reuse Strategy development efforts at this key node along East 10th Street.
Amount: \$10,000
Start and end date: 2014 - 2015
Recipient: East 10th Civic Association

Source of Funds: Central Indiana Community Foundation - Efroymson Fund
Activity: Replacement of the roof at this historic theater will strengthen economic development efforts at this key node along East 10th Street.
Amount: \$10,000
Start and end date: 2015 - 2016
Recipient: East 10th Civic Association

Source of Funds: Financing - Indiana Landmarks
Activity: Financing - Replacement of the roof at this historic theater will strengthen economic development efforts at this key node along East 10th Street.
Amount: \$40,000
Start and end date: 2015 - 2016
Recipient: East 10th Civic Association

Source of Funds: Jeffrey Page, LLC/Movin' Legacy
Activity: Architectural Design, Predevelopment Activity, Business Development, Modeling Movin' Legacy program and Rivoli Theatre, Dearborn Building,
Amount: \$65,000
Start and end date: January 2013 - December 2014
Recipient: East 10th Civic Street Association

Needed Financial Support:

Needed financial support for this sub-goal is \$21,450,000 and breaks down as follows:

Source of Funds: Grants (such as Kresge Foundation)
Activity: Seed funding for place-making
Amount: \$3,500,000
Start and End Date: September 2017 - ongoing
Recipient: East 10th Street Civic Association, Englewood Community Development Corporation

Source of Funds: Grants - private sources
Activity: Staffing for ABCD node initiative coordinator - Outreach, Engagement, and Management
Amount: \$250,000
Start and End Date: September 2017 - September 2022
Recipient: East 10th Street Civic Association, Englewood Community Development Corporation

Source of Funds: Grants - public and private sources
Activity: Incubator, Retail, and Performance Space Build-Out

Amount: \$150,000
 Start and End Date: January 2016 - ongoing
 Recipient: East 10th Street Civic Association

Source of Funds: Grants - public and private sources
 Activity: Incubator, Retail, and Performance Space Build-Out
 Amount: \$150,000
 Start and End Date: January 2016 - ongoing
 Recipient: Englewood Community Development Corporation

Source of Funds: Grants - public and private sources
 Activity: Incubator, Retail, and Performance Space Build-Out
 Amount: \$150,000
 Start and End Date: January 2020 - ongoing
 Recipient: East 10th Street Civic Association

Source of Funds: Grants - public and private sources
 Activity: Incubator, Retail, and Performance Space Build-Out
 Amount: \$150,000
 Start and End Date: January 2020 - ongoing
 Recipient: Englewood Community Development Corporation

Source of Funds: New Markets Tax Credit - City of Indianapolis
 Activity: Restoration of the Historic Rivoli Theatre
 Amount: \$4,200,000
 Start and End Date: September 2016 - ongoing
 Recipient: East 10th Street Civic Association

Source of Funds: New Markets Tax Credit - IFF Real Estate Services / LISC
 Activity: Rivoli Performing Arts and Education Center
 Amount: \$4,200,000
 Start and End Date: September 2016 - ongoing
 Recipient: East 10th Street Civic Association

Source of Funds: Federal Historic Tax Credits
 Activity: Building Rehab of Historic Rivoli Theatre
 Amount: \$1,500,000
 Start and End Date: September 2016 - ongoing
 Recipient: East 10th Street Civic Association

Source of Funds: Rental Housing Tax Credits - Indiana Housing & Community Development Authority
 Activity: Construct Affordable Rental Housing for Qualifying Artists
 Amount: \$7,200,000
 Start and End Date: November 2017 - ongoing
 Recipient: East 10th Street Civic Association

Committed Non-Financial Support:

Source and Type: John H. Boner Community Center - Neighborhood Engagement
Activity: Collaborative task force to define a planned ABCD initiative
Start and End date: March 2016 - March 2017
Recipient: East 10th Civic Street Association, Englewood Community Development Corporation

Source and type: Indianapolis Downtown Artists and Dealers Association (IDADA)
Activity: Direct marketing support and promotion of monthly First Friday art exhibits
Start and End date: January 2015 - May 2025, repeating annually
Recipient: East 10th Civic Street Association, Englewood Community Development Corporation

Source and type: Urban Box Resident Businesses
Activity: Execute recruitment strategy to target other ABCD businesses
Start and End date: August 2013 - Ongoing
Recipient: East 10th Civic Street Association

Source and type: Arts Council of Indianapolis
Activity: Serve as a lead partner to define ABCD initiative for IEPZ
Start and End date: January 2016 - December 2025
Recipient: East 10th Civic Street Association, Englewood Community Development Corporation

Source and type: Heartland Truly Moving Pictures
Activity: Serve as a lead partner to define ABCD initiative for IEPZ
Start and End date: January 2016 - December 2025
Recipient: East 10th Civic Street Association, Englewood Community Development Corporation

Source and type: Jeffrey Page, LLC/Movin' Legacy
Activity: Serve as a lead partner to define ABCD initiative for IEPZ
Start and End date: January 2016 - December 2025
Recipient: East 10th Civic Street Association, Englewood Community Development Corporation

Source and type: Localmotion Arts
Activity: Serve as a lead partner to define ABCD initiative for IEPZ
Start and End date: January 2016 - December 2025
Recipient: East 10th Civic Street Association, Englewood Community Development Corporation

Source and Type: The Rivoli Center for the Performing Arts
Activity: Serve as a supporting partner to define ABCD initiative for IEPZ
Start and End date: January 2016 - December 2025
Recipient: East 10th Civic Street Association, Englewood Community Development Corporation

Source and Type: Dance Kaleidoscope
Activity: Serve as a supporting partner to define ABCD initiative for IEPZ, relocate rehearsal, performance and administrative offices to IEPZ redevelopment node
Start and End date: January 2016 - December 2025
Recipient: East 10th Civic Street Association

Source and Type: Motus Dance Theatre
Activity: Serve as a supportive partner to define ABCD initiative for IEPZ
Start and End date: January 2016 - December 2025
Recipient: East 10th Civic Street Association, Englewood Community Development Corporation

Non-Financial Support Needed:

Source and Type: IUPUI - School of Public and Environmental Affairs Capstone Students
Activity: Research nationwide best practices regarding ABCD initiatives and their economic impact
Start and End date: January 2016 - May 2016
Recipient: East 10th Civic Street Association, Englewood Community Development Corporation

Source and Type: LISC National Arts-based Community Development Program
Activity: Technical assistance and national best practices for Creative Placemaking initiative
Start and End date: January 2016 - December 2025
Recipient: East 10th Civic Street Association, Englewood Community Development Corporation

Source and Type: City of Indianapolis - Deputy Mayor for Economic Development, Deputy Mayor for Neighborhoods
Activity: Serve as a supporting partner to define ABCD initiative for IEPZ
Start and End date: January 2016 - December 2025
Recipient: East 10th Civic Street Association, Englewood Community Development Corporation

Source and Type: Central Indiana Community Foundation
Activity: Serve as a supporting partner to define ABCD initiative for IEPZ
Start and End date: January 2016 - December 2025
Recipient: East 10th Civic Street Association, Englewood Community Development Corporation

Source and Type: Faith-Based Coalition - ABCD initiative advisors
Activity: Serve as a supporting partner to define ABCD initiative for IEPZ
Start and End date: January 2016 - December 2025
Recipient: East 10th Civic Street Association, Englewood Community Development Corporation

Source and Type: Financial Health Federal Credit Union
Activity: ABCD - Retail Arts Venue Businesses Loan Pool Fund
Start and End date: January 2017 - December 2025
Recipient: East 10th Civic Street Association, Englewood Community Development Corporation

Expected Outcomes and Measurement:

- 2 new arts-based businesses in the IEPZ, annually, utilizing the local incubator;
- 10% increase in the number of stand alone arts-based businesses in the IEPZ by 2025;
- 60% increase in the number of arts-based programs offered to residents and consumers in the IEPZ by 2022;
- 10% annual increase in resident participation in programmatic, art-based projects in the IEPZ; and,
- 10% increase in the number of outdoor performance areas/green spaces in the IEPZ to spur economic development by 2025.

Data Collection, Tracking, and Sharing:

Indiana University Public Policy Institute will coordinate, track, evaluate and report on the number of:

- Interest inquiries from artists looking to move into the IEPZ;
- New retail arts businesses to the IEPZ;
- Volunteers that assist with art-based projects and improvements in the IEPZ, such as performance venue programming and upkeep;
- Artists utilizing Urban Box and other incubators in the IEPZ; and,
- Incubator businesses expanding in IEPZ.

PPI will also collaborate with the Arts Council of Indianapolis and Localmotion Arts to monitor and evaluate impact of the initiative in IEPZ.

Timeline/Milestones for Implementation:

- Confirm three public green spaces to foster economic development by July 2015;
- Develop a public green space plan for confirmed three sites, confirming development team, funding and program partners by December 2015.
- Complete development of three key public green spaces December 2020.

- Complete design and engineering plans for five-mile Pogue’s Run Trail identifying opportunities to for economic development and connect residential neighborhoods with commercial corridors by December 2017.
- Complete construction of phase I of Pogue’s Run Trail by January 2016.
- Attract five new “trail-centric” businesses that benefit from implementation of public green spaces, trails, bike lanes and corridor infrastructure by December 2020.
- Decrease crime statistics by 35% utilizing CPTED practices in public green space, trail, bike lanes and public infrastructure development January 2017.
- Increase walkability score of two commercial corridors within the Promise Zone by 25% by August 2018.

Barriers: N/A

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BUY IndyEast Promise Zone Template

Promise Zone Goal: Increase Economic Activity

Description: **Buy IndyEast:** We promise to create healthy commercial corridors that provide desirable neighborhood goods, services and amenities that serve our residents and become a regional destination for shopping, dining, and recreation.

PROMISE ZONE – BUY INDY EAST SUBGOAL #3

Sub Goal 3: Implement innovative infrastructure including public gathering spaces, dedicated trail systems and streetscape improvements to attract a strong consumer base and utilize placemaking practices as a catalyst for business development.

Activities and Interventions:

- Expand development of public green spaces fostering economic development of existing businesses on the corridor and serving as an incentive in recruiting new neighborhood-serving businesses focused on health, creative performance and sustainable practices. *[Ongoing]*
- Implement Trail Systems and Reconnecting to Our Waterways Initiatives – construct shovel-ready public, separated trail, trail spurs and elements linking the IEPZ to Downtown, the Cultural Trail, and the Monon Trail; as part of the City of Indianapolis Parks *Full Circle Plan*. *[Ongoing]*
- Implement Corridor Infrastructure Plans – gateway and node design that will further transform Near Eastside commercial corridors into economic destinations. *[Ongoing]*
- Green Lane Project – Implement protected bike lanes on one-way arterials that link the Near Eastside neighborhoods and business districts to Downtown Indianapolis. *[New]*
- Secure National Register of Historic Places designation for Kessler Park and Boulevard System. *[New]*

Rationale and Evidence:

A Carnegie Mellon University study (2010) found Pittsburgh properties within 2000 feet of a large park realized an average value increase of \$40,000. Additional research by Active Living Research (2010) further found “compact, walkable development, which preserves open space and concentrates development on smaller lots, also provides financial benefits to municipalities related to lower infrastructure costs.” Over 50 percent of respondents of a National Association of Realtors 2011 survey reported they would prefer to purchase a home in a smart-growth neighborhood; a

staggering 77% consider pedestrian features a priority. A University of Wisconsin-Madison study revealed numerous benefits of bicycling to the state, including contributing \$1.5 billion annually, supporting more than 13,000 jobs, attracting tourism, reducing healthcare costs and improving overall quality of life.

Implementing Partners:

- East 10th Street Civic Association will serve as the lead organization on implementation of projects, including Legacy Plaza, East 10th Street Urban Design and Gateway Plan, Payne Connect10n gateway, and Pogue’s Run Trail.
- As the Washington Street corridor lead organizer, ECDC will focus on public green spaces including The Community Quad, and the Englewood Community Garden & Nature Playspace.
- City of Indianapolis will lead construction of public works projects including portions of East 10th Street Urban Design and Gateway Plan, Payne Connect10n gateway, Pogue’s Run Trail, Bicycle Plan, and the Green Lane Project. The City will also coordinate efforts for greenways trail development and connect public green spaces to locally-based economic development.
- PeopleForBikes will partner with the City on The Green Lane Project, implementing protected bike lanes on portions of New York and Michigan Streets, one-way arterials which connect the Near Eastside to Downtown Indianapolis.

Committed Financial Support:

Total committed financial support for this sub-goal is \$10,541,083 and breaks down as follows:

Source of Funds: Indiana Department of Transportation - Bridge Deck Reconstruction
 Activity: Reconstruction of 1.86 miles of I-65/I-70 near the critical 10th & Monon economic development node.
 Amount: \$6,467,000
 Start and end date: 2016-2025
 Recipient: Indiana Department of Transportation

Source of Funds: City of Indianapolis - Indy Parks & Recreation - Pogue's Run Trail Design
 Activity: Planning and design costs associated with the development of the 8-mile Pogue's Run Greenway Trail.
 Amount: \$100,000
 Start and end date: 2013 - 2015
 Recipient: City of Indianapolis - Indy Parks & Recreation

Source of Funds: City of Indianapolis - Indy Parks & Recreation - Pleasant Run Trail Construction
 Activity: The construction of the Keystone Avenue Bikeway as part of the Pleasant Run Trail.
 Amount: \$200,000
 Start and end date: 2013 - 2014
 Recipient: City of Indianapolis - Indy Parks & Recreation

Source of Funds: Indianapolis Metropolitan Planning Organization - Transportation Alternatives Program Grant
Activity: Planning and development of a Bike Boulevard. A first of its kind development in Indianapolis. Located within the Smart Growth District along 19th Street.
Amount: \$1,200,000
Start and end date: 2015 Planning - 2018 Construction
Recipient: City of Indianapolis

Source of Funds: City of Indianapolis - DPW - Cycle Track Development
Activity: Planning and development of a cycle track development along New York and Michigan Streets
Amount: \$1,500,000
Start and end date: 2015 Planning - 2018 Construction
Recipient: City of Indianapolis

Source of Funds: City of Indianapolis - DPW - Transportation Alternatives Program Match
Activity: Planning and development of a Bike Boulevard. Located within the Smart Growth District along 19th Street.
Amount: \$300,000
Start and end date: 2015 Planning - 2018 Construction
Recipient: City of Indianapolis

Source of Funds: City of Indianapolis- DMD/DPW
Activity: Construction of a bikeway and upgraded sidewalks in conjunction with residential and commercial improvements in the Willard Park Neighborhood.
Amount: \$100,000
Start and end date: 2014 - 2015
Recipient: City of Indianapolis

Source of Funds: City of Indianapolis - DPW
Activity: Needed upgrades to drainage at Brookside Park.
Amount: \$268,783
Start and end date: 2014
Recipient: City of Indianapolis

Source of Funds: City of Indianapolis - DMD - Community Development Block Grant
Activity: Streets and sidewalk improvements related to a new mixed-use development at 10th & Dorman.
Amount: \$150,000
Start and end date: 2015
Recipient: East 10th Civic Association

Source of Funds: City of Indianapolis - DMD - Community Development Block Grant
Activity: Neighborhood greenspaces and placemaking infrastructure along East Washington Street as part of a comprehensive development for Willard Park Neighborhood.

Amount: \$83,000
Start and end date: 2015
Recipient: Riley Area Development Corporation

Source of Funds: City of Indianapolis
Activity: Placemaking infrastructure to enhance walkability and new business development as part of a \$12 million two-phase Oxford Place Senior Apartments development along East Washington Street.

Amount: \$164,000
Start and end date: 2015
Recipient: Englewood Community Development Corporation

Source of Funds: City of Indianapolis - DPW
Activity: Public parks facility improvements; removal of Brookside Park structural elements

Amount: \$8,300
Start and end date: 2015
Recipient: East 10th Street Civic Association

Needed Financial Support:

Needed financial support for this sub-goal is \$6,100,000 and breaks down as follows:

Type: City of Indianapolis - DMD/DPW
Activity: Construction of Pogue's Run Trail Phase I
Estimated Amount: \$3,000,000
Date: 2015-2025
Recipient: East 10th Street Civic Association

Type: State Department of Transportation (INDOT) - Statewide Transportation Improvement Program (STIP)
Activity: Planning, design and implementation grants for public infrastructure projects Estimated Amount: \$500,000
Date: 2018
Recipient: East 10th Street Civic Association, Englewood Community Development Corporation

Type: State Department of Transportation (INDOT) - Transportation Investment Generating Economic Recovery (TIGER)
Activity: Planning, design and implementation grants for public infrastructure projects
Estimated Amount: \$2,500,000
Date: 2018
Recipient: East 10th Street Civic Association, Englewood Community Development Corporation

Type: Central Indiana Community Foundation - Kresge Creative Placemaking Grant

Activity: Implementation grants for public infrastructure amenities and programming
Estimated Amount: \$100,000
Date: 2015 - 2017
Recipient: East 10th Street Civic Association

Committed Non-Financial Support:

Source and type: Indianapolis Re-entry Educational Facility (IREF)
Activity: IREF currently provides in-kind services to the East 10th Street Civic Association for maintenance of existing public greenspace and infrastructure facilities. This partnership is currently in its third year of operation providing a committed source of volunteers on a monthly basis, January through December each year.
Start & End Date: January 2015 - ongoing
Recipient: East 10th Street Civic Association, Englewood Community Development Corporation

Source and type: Duvall Residential Center (Duvall)
Activity: Duvall currently provides in-kind services to the East 10th Street Civic Association for maintenance of existing public greenspace and infrastructure facilities. This partnership is currently in its third year of operation providing a committed source of volunteers on a weekly basis, January through December each year.
Start & End Date: January 2015 - ongoing
Recipient: East 10th Street Civic Association

Source and type: Marion County Health Department (MCHD)
Activity: MCHD currently provides loan of tools to the East 10th Street Civic Association for volunteer projects for maintenance of existing public greenspace and infrastructure facilities. This partnership is currently in its third year of operation providing a committed source of tools on an as-needed basis.
Start & End Date: January 2015 - ongoing
Recipient: East 10th Street Civic Association, Englewood Community Development Corporation

Source and type: Northview Church
Activity: Northview Church has provided volunteers and in-kind assistance to the East 10th Street Civic Association for a variety of volunteer projects during their Good Neighbor weekends (twice yearly). These volunteer project activities have included construction of special elements and maintenance at E10SCA-owned public greenspace sites as well as maintenance of infrastructure facilities. This partnership is currently in its second year of operation providing a committed source of volunteers, and tools.
Start & End Date: January 2015 - ongoing
Recipient: East 10th Street Civic Association

Source and type: Phi Gamma Delta Fraternity - University of Kentucky chapter
Activity: Phi Gamma Delta Fraternity has provided volunteers and in-kind assistance to the East 10th Street Civic Association for a variety of volunteer projects in 2015

(three different projects). These volunteer project activities have included construction of special elements and maintenance at E10SCA-owned public greenspace sites as well as maintenance of infrastructure facilities.

Start & End Date:

May 2015 - December 2015

Recipients:

East 10th Street Civic Association, John H. Boner Community Center, ECDC, NEAR

Source and type:

Adaptive Reuse Consulting

Activity:

Jack Kouwe leads a high school building and construction program, where students learn construction and building craft. As part of this instruction, students are available to practice skills while building elements for incorporation into public greenspace properties the E10SCA owns. This program is in an initial phase, and details will be defined outlining the frequency of these volunteers.

Start & End Date:

May 2015 - December 2015

Recipient:

East 10th Street Civic Association

Source and type:

Great Indy Cleanup Volunteers (neighborhood)

Activity:

Volunteers from adjacent neighborhoods (NESCO neighborhoods) have provided in-kind services to the IEPZ for maintenance of public greenspace and infrastructure. Volunteers perform a variety of duties twice yearly as part of the City of Indianapolis' Great Indy Cleanup initiative.

Start & End Date:

May 2015 - ongoing

Recipient:

East 10th Street Civic Association, ECDC, NEAR, JHBCC

Source and type:

10 East Biz District Green Team + Green Team Supplement Program

Activity:

Merchants on the 10 East Biz District, a neighborhood-serving commercial district, participate in the Green Team, providing a commitment for maintaining the exterior of their business, keeping their properties clean and enhancing the visitor experience to East 10th Street. The Green Team Program includes a daily maintenance calendar, provides a kit with maintenance items (bucket, broom, dust pan), and encourages collaboration between merchants which in turn utilizes CPTED practices for a safer district. In addition to the Green Team Program, a Green Team Supplement Program has been created by the East 10th Street Civic Association, providing a seasonal, part-time job for a neighborhood resident. The responsibilities are supplemental to the Green Team and include twice-weekly maintenance of the public right-of-way along the District.

Start & End Date:

December 2015 - ongoing

Recipient:

East 10th Street Civic Association

Source and type:

Indianapolis MPO / IndyGo Planning

Activity:

The Indianapolis MPO and IndyGo will continue to advance Indy Connect plans toward implementing a rapid transit system within Indianapolis and the greater Central Indiana region. This specifically has the potential to impact employment growth and job creation within the Promise Zone. Building upon the \$1 million 2013 Alternatives Analysis for the Blue Line (Washington Street) and the current \$4.5 million Green Rapid Transit Line Draft Environmental Impact Statement, additional planning is committed in the coming years. Indy Connect, Central Indiana's Transportation Initiative, is about connecting people to people and

people to places through a network of local bus routes, rapid transit lines, walking and biking paths and roadways. Specific to the Promise Zone, two of the five planned rapid transit routes, the Blue Line and the Green Line, both serve the Promise Zone. Additionally, as part of their system upgrade, IndyGo is expanding existing service to their major bus routes, including those on East 10th and Washington Streets. The following commitments are also noted under Work IndyEast.

Start & End Date: 2014-State Legislature Approval, 2016-County Referendum, 2017-2027-Funding and Implementation

Recipient: Indianapolis MPO/IndyGo

Source and type: City of Indianapolis - DMD - Planning Assistance

Activity: The City of Indianapolis draft "Plan 2020" includes the intersection of Washington & Rural within the Promise Zone as one of only a handful of proposed "Urban Villages" having all of the characteristics necessary to drive new growth and vitality within our city. Plan 2020 includes a number of proposed interventions for these "Urban Villages" to create a dense mix of commercial, retail, and residential within walking distance of local transit stops or rapid transit stations, including a current Plan 2020 Fellowship Program to create a guide to the healthy creation of an Urban Village.

Start and End Date: 2015-Plan Release; 2015-2020 Implementation

Recipient: IEPZ - Implementation Partners

Source: City of Indianapolis - DMD - Indy ReZone Implementation

Activity: Indy Rezone has been an effort to update the decades-old zoning ordinances, regulations and design practices in Indianapolis to be more sustainable and to improve Indy residents' quality of life. It provides a foundation for creating vibrant communities through appropriate redevelopment. Two of the three prototype areas as part of Indy Rezone are within the Promise Zone and will be implemented first to facilitate the creation of more dense, walkable and transit served communities. The successful facets of these prototype Neighborhood Invigoration Initiatives will be replicated after the grant award period throughout the county in areas that are in a similar situation.

Start and End Date: 2015-Plan Adoption; 2015 - ongoing Implementation

Recipient: IEPZ - Implementation Partners

Source: City of Indianapolis - DMD - Implementation of Complete Streets Ordinance

Activity: In 2012, Smart Growth America named the City of Indianapolis' Complete Streets ordinance as the strongest city-level legislation in the nation. Furthermore, the RebuildIndy 2 plan to upgrade basic infrastructure requires DPW to consider multi-modal access with each and every improvement to achieve a better connected Indianapolis with sidewalks, trails and greenways.

Start and End Date: 2015-2017

Recipient: IEPZ - Implementation Partners

Source: National Register of Historic Places designation of Kessler *Parks and Boulevard System* (National Park Service)

Activity: The Indianapolis Park and Boulevard System is a group of parks, parkways, and boulevards in Indianapolis, Indiana that was designed by landscape architect George Edward Kessler in the early part of the twentieth century. Also known as the Kessler System, the district includes 3,474 acres and has shaped the city through the present day. This Historic District was added to the National Register of Historic Places in 2003.

Start and End Date: 2003 - ongoing

Recipient: IEPZ - Implementation Partners

Non-Financial Support Needed:

Source and type: Green Infrastructure Maintenance Re-Entry Training Program

Activity: Consultation and hands-on training with green infrastructure maintenance experts leading a committed group of re-entry volunteers. These volunteers will receive training in proper maintenance techniques for green infrastructure located in the public right-of-way. As part of the program, weekly maintenance will be performed in commercial districts and neighborhoods where green infrastructure exists or is planned. Additionally, small business management skills will be taught to provide an opportunity for participants who want to own their own business. Maintenance of other public greenspaces and infrastructure will be included to provide volunteers a variety of skillsets that they can utilize in job placement upon re-entry into the community.

Start and End Date: January 2016 - ongoing

Recipients: City of Indianapolis- DPW and Sustain Indy, East 10th Street Civic Association, IREF

Source and type: Keep Indianapolis Beautiful (KIB) Youth Tree Team

Activity: The Youth Tree Team (YTT) works to preserve and maintain the trees KIB plants through their Community Forestry program. YTT seeks to promote professionalism, respect, personal and environmental responsibility, and teamwork in today's high school students. YTT members work outdoors to water, mulch, prune, stake, and plant trees. Other duties include consistent attendance and punctuality, weeding, litter clean-up, working harmoniously with team members, follow crew leader directions, participating fully in enrichment activities, filling out work logs and other duties as assigned. Along with daily work activities, YTT participates in weekly enrichment activities including, a wilderness camping trip, learning financial management skills, networking with green-collar professionals, and rafting on the White River. All of this combined with hard work helps us connect Indy youth to the environment and each other, fostering a commitment to service and cultivating lasting friendships and a connecting to their community.

Start and End Date: October 2015 - ongoing

Recipients: East 10th Street Civic Association, Englewood Community Development Corporation

Source and type: Vibrant Corridors Program

Activity: Keep Indianapolis Beautiful, the Arts Council of Indianapolis, and Downtown Indy, along with the City of Indianapolis, has launched a new civic-led,

	neighborhood mural initiative that will beautify many of the city’s key gateways and thoroughfares.
Start and End Date:	October 2015 - ongoing
Recipients:	East 10th Street Civic Association, Englewood Community Development Corporation
Source and type:	Eli Lilly & Co. Global Day of Service (LDOS)
Activity:	Each October, about 20,000 Lilly employees spend a day out of the office, helping friends and neighbors in communities around the world. Since the program launched in 2008, employees have given nearly 625,000 hours through Global Day of Service initiatives, making it one of the largest single-day volunteer programs in the world.
Start and End Date:	October 2015 - ongoing
Recipients:	East 10th Street Civic Association, ECDC
Source and type:	IndyDo Day volunteers
Activity:	Indy Do Day is a people-powered community day of service when the residents of Indianapolis take ownership of their neighborhoods and take care of their neighbors. Indy Do Day provides an organized effort for a variety of volunteer projects to take place over a span of three days in October, making a larger, collective impact for neighborhoods in Indianapolis.
Start and End Date:	October 2015 - ongoing
Recipients:	East 10th Street Civic Association, ECDC
Source and type:	IndyCog Bicycle Education Program
Activity:	Advocating and educating directly with cyclists and the motoring public; fostering partnerships with local government and community agencies. This program would include riding tips and techniques, safe routing suggestions and tools, education of how to utilize new bicycle infrastructure, and participation in local policy change.
Start and End Date:	January 2016 - ongoing
Recipients:	City of Indianapolis- Sustain Indy, East 10th Street Civic Association, Englewood Community Development Corporation

Expected Outcomes and Measurement:

- 10% increase the number of active green spaces in the IEPZ to spur economic development by 2025;
- 20% increase outside recognition of the IEPZ as a cultural destination 2020;
- 10% increase the availability of pedestrian-friendly infrastructure by 2025; and,
- 50% increase in the number of “shop local” marketing efforts to attract buyers to the IEPZ commercial corridors by 2020.

Data Collection, Tracking, and Sharing:

Indiana University Public Policy Institute will coordinate, track, evaluate and report on:

- Increase in sales as direct result of active green space activity and events in the;
- Marketing campaign investment for each of the major commercial corridors in the IEPZ;
- Bike use of local bike lanes and other greenway paths in the IEPZ;
- Decrease of expenditure leakage in the IEPZ with “shop local” marketing efforts; and,
- Website inquiries and visits on “shop local” marketing efforts for commercial corridors in the IEPZ.

Timeline/Milestones for Implementation:

- Complete phased development of three (3) key public green spaces by December 2022;
- Complete full design and engineering plans for phase two of five-mile Pogue’s Run Trail identifying opportunities to support economic development and connect residential neighborhoods with neighborhood-based commercial corridors by December 2018;
- Complete phase two construction of Pogue’s Run Trail by December 2018;
- Add 10 miles of designated and protected bike trails within the Promise Zone boundaries by December 2020;
- Identify corridor infrastructure funding and implementation strategy for corridor streetscape improvements December 2017. Final phased implementation complete in 2025; and
- Secure National Register of Historic Places designation for entire Kessler Park and Boulevard System by May 2018.

Barriers:

N/A

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