20 INDY 20

BICENTENNIAL AGENDA

THRIVE >>> LOVE >>> SERVE >>> WORK >>>

CONNECT >>> CHOOSE >>> THRIVE >>> LOVE

AGENDA

THE COMPREHENSIVE PLAN
VISION + VALUES ELEMENT
PRIMARY PLAN
INDIANAPOLIS AND MARION COUNTY

Adopted by the Metropolitan Development Commission as an element of the Comprehensive Plan for Indianapolis and Marion County March 2, 2016.

2016-CPS-R-001

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FOUNTAIN SQUARE THEATRE
FRIDAY SWING DANCE
LESSONS 7:30 BAND 8:30

INDIANAPOLIS MOTOR SPEEDWAY CORP.
BRICKYARD 400
QUALIFICATIONS/PRACTICE
1996
IN EVENT OF POSTPONEMENT
RETAIN THIS CHECK
ADMISSION
$10.00
NO MONEY REFUNDED
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Weldon, Williams & Lick

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Guild
Guitars

INDIANAPOLIS MOTOR SPEEDWAY

FORWARD

In the context of Indianapolis' history and in the face of competing priorities, this is the community-held vision for how Indianapolis-Marion County transitions from great to greatest between 2016 and 2020 and beyond.

We are so excited to share with you the findings and recommendations of the Plan 2020 planning phase, specifically this Bicentennial Agenda, which is a statement of community-derived values that transcend politics and the public, private and philanthropic sectors. Plan 2020 has meant many things to many people. Plan 2020 created an opportunity to better connect people, plans, projects and initiatives aimed at strengthening Indianapolis neighborhoods, communities and families. For this and other reasons, Plan 2020 is fundamentally different from past planning efforts. It is one of the most disciplined approaches to achieving lasting large-scale community impact in recent history. But it is not without its limitations.

While this document describes certain areas of focus and some of the potential benefits to the larger Indianapolis community, it trusts that we will not lose sight of our history, the larger context surrounding each of the ideas that follow, and the impact that both have had on families and entire communities within Marion County. The focus of this document and the other deliverables under the larger Plan 2020 umbrella is one of progress. Through a common agenda, shared objectives, mutually reinforcing action steps and continuous communications, Indianapolis-Marion County is poised to enter its next century on strong footing.

The Greater Indianapolis Progress Committee exists to provide a forum in which leaders of the public and private sectors of Indianapolis can work as partners to study, discuss, and make recommendations to address issues of concern and areas of opportunity which affect the progress of the city.

About the Greater Indianapolis Progress Committee

Since 1965, the Greater Indianapolis Progress Committee (GIPC) has convened representatives from across all sectors of the community to address some of the most significant issues of concern and areas for opportunity related to the progress of the city of Indianapolis.

These include the development of Eagle Creek Park, creation of Unigov (the consolidation of city and county governments), completion of the local interstate system and the peaceful desegregation of local schools. More recently, GIPC has worked with community members on the Community Crime Prevention Grant program, consensus building for the new Sidney & Lois Eskenazi Hospital, Hoosier Legacy Awards and the "Talking Wall" located along the Indianapolis Cultural Trail at the corner of Blackford and Michigan streets. GIPC also maintains the Race and Cultural Relations Leadership Network, a standing committee that serves as a forum for discussing the racially and culturally charged issues in the community.

Driven by business and civic leaders, GIPC is a bipartisan alliance that mirrors the public-private partnerships in Indianapolis. Through task forces, such as those recently focused on rapid transit and public safety, GIPC continues to help the city of Indianapolis improve its operations and explore issues and ideas. With many opportunities on the horizon — such as mass transit alternatives, abandoned housing remediation and the city's cultural growth — GIPC will continue to be a vehicle for progress in Indianapolis.

The partnership between the GIPC and the city's Department of Metropolitan Development to undertake the Plan 2020 initiative ultimately led to the creation of this document. The partnership redefines the community planning process by placing the development of and advocacy for the identification of long-term, community-derived values outside of city government. This document serves as a call to action for multiple public, private, philanthropic and academic partners.

About Plan 2020

Plan 2020, the partnership between city government and community partners, is purposefully different. It redefines the community planning process. The vision comes from the community, as does the ownership and responsibility for getting things done.

An underlying purpose of Plan 2020 was and is to stitch as many existing plans, ideas and initiatives together into a broader, cohesive storyline. Plan 2020 acknowledges city government as a critical player in shaping the future of Marion County, but it further acknowledges that Marion County's full planning capacity reaches well beyond city government. Plan 2020 aims to leverage the full capacity of Marion County's diverse array of leaders, institutions, organizations, enterprises and movements. Plan 2020 established a framework for an unprecedented degree of coordination and collaboration required to realize the community's collective vision.

Through Plan 2020, the entire Indianapolis community is better able to achieve the community's collective vision, which starts with the update or creation of seven planning documents. For the first time, the city is planning for significant coordination and reinforcement between these seven key documents, which include:

The **Bicentennial Plan,** which serves to inspire systemic changes throughout local government, businesses and not-for-profits and move partners throughout the community to action. View the plan at plan2020.com

The **Marion County Land Use Plan,** an element of the Comprehensive Plan for Indianapolis and Marion County, establishes local policies regarding the use, preservation, development and redevelopment of all land in Marion County.

The **Marion County Thoroughfare Plan,** an element of the Comprehensive Plan for Indianapolis and Marion County, establishes policies regarding the development of a multi-modal transportation network for all major streets and corridors in Marion County.

The **Marion County Parks, Recreation and Open Space Plan,** an element of the Comprehensive Plan for Indianapolis and Marion County, guides the development of the community's park system.

The **Indianapolis Regional Center Plan,** an element of the Comprehensive Plan for Indianapolis and Marion County, promotes the sustained growth of Indiana's economic engine, the Downtown central business district.

The **Indianapolis HUD Consolidated Plan** outlines community development strategies that promote prosperous neighborhoods and lays out how city government will invest the community development funds it receives from the federal government.

The **Central Indiana Comprehensive Economic Development Strategy,** led by the Indy Chamber, is a road map to diversify and strengthen the Central Indiana economy. It is a guide for establishing regional economic development goals and objectives, developing and implementing a regional plan of action, and identifying investment priorities and funding sources to enhance economic growth.

The Bicentennial Plan is championed by the Greater Indianapolis Progress Committee (GIPC) and serves as the road map to the steps we must take to become the city we want to be in the future. It is purposefully different from traditional city planning, both in process and in product. It is not a collection of new ideas or original pieces of work. It recognizes that the Indianapolis-Marion County community has invested substantial time and resources in its existing and ongoing plans, projects and initiatives. The Bicentennial Plan is a newly defined leadership structure, community feedback process and road map for coordinated community action.

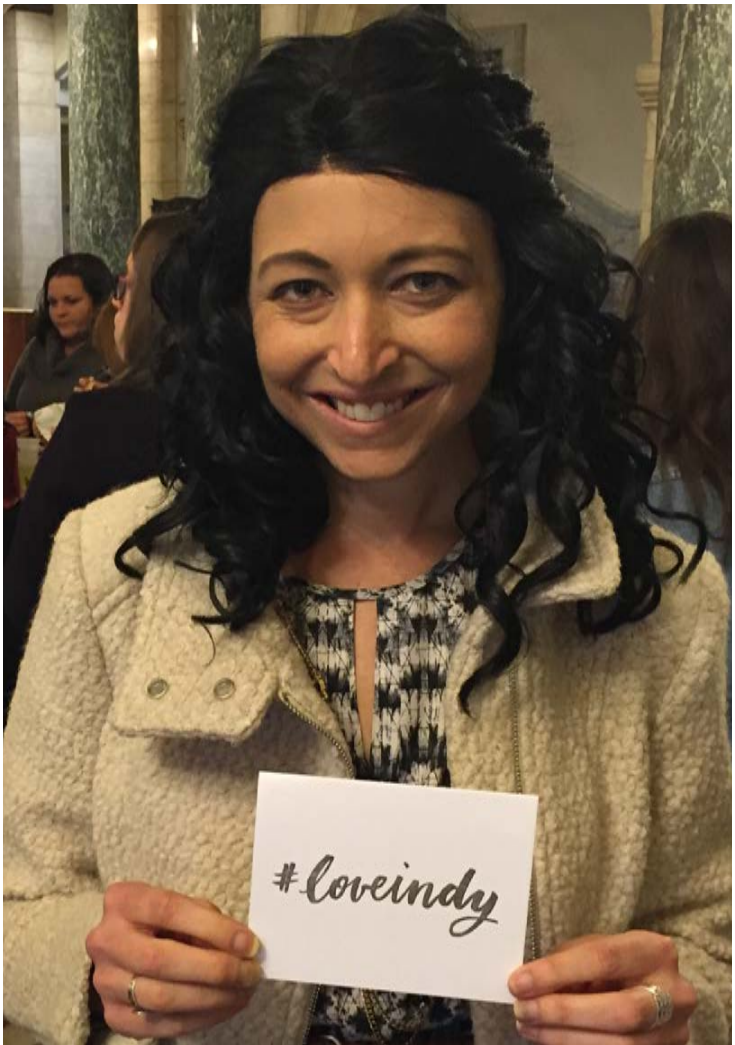
The power of the Bicentennial Plan process is in its ability to articulate what WILL be done, rather than what should be done. Each and every component outlined by the Bicentennial Plan will have a committed partner capable of not only fulfilling an action step but also routinely reporting on the progress through completion. The Bicentennial Plan is comprised of several parts.

Bicentennial Agenda: The communitywide, community-derived vision for our century ahead. Even the technical city plans respond by aligning local public policy with these community-derived vision and values.

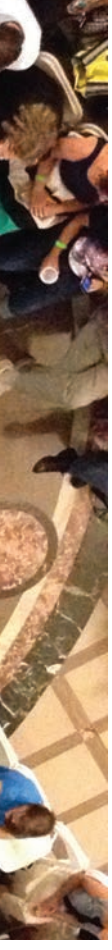
Bicentennial Plan: Available at Plan2020.com, the plan is comprised of shared strategies and individual action steps that partners throughout Marion County will work to complete before Indianapolis' Bicentennial celebration. The plan also serves as an online resource illustrating the progress of the plan's numerous strategies and action steps.

IndyVitals: Accessible through Plan2020.com, IndyVitals is the online tool for measuring the impact of the Plan 2020 initiative at the neighborhood level.

Engagement Evaluation: A review of the numerous engagement vehicles used and their effectiveness in terms of reaching and engaging Marion County residents, business owners, workers and visitors.


#loveindy

#loveindy



This Bicentennial Agenda focuses on the Indianapolis community's collective ability to make life better for residents and business owners today and in the future. It describes what Indianapolis-Marion County can become. This Agenda educates anyone who is interested in Indianapolis becoming a better place – why cities, like Indianapolis, work the way they do. Not only is it intended to inspire execution of the remaining elements of GIPC's Bicentennial Plan and technical city planning documents that fall under the larger Plan 2020 umbrella, it answers the question, "Why should we implement the Plan 2020 initiative?"

People from across Marion County have joined forces to stitch together numerous activities, plans, ideas and initiatives for the purpose of focusing on the nuts and bolts of what makes Indianapolis a great city. In most instances, this has meant focusing on changes to existing systems and structures rather than applying already limited resources to entirely new ideas or large (built) projects.

Plan 2020 mobilized nearly 200 volunteers and engaged over 104,000 people from across Marion County to assist with the development of the Bicentennial Plan. But first, the Plan 2020 team reached out to the community to create, vet, and then ultimately agree upon an engagement strategy designed to ensure that we would have multiple ways to:

- Raise awareness of challenges and growth opportunities for Marion County
- Inform and educate target audiences about Plan 2020's mission to create an actionable vision for the city's future
- Promote the unique planning process of Plan 2020
- Engage the public in and excite the public about the planning and implementation of Plan 2020

The result was a public engagement process deeply committed to guaranteeing that the Bicentennial Plan's development and final recommendations remain accessible to anyone who lives, works and visits Marion County. Plan 2020 actively sought out numerous perspectives so as not to exclude insights from any individual or group of individuals. The team returned to the drawing board repeatedly, trying to reach out to groups and individuals with unique needs and circumstances, including substantial populations within our community that are historically under-represented in planning processes such as this.

How We Got Here

The Bicentennial Plan and all of its component parts are the result of a planning process led by four respected, volunteer community leaders, who were further supported by the leadership of the Greater Indianapolis Progress Committee and the City of Indianapolis.

While aspirational in nature, the identified action steps of the Bicentennial Plan are not simply aspirations. This level of commitment requires a different type and increased level of community engagement. For real time information about the various action steps that make up the Bicentennial Plan, go to Plan2020.com.

This Bicentennial Agenda is comprised of input from four primary sources:

1. Foundational elements, including past ideas, plans, initiatives and programs already being implemented in the Indianapolis community.

2. Proof points from research, data, studies and surveys.

3. Community input, including that from nearly 200 volunteer community leaders serving on six Bicentennial Plan committees or task forces, and thousands more who contributed through events, online feedback or via a host of other engagement vehicles.

4. Key stakeholders who provided expertise and strategic direction.

More than a dozen engagement vehicles were used in the development of the Bicentennial Plan. It was determined early on that the most efficient steps to take to reach a stated goal would require engaging community stakeholders, topical experts, research and, in the end, an implementing partner. This approach allowed us to incorporate, rather than repeat, dozens of other recent and ongoing planning processes and city planning and community development initiatives. We remain committed to leveraging the tens of thousands of hours that the Indianapolis community invested in engagement with this and other planning initiatives. Past engagement efforts and outcomes have informed each component of the Plan 2020 initiative.

The Plan 2020 initiative relied on a number of public engagement methods, including:

Mass media
Plan 2020 has and will continue to work with mass media and secondary media outlets, such as blogs, to illustrate the impact that Plan 2020 is expected to have on Indianapolis – Marion County. Using strategic outreach methods, Plan 2020 seized opportunities to write op-eds and bylined articles and blogs that highlighted and supported the Plan 2020 mission. Targeting specific media outlets allowed

Plan 2020 to broadcast overarching messages and themes to stay relevant in the minds of Indianapolis-Marion County residents and guests. The team occasionally issued press releases, participated in interviews, and targeted other media opportunities to keep the public aware of Plan 2020.

E-newsletters

Thanks in large part to an incredibly generous contribution from our partners at Salesforce (formerly Exact Target), Plan 2020 used a targeted email system to send information and updates about Plan 2020 to numerous audiences, including hundreds of neighborhood organizations registered with the city of Indianapolis. Subscribers received monthly e-newsletters and special editions designed to keep subscribers up-to-date on the planning process and on important partnership projects, and to offer opportunities to join the conversation. The communications team analyzed and reported on open rates, click-through rates, bounces, opt-outs and clicks for the purposes of refining our content and ensuring that readers received significant and relevant updates for the duration of the Plan 2020 planning process. Throughout the two-year planning phase, Plan 2020 developed and maintained a highly engaged audience. Plan 2020 sustained an open rate of over 40%, well above the industry average of 20%. At the time of the publication of this document, the Plan 2020 newsletter had over 1,500 subscribers.

Social media

Plan 2020 has and will continue to use social media channels, such as Facebook, Twitter and YouTube, to raise awareness about Plan 2020's mission, highlight events, provide plan updates, promote thought leadership and share newsworthy items related to Plan 2020 and partnering efforts. The Plan 2020 communications team regularly records and documents traffic and audience patterns to better understand how to appeal to and engage various audiences. The team uses Sprout Social to decipher demographic data about Plan 2020's social media audience. This information helps inform the communication team on the type of people who follow Plan 2020 and The Hall. At the time of publication of this document, the Plan 2020 and The Hall Facebook pages had over 500 likes, the Plan 2020 Twitter account had nearly 2,000 followers, the Plan 2020 YouTube channel had over 1,600 views, and The Hall Instagram page had over 228 followers. Plan 2020's social media presence gave rise to the #LoveIndy movement. #LoveIndy sees 200 new posts per day, which is an increase from 400 posts in February 2014 to more than 40,000 posts by November 2015.

Plan2020.com

During the planning phase, Plan2020.com was the primary engagement vehicle to offer complete access to and transparency for the processes and deliverables being produced by the Plan 2020 project team. All of Plan 2020's collateral materials, meeting minutes, agendas, maps, discussion topics, and other information were posted to the Plan 2020 website. The Plan 2020 website provided anyone with access to the Internet the opportunity to learn more about the plan: its genesis, process, findings, leadership and partner organizations. Users could find meeting dates and event times, connect through social media, sign up for the e-newsletter, learn about volunteer opportunities, link to MindMixer and MySidewalk, participate in online surveys, and more. The Plan 2020 website also served as a clearinghouse for videos and content on community planning initiatives that were shared during the Friday Forum series. Going forward, Plan 2020.com will primarily serve to house the Bicentennial Plan and electronic copies of the technical city plans. At the time of publication of this document, plan2020.com had received nearly 19,000 (unique) visits.

Facebook.com/IndyPlan

@indyplan, @TheHall_Indy, @GIPC_Indy, #loveindy

plan2020.com/youtube

The Hall
From February 2014 through November 2015, Old City Hall served as the planning hub for Plan 2020. It is where people, armed with their ideas, came to connect. The Hall hosted exhibitions, public meetings, forums, events, and activities to spur innovative thinking about the future of Indianapolis. The Hall provided meeting and gathering spaces for the public and a gallery of community-based initiatives as a way to highlight current projects and happenings throughout Indianapolis. The Hall included a planning studio where members of the project team worked to stitch together disparate pieces of Indianapolis-Marion County.

FRIDAY FORUMS
Between June 2014 and November 2014, the Friday noon hour meant a presentation at the Hall highlighting community projects and initiatives taking place around Indianapolis. Friday Forums were an opportunity for Plan 2020 to reinforce and elevate what other plans and initiatives have already studied and recommended. Topics featured included: 16 Tech, the library's Strategic Plan and an update on the city's Consolidated Plan. Each of the Friday Forum presentations was added to the Plan 2020 YouTube channel and most were also broadcast on local government Channel 16.

EVENTS
Between June 2014 and July 2015, the Hall hosted community events and activities that increased Plan 2020 awareness and sparked organic discussions on the initiative. Such events included: the 2014 5x5 Arts and Innovation Competition; a Hip Hop Panel on violence, race, and music; a Historic Bar Crawl; the launch of the 2015 Civic Hackathon; a local film festival; and public meetings for the Indy Rezone initiative.

5x5 Arts and Innovation Competition
JUNE 27, 2014
The Hall swelled to life as more than 180 people gathered to watch Indy's top five finalists compete in the "5x5: Re:Purpose." The event (organized by People for Urban Progress) challenged finalists to incorporate principles of re-purposing and creative reuse.

Hip Hop Panel on Violence, Race & Music
AUGUST 13, 2014
Over 100 Indy residents of various racial, cultural, and ethnic backgrounds joined Plan 2020's Malina Simone and Live Life Entertainment for the opportunity to hear from club promoters, radio personalities, and DJs on the intersection between race, violence, and music in an effort to be proactive after recent tensions in Broad Ripple.

Creative Mornings: Indy
MAY 19, 2015
The Hall doors opened with the sun to welcome nearly 170 Indy early birds seeking to learn more from a familiar face; our 2014 CityCorps Fellow, Justin Garrett Moore, was the guest speaker, presenting the work he accomplished through his fellowship and how he had expanded it since.

Civic Hackathon Launch
MAY 19, 2015
77 of Indianapolis-Marion County's most influential and innovative tech gurus lined the Mezzanine to hear Indy Chamber release teasers for the six Hackathon challenges. Each challenge was designed to address a technological gap limiting Indianapolis and its agencies from social, educational, and economic growth. Before the launch, a review of the alignment between Plan 2020 initiatives and Hackathon challenges was conducted; four of the six challenges were considered to be strongly to mostly correlated.

THE HALL

Surveys
Plan 2020 conducted a survey to inform the planning process, and it was specifically used in the development of the City of Indianapolis' Consolidated Plan, which stipulates how community development investments are made. The survey contained 10 questions and took less than seven minutes to complete. The survey was available in both hardcopy and electronic format at all road show destinations during the time period. All paper surveys were entered into online platform QuestionPro so that the information provided could be aggregated and analyzed with the online submissions. In addition to the survey being available online and at different events and presentations, the survey was also distributed to the Marion County jury pool during the same period.

Plan 2020 Roadshow
Plan 2020 team members and volunteers often took Plan 2020 out into the community. There were Plan 2020 exhibits, one-on-one briefings with interested parties, and numerous presentations.

PLAN 2020 EXHIBIT
The Plan 2020 Exhibit was displayed at a number of major events and public gatherings. The exhibit consisted of a two-sided display. One side had a map of Indianapolis that asked participants to place stickers on the map indicating where they live, where they work, and the specific places they love. The other side of the exhibit asked participants "What do you value?" and "What do you wish Indy valued?" The responses to all of the values questions were compared against all working draft documents to ensure that Plan 2020 continued to accurately capture and articulate the values of the Indianapolis community.

ONE-ON-ONE BRIEFINGS
The Plan 2020 Team reached out to over 100 organizations to offer one-on-one briefings with executives, staff members and boards. At the time of publication, the team had completed over 220 one-on-one sessions throughout the community.

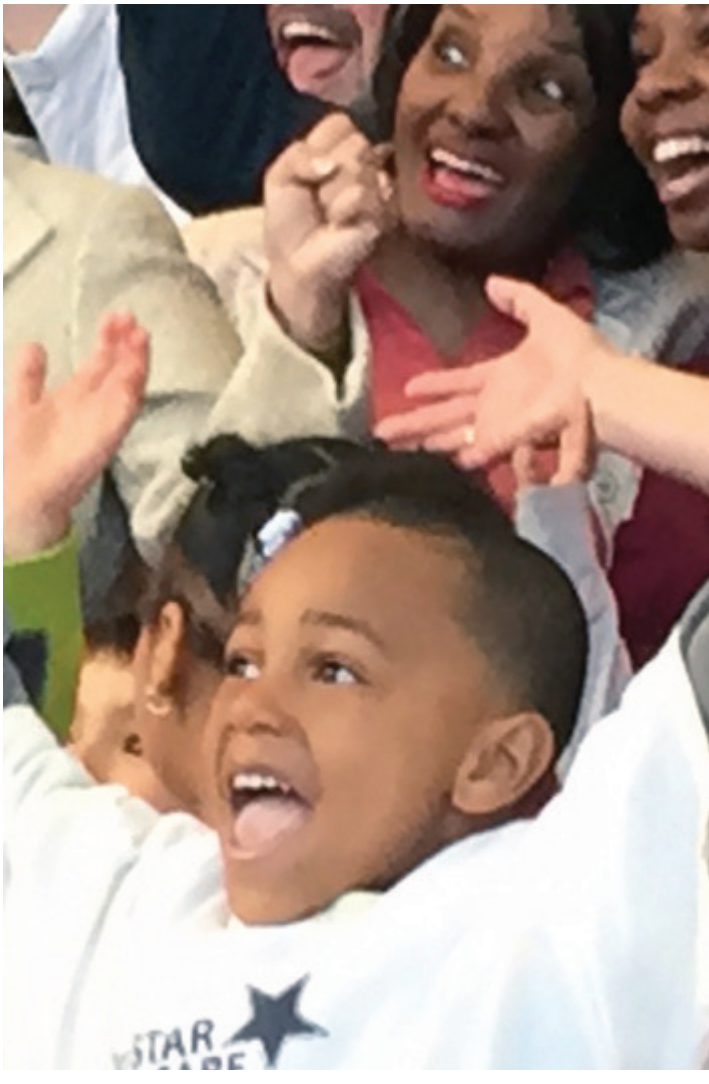
PRESENTATIONS
Representatives of Plan 2020's Leadership Team presented Plan 2020 during area events and gatherings, tailoring the presentation to fit with the mission or purpose of the group or gathering who invited the Plan 2020 team to speak. This option was provided on a case-by-case basis, and every request that was received was honored! Over 40 .presentations were given, with over 500 attendees.

STREET TEAMS
The Plan 2020 Street Teams, formed in September 2014, consisted of a small group of volunteers invested in Indianapolis' longevity as an authentic, thriving city. They sought out a variety of locations to reach residents within the Indianapolis community who might not have access to the Internet or the ability to attend a Plan 2020 event. Street teams fanned out to neighborhoods, near businesses and social places, to engage people passing by in discussions about the future of the Circle City. This engagement strategy had three objectives: 1) raise awareness of Plan 2020's overarching goals; 2) solicit responses to questions like, "What underserved needs do you see in your community?"; and 3) connect people to Plan 2020 via e-newsletter and social media. The team operated on a rotating, non-linear schedule in order to reach the greatest diversity of people, thus ensuring opportunity for more voices to have a say in the plan. Plan 2020's street teams solicited feedback at IndyGo bus stops, at homeless and halfway shelters, and in cultural districts. They went to libraries and gathering spaces throughout the county and appeared at several city events.

MindMixer + MySidewalk
In October 2014, the Plan 2020 communication team launched the online engagement platform MindMixer. MindMixer was originally developed as a tool for generating and vetting ideas, and it provided Plan 2020 with a platform to solicit public feedback on the vision and values within the Bicentennial Agenda. A combination of open-ended questions, polls and multiple-choice options regarding many aspects of Indianapolis-Marion County's future livability and sustainability were posed. Of the 13 questions posted, approximately 5,500 people viewed each discussion, of which nearly 300 chose to interact with the team. In March 2015, MindMixer evolved into mySidewalk, which expanded engagement by permitting users to pose their own questions. This transition sparked an additional nine questions, drawing in over 25,000 viewers and over 250 active participants.

In an era dominated by public opinion, Plan 2020 used MindMixer/mySidewalk to gauge the city's values previously identified in focus groups, assess public opinion on potential implementing strategies, and adjust each corresponding facet accordingly. Though this engagement platform primarily acted as one of the planning initiative's barometer of relevance, MindMixer/mySidewalk also served as an effective communication tool. Indianapolis-Marion County residents and community members could and did openly converse with Plan 2020 team leaders and project managers about their questions, concerns and ideas. This allowed for a much more transparent and accessible exchange for the public to consider as well as more candid insights for the Plan 2020 team.

Fellowships
The Plan 2020 team sought to extend its reach and become more dynamic by introducing the CityCorps Fellowship Program in June 2014. The program infused the planning process with ideas, insights and action through research, technical support and creativity. A request for proposals was designed to generate new ideas around Plan 2020's already defined themes — Choose, Connect, Love, Serve and Work. The Plan 2020 Leadership Team selected 10 of the 59 applications submitted. In 2015, the fellowship program was tasked with setting the stage for implementing the vision and strategy identified in this document and corresponding city plans. Of the 37 applications submitted, the Plan 2020 team narrowed it down to an additional 10 fellows.



Focus Groups and Interviews
The Plan 2020 team convened over 100 people organized into 12 focus groups. Participants were first introduced to Plan 2020 and then asked to concentrate on the one aspect of their identity that unified them within each group. This request allowed participants to focus on each question through that specific community lens. The questions were values-based and the discussion framed in terms of alignment or opposition to the Bicentennial Agenda's draft value propositions and preliminary recommendations. This exercise helped Plan 2020 identify gaps and critical flaws within the draft and provided an opportunity to clarify any planning jargon. Each session lasted about 45 minutes and concluded with a call to action for participants to stay involved in the plan and continue to contribute to the conversation on its other engagement vehicles, such as the e-newsletter.

Focus Groups
Led by professional facilitators with Gentleman McCarty, over 100 people participating in 12 focus groups organized by the following entities:

Immigrant Welcome Center
Immigrants and Refugees

CICOA
Elderly

ICND
Neighborhoods

Business Ownership Initiative
Small Business

IMPD
Public Safety

Ten Point Coalition
Faith-based

Indianapolis Housing Agency
Affordable Housing

Marion County Re-entry Coalition
Ex-offenders

Wayne Township Schools
Youth

IUPUI Student Government
Young Adults

United Way of Central Indiana
Continuum of Care

Latino Affairs
Latino Population

Committees
Plan 2020 was guided by five topical committees: Choose, Connect, Love, Serve and Work Indy, and one task force: Thrive Indy. Each committee was led by a veteran community leader and an emerging community leader, served by a lead resource organization, and staffed with a full-time, paid project manager. The Plan 2020 committees and task force were made up of a very diverse group of committed thought leaders. The membership of each was largely determined by the Plan 2020 Leadership Team, project managers, and committee co-chairs; however, a public call for nominations also took place in late June/early July 2014. The Plan 2020 committees identified the value propositions, strategies and potential action steps that became the basis for Bicentennial Agenda.

And it all started with a look back at how Indianapolis got where it is today.

A Look Back

When Indianapolis celebrated its Centennial in 1921, more than half of the population of Central Indiana lived within five miles of Monument Circle. As the region grew and population dispersed, Center Township's share of the population dropped to under 20 percent by the late 1960s. In Indianapolis, and across the country, manufacturing was beginning to decentralize and globalize, stripping city centers of their economic power and taking away the core purpose of many traditional, factory-oriented neighborhoods. Federal subsidies for new interstate highways, coupled with subsidies for suburban housing, facilitated growth in undeveloped areas.

By 1970, more than 70 percent of the regional population lived within Marion County, but Center Township's population was on the decline. In response, Indianapolis leaders did what few other regions in the nation could. They consolidated city and county governments to capture the booming growth in the suburban townships that surrounded what was then the City of Indianapolis (essentially Center Township). Growth in Marion County's suburban townships provided revenue to fuel reinvestment Downtown at a time when most cities were struggling to remain solvent. The city had found a way to reverse its declining population and falling tax base.

Fast forward a little and one can see that the local economy and its related industries continue to change dramatically. Marion County has continued to de-industrialize. Between 2000 and 2010, Marion County lost more than 19,000 manufacturing jobs. Many residents built entire careers out of factory work, and the families that were once able to accumulate wealth without formal post-secondary education have suffered. As a result, neighborhoods dependent on factories for jobs have declined; people are moving elsewhere. Many of Indianapolis' former industrial sites are hard to redevelop because there is either a real or a perceived threat that the site is contaminated. These sites linger and detract from the quality of the neighborhoods where they are located.

The very interstate highways that make Indianapolis the Crossroads of America didn't come without a cost. They destroyed homes and cut off entire neighborhoods, greatly impacting the families that were displaced. Today they continue to facilitate much of the growth in surrounding counties at an increasingly fast pace. These exurban communities are attracting both residents and businesses from Marion County, and Indianapolis has taken notice.

Residents give neighborhoods the spark they need to remain stable, and they also provide businesses with the means to survive. With a thriving population, governments are more effective in providing basic services and desirable amenities. More people living in Marion County means more income tax dollars generated, which increase the city's capacity to create and maintain high-quality community features, services and schools. These factors will continue to affect our ability to attract and keep high-quality employment opportunities so that families can build wealth and neighborhoods can thrive.

Exurban are distant suburban communities. While it is commonplace to refer to exurban communities simply as suburbs, it is important to remember that because of city-county consolidation, there are suburbs inside and part of Indianapolis-Marion County. To reach communities similar in distance to Fishers, Carmel, or Greenwood in other metropolitan areas, one would drive through one or two other independent suburbs before reaching them. One does not have to look only in the surrounding counties to find residential subdivisions made up of primarily single-family detached homes on larger lots.

BASS PHOTO CO. COLLECTION, INDIANA HISTORICAL SOCIETY

This Bicentennial Agenda identifies a path forward to resolve structural economic deficits in our local government.

Onward

Today, our fiscal challenges are, in many ways, a complete reversal of those in the 1960s. Consolidating city and county governments bought Indianapolis 40 years of growth and prosperity unmatched by most of our peer cities; however, it did not change the subsequent development patterns, aging infrastructure, shrinking household size, and aging population that cities like Indianapolis continue to face. And yet a great deal of momentum is working to reverse or address some of these issues.

Shifts in the U.S. population in terms of where people are deciding to live, and the largest segments of our population (millennials and baby boomers), favor cities like ours. A number of national trends are on our side.

Regionalism

Regional population growth is concentrating in urbanized areas across the globe. There is a re-emerging core, both in terms of Downtown Indianapolis and Central Indiana as a whole. Each year, Indianapolis absorbs an increasing share of Central Indiana's growth. In 2002, Marion County accounted for just 2.7 percent of Central Indiana's population growth; by 2012, Marion County accounted for 41 percent of the region's population growth.[1] This trend will go a long way in aiding Indianapolis' efforts to remain a strong regional partner and retain and grow its population.

Urbanization

The demand for city living is strong and growing. The U.S. urban population has had a 12.1 percent increase from 2000 to 2010, outpacing the nation's overall growth rate of 9.7 percent for the same period. As of 2010, 80.7 percent of the U.S. population lived in urban areas, defined as cities and towns. It is estimated that 70 percent of the world's population will live in urban areas by 2050. Architects, urban planners and other designers will need to ensure that the people-packed cities of the future are livable, prosperous, healthy places.[2] This trend will go a long way in further strengthening Downtown Indianapolis and the city's numerous villages and neighborhood nodes.

Demand for mixed-use development

Likewise, the demand for mixed-use developments is strong and growing. Nationally, there are clear trends, with Millennials (who are increasingly dominating the market) and Gen Xers preferring walkable mixed-use neighborhoods that have access to public transit and shorter commutes much more than older generations. While most people identify as currently living in their ideal neighborhood, a full 25% of families currently live in a single-family home but would prefer to live in a multi-family home in a walkable neighborhood—and the higher the household income is for the family, the greater this disparity gets.[3] In Central Indiana, these preference trends and disparities also exist. A full 52% of people live in housing-only neighborhoods today, but only half of those households (24% of all households) want to be in that type of neighborhood. Half of residents want to live in a mixed-use area, whether it be a small town, suburban mixed-use village, or downtown, but only 31% of them do currently.[4] As consumer preferences for neighborhoods change, we must consider how to sustain and adapt many existing neighborhoods so they continue to remain competitive and retain their property values.

A household, as defined by the U.S. Census Bureau, consists of all the people who occupy a housing unit. A house, an apartment or other group of rooms or a single room is regarded as a housing unit when it is occupied or intended for occupancy as separate living quarters; that is, when the occupants do not live with any other persons in the structure and there is direct access from the outside or through a common hall. A household includes related family members and all unrelated people, if any, such as lodgers, foster children, wards, or employees who share the housing unit.

Job market and marketplace changes

The millennial generation - those born between 1980 and the mid-2000s - is changing the job market and marketplace. Millennials are currently the largest generation in the U.S. population, making up one-third of the U.S. population in 2013. This generation will increasingly dominate the market, which means that the market will soon respond to its preferences. Millennials are choosing to live in cities that offer a much broader range of housing types. Their preferences for third places and the shared economy heighten the importance of providing amenities that make cities great places to live, which include walkable neighborhoods, good schools and parks, and transportation options.[5] This trend is likely to result in more residents for Marion County now and in the future, and an even greater need to provide a more diverse range of housing and employment options than Indianapolis has experienced to date.

One's "first place" is often the home. The "second place" is often the workplace. "Third places" are areas outside of home and work that have the ability to facilitate interactions between people and foster a broader, more creative interaction. The hallmarks of a true "third place" often include: free or inexpensive, offer food and drink; are highly accessible and within walking distance for many people; involve regulars who habitually gather there; are welcoming and comfortable environments to pass time in; and where one finds old and new friends alike.[6]

Retirement of the baby boom generation

Baby boomers are downsizing and relocating to areas that are walkable and offer greater amenities close to their homes. They want better transportation options and housing that will allow them to age in place.[7] For the purposes of this document, aging in place means "living in one's own home as long as possible – safely, independently and comfortably."[8] Key to the notion of independence includes the ability to get to and from a friend's house, the store, the bank, the library, or the doctor without a car: one's own car or someone else's. This trend indicates that the demand and support for mass transit and a range of housing types will continue to grow.

In addition to national trends that favor cities like the Circle City, Indianapolis has a number of key defining characteristics that also put the community on a clear trajectory to becoming an increasingly vibrant and healthy community.

Stable workforce
In terms of sheer numbers, Indianapolis' workforce is stable.[9] Many jobs in some sectors may have left, but the workers have not. Marion County's workforce challenge lies squarely in our ability to: 1) provide reliable and affordable transportation options so that people can get to work, and 2) better match skilled workers with the jobs that become available. Regarding the latter, there is some good news. The majority of the nation's fastest-growing occupations do not require a four-year college degree, and the demand for workers to fill these jobs is projected to stay strong for the next decade.[10] There is growing commitment at national[11] and state leadership levels to support workforce development initiatives that equip adults who are already in the workforce with the skills to fill middle-skill jobs, defined as jobs requiring a high school education but not a four-year college degree.[12]

Tax climate
Tax rates for businesses are relatively low, as is the relatively low cost of doing business. Our region ranked 26 out of 74 regions nationally for business tax rates in 2014, ahead of such peer cities as Nashville (37) and Denver (52).[13]

Housing
Generally speaking, our homes are relatively affordable and plentiful. In 2013, Indianapolis ranked fifth out of 100 metro areas in the nation for affordability, with 83 percent of homes for sale in the region affordable to middle-class families.[14] Marion County has more than 418,000 homes that are very diverse in terms of age, size and value.[15] Housing challenges that persist include the ability to offer fair housing, quality housing units and a need for more subsidized housing units for very low-income residents.

Leadership networks
Indianapolis civic and business leaders are very accessible.[16] Indianapolis is a national model of public-private partnerships. When combined, these and other factors make Indianapolis a strong environment for personal and professional development. Efforts are already underway to use the infrastructure that exists and cultivate it for younger generations and more residents.

Civic engagement
Indianapolis is a city that realizes that government cannot do it all. Our robust community of civic organizations has learned to work together outside of, but in partnership with, city government. Each organization, interfaith collaboration, program and initiative has the ability to be made even stronger when partnered with another, and they broaden the reach of those who are doing much of the work that is described on the following pages.

#LoveIndy movement
People don't just like Indianapolis a lot, they love this city. Plan 2020's #LoveIndy movement, among others, is fueling a highly emotional, newfound admiration for Indianapolis. Many residents are proud to live in Indy, and they're showing it.

INDIANA
CAFE
Patachou
To Wabash & Goshen
Fair Grounds
BRIGHTWO
ROOSEVELT AVE
BROOKSIDE AVE
Technical Institute
WASHING
Asylum
S.W. AVE
SHERMAN DRIVE
State Rd
pure
CULTURAL TRAIL
INDIANAPOLIS
A Legacy of Gene & Marilyn Glick
INDIANAPOLIS MUSEUM OF ART
IMA
Teague: Design & Beauty
03/05/15
Online Sale
$0.00
66C125

VISION

After examining the practices and systems that allowed our city to thrive for decades, this Bicentennial Agenda positions Indianapolis–Marion County for a new era focused on our collective ability to become a healthier, more resilient, more inclusive, more competitive city.

Indianapolis-Marion County represents 200 years of progress – people and places transformed, over time, by culture, design, innovation, community involvement and diversification. The places that make up Marion County – our Downtown core, our traditional neighborhoods, the small villages and neighborhood nodes that anchor our suburban townships – developed over time. They are home to a rich array of history, experiences, lifestyles and people that weave together to offer an authentic city life different and distinct from that offered by our exurban communities. Our residents come together on front porches and in community parks, places of worship, and school gymnasiums to celebrate what makes their community special and to forge a stronger future.

The following pages describe the vision for a thriving Marion County – its places, prosperity and people. This vision requires a renewed focus on the relationship between these three elements. It stresses the need to focus on adequately addressing the root causes of some of the community's problems rather than treating the symptoms that they produce. An example of such a paradigm shift would mean, among other things: seeing racial and cultural diversity as an asset rather than an obstacle to overcome; recognizing poverty and other socio-economic challenges as opportunities for positive, socially just transformative action rather than problems to be deferred; and prioritizing early childhood education and care for the mentally ill ahead of only increasing the number of jail cells or police officers on the streets.

The values expressed throughout this document span moral, economic and health imperatives for each of the areas addressed. This vision aligns the missions and agendas of many so that we might all work to achieve a number of shared outcomes. It places accountability and commitment ahead of built projects. It commits to measuring both the progress made by the Bicentennial Plan implementing partners and the impact of their efforts.

Building Blocks

Cities with stable populations are often comprised of safe neighborhoods with more opportunities for businesses and a strong tax base capable of supporting high-quality public services. Four defining qualities describe not what the Indianapolis community is, but what it wants to become, which is to make Indianapolis a HEALTHIER, more RESILIENT, more INCLUSIVE, more COMPETITIVE city. These defining qualities are mutually reinforcing. In many ways, they are dependent on one another.

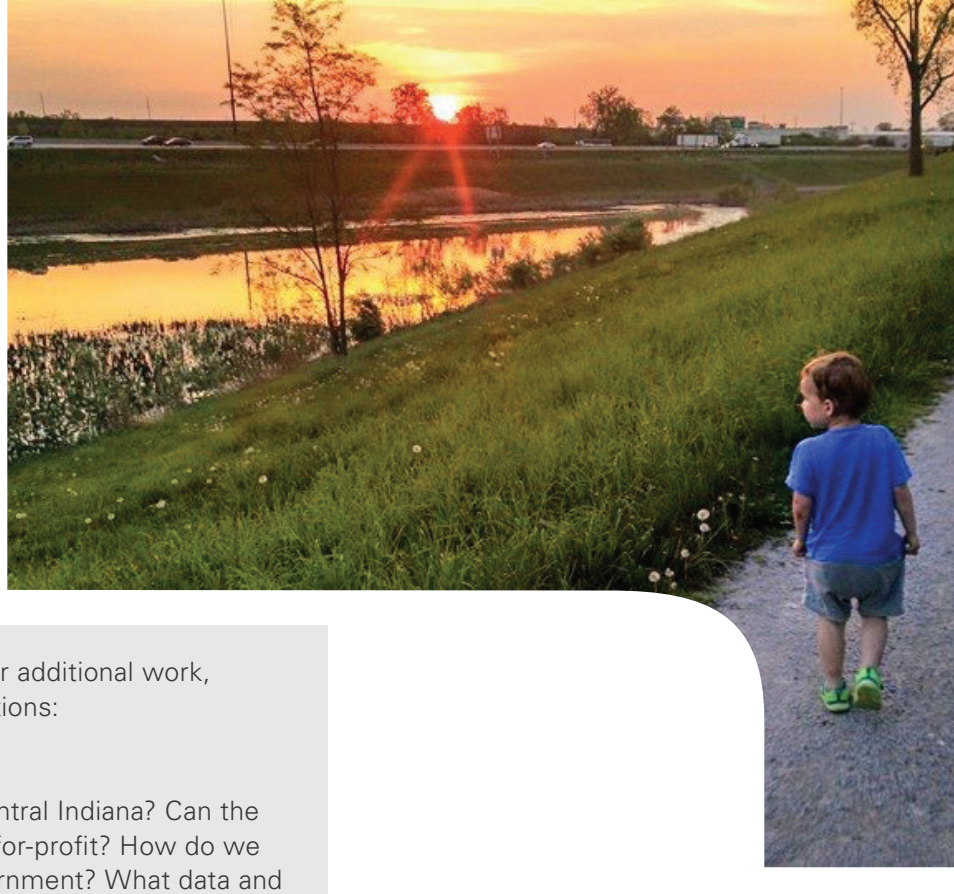
A More Resilient City

A community's resilience can be measured by how it functions when it encounters change or controversy. Change can be sudden, as in the case of a flood, or gradual, as in public health challenges like the rise in obesity.

Resilience is determination – the ability of our residents, neighborhoods, businesses and government to tackle any challenge that is put in front of them. Resilience enables individuals, communities, institutions, businesses and systems within a city to adapt and grow in the face of chronic stresses such as unemployment, hunger, systemic inequalities, violence, disease and public transportation challenges.[17] Resilience also prepares a community to "bounce-forward" in the face of unpredictable threats or shocks such as natural disasters, seasonal weather conditions, disease outbreaks and disruptions in the local, national or global economy. When public infrastructure, such as roads, sewers, or emergency response facilities and systems are stressed or shocked, resilient cities recover from the resulting business disruptions and property damages swiftly, enabling residents to return to their normal lives more quickly. The added community benefit is that when these systems are not being stressed or shocked, they simply operate more effectively and efficiently.

Resiliency stretches beyond environmental changes and challenges, and it depends on more than just physical assets. Resiliency is a combination of policies, social cohesion and institutional and civic participation. A resilient city has numerous social interactions, strong personal relationships and measurable civic engagement. A resilient city's residents attend community meetings, volunteer and vote. Resiliency requires choices and the ability to exercise one's choices, especially in one's political representation, housing and transportation. Resiliency further requires an economy that can weather market downturns and other global disruptions.

We must build a city that is more sustainable, that values human and environmental health and invests accordingly. We must ensure that Marion County residents are better insulated from chronic stressors and shocks to the physical, social and economic systems of the city. We must create an environment that fosters voting, and removes barriers for the same. We must decrease the number of situations that must be mitigated, increase our ability to prepare and respond, and improve our ability to adapt and change quickly.



The Bicentennial Plan seeks to lay the foundation for additional work, locally and regionally, to answer the following questions:

DEFINE RESILIENCE LOCALLY
What does the term mean in Marion County? In Central Indiana? Can the definition transcend all sectors: public, private, not-for-profit? How do we account for multiple jurisdictions and levels of government? What data and analytical techniques should we use? Can physical, economic and social systems be connected?

IDENTIFY THE PROBLEMS
How will the local and regional economies be impacted by natural disasters and a changing climate, beyond business disruptions and property damage?

DETERMINE VULNERABILITIES
What are the interdependencies between people and places? How do our economic strengths or weaknesses directly impact our quality of life?

EVALUATE THE RISKS & COSTS
How dependent are residents and businesses on the local and regional infrastructure? Where and in what ways are we most vulnerable?

INVESTIGATE OPTIONS
What are the opportunities that might come from being a more resilient community? How can a focus on resilience become an attraction strategy?

INNOVATE & TAKE ACTION
What assets exist that we can leverage to become a more resilient and self-sustaining community? What are our capabilities in energy and food production? How do we learn to live both with and without water for extended periods of time? What resources provide a public benefit every day but can be tapped especially hard in times of disaster? Is there an entirely new economic sector to be developed, locally or regionally, for this type of work?

Connections

The following are examples of some of the connections that were made throughout the planning process.

MARION COUNTY MULTI-HAZARD MITIGATION PLAN
Through a cross-agency, cross-department collaboration in 2006 (with an update in 2014), the Marion County Multi-Hazard Mitigation Plan was created to identify natural hazards that impact the county and its residents, to identify actions and activities that would minimize losses from these hazards, and to establish an implementation process for the creation and execution of the plan.

INDY HUNGER NETWORK
The Indy Hunger Network is a coalition of representatives from leading anti-hunger organizations, both public and private, as well as community volunteers who work to create a system that ensures nutritious food and beverages for everyone in need.

MAPLETON-FALL CREEK COMMUNITY DEVELOPMENT CORPORATION'S 20/21 TARGET AREA
Mapleton-Fall Creek's LEED for Neighborhood Development certification process provides independent, third-party verification that a development's location and design utilize environmentally responsible, green building practices and look beyond the immediate site to inspire and help create better, more sustainable communities. Mapleton-Fall Creek Community Development Corporation is the first neighborhood in the state to receive conditional approval from the U.S. Green Building Council. It has uplifted the neighborhood with a deliberate, people-first approach that incorporates green measures in all developments, from buildings to infrastructure to neighborhood gardens. Mapleton-Fall Creek has a rich history, and the 20/21 Target Area has recently seen significant public and private investment to remediate brownfields, rehabilitate and build homes, provide infrastructure improvements, improve the facades of local businesses and promote a collective identity that highlights community assets, natural resources and amenities.

Brownfields are former industrial or commercial sites where future use is affected by real or perceived environmental contamination.

STAR COMMUNITIES
The STAR Community Rating System (STAR) is the first national certification program to recognize sustainable communities. STAR represents a milestone in creating more livable communities for everyone. Local leaders, including some in Indianapolis, use STAR to assess their sustainability, set targets for moving forward, and measure progress along the way. The rating system's evaluation measures define community-level sustainability and present a vision for how communities can become more healthy, inclusive and prosperous across seven goal areas. The system's objectives provide a much-needed vocabulary that local governments and their communities can use to more effectively strategize and define their sustainability planning efforts.[18]

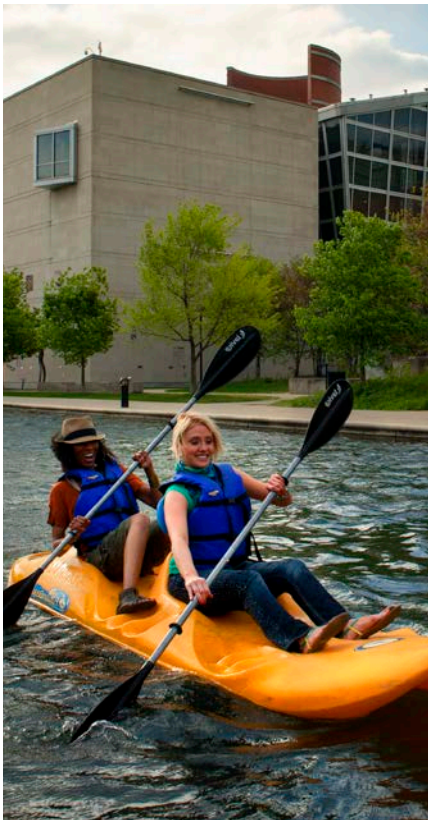
KEEP INDIANAPOLIS BEAUTIFUL (KIB) COMMUNITY FORESTRY PROGRAM

KIB's Community Forestry program is part of NeighborWoods, a national effort to revegetate entire communities through partnerships to plant and tend to trees in populated areas through the Alliance of Community Trees. In partnership with the City of Indianapolis, KIB will plant 100,000 trees in strategic locations throughout Indianapolis. Trees improve the natural environment with their aesthetics and ability to produce clean air and water. Research also shows that trees help to reduce crime and foster more sociable neighborhoods.[19]

A Healthier City

The environments in which people live, work, learn and play have a tremendous impact on their health. The quality of the local environment, meaning the condition of our land, air and water, is paramount to the health of Marion County's residents. Increases in air quality-related illnesses, health care costs or environmental degradation that future generations will pay for down the road only exacerbate some of the problems that exist today. And while the health of our natural resources, air and water are crucial to our region's resiliency, nothing is more vital to the long-term prosperity of our city and the security of its people than the physical and mental health of our population.

Human health stretches far beyond what medical service providers can offer. Human health is determined by a number of societal factors. Social determinants of health are the economic and social conditions – and their distribution among the population – that influence individual and group differences in health status. They are conditions outside of our genetics and medical care that influence our health. Housing, transportation, education,



employment and criminal justice systems – the policies that they create and uphold – impact one's health more than the health care industry. Making Indianapolis a more healthy community will require that we collectively address these social determinants by incorporating health as a consideration in all policy decisions. A healthy city is one that equitably meets the needs and recognizes the human rights of all its residents.

We must build a city that promotes access to nutritious food and active living. We must embrace a new attitude and accompanying policies that value the health and well-being of our residents and invests accordingly. We must decrease the burden of chronic disease, increase the number of children and adults at healthy weights, and improve the overall health of Marion County's residents.

The Bicentennial Plan joins efforts to make Indianapolis a healthier community. The Bicentennial Plan seeks to lay the foundation for additional work, locally and regionally, to answer the following questions:

NEIGHBORHOODS
How do we begin to reconnect work and public health with neighborhood and community development?

DISPARITIES
What policy and structural changes are needed to eliminate disparities in health, education, employment, income, housing, and the justice system?

FOOD SECURITY
What does it take to ensure that every resident has reliable access to a sufficient quantity of affordable, nutritious food and beverages, if and when the (for profit) market is not able or no longer able to make the math work in a particular neighborhood?

SAFETY
How does a healthier community contribute to a safer community?

NATURAL RESOURCES
How can we better protect, enhance and leverage our natural resources to support clean air, water and soil, which dramatically contribute to the health of our community?

CONNECTIONS

The following are examples of some of the connections that were made throughout the planning process.

MARION COUNTY COMMUNITY HEALTH ASSESSMENT
Marion County Public Health Department (MCPHD) convened a steering committee of providers, consumers and experts in the public health field to guide creation of a Community Health Assessment. The assessment compares the community health status of Marion County to urban peers and national standards, identifies important health trends and disparities, identifies significant causes of poor health, and prioritizes the identified issues by age group and for Marion County as a whole.

INDY FOOD COUNCIL
The Indy Food Council is working to create a food system that provides everyone with access to healthy and nutritious food and beverages, enhances ecology, and creates meaningful economic and civic opportunities. The Indy Food Council connects food system stakeholders, catalyzes ideas and advances initiatives to grow a sustainable food system that improves health and the overall quality of life for all.

COAL PLANT CONVERSION TO NATURAL GAS
In 2012, the EPA estimated that 88 percent of Marion County's toxic industrial pollution resulted from Indianapolis Power and Light's Harding Street electrical generating facility. In 2016, IPL will convert its Harding Street power plant from coal to natural gas. This conversion will have a dramatic and positive effect on human health, especially for those who suffer from chronic lung diseases, asthma and other respiratory illnesses.

TOP 10
Led by the YMCA of Greater Indianapolis, Top 10 is a coalition of community stakeholders working together to help metropolitan Indianapolis become one of the Top 10 healthiest communities in the U.S. by 2025. The plan has four areas of focus: increasing physical activity, improving nutrition, decreasing smoking and improving the built environment.

JUMPIN FOR HEALTHY KIDS
JumpIN for Healthy Kids is a community-wide initiative led by a broad group of business, civic, government and academic executives. Its goal is to reduce and prevent childhood obesity in Central Indiana by ensuring that children and their families have real opportunities to make healthy choices in healthy environments. Its target is to reduce the childhood obesity rate 12 percent by 2025. Its strategy is to stimulate new or existing initiatives throughout the community that strive to tackle the complex causes of childhood obesity and empower children and their families to access and eat healthier foods, increase physical activity and embrace other healthy habits.

SAFE ROUTES TO SCHOOLS
The Indiana Safe Routes to School (SRTS) Program is based on the federal program designed to make walking and bicycling to school safe and routine. SRTS seeks to establish healthy, active lifestyles at early ages and a stronger sense of community identity. It also recognizes that walking and bicycling are viable transportation alternatives for travel to and from school with significant benefits. Indiana's SRTS program aims to reduce motor vehicle traffic, decrease fuel consumption for school trips, improve air quality and improve the health and social skills of students.

More Inclusive City

Cities are collections of buildings, people, places, statistics and systems. Cities, by their very nature, are not homogenous. As a community, we must acknowledge diversity in all facets and areas as a defining element of who we are. Indianapolis is a place of opportunity that should provide hope to residents old and new. Innovation, entrepreneurship and new ideas flow from and build upon the diversity that already exists in Indianapolis.

Cities hold collections of experiences that are often very intimate and personal. An important element of fostering an authentic city life is the presence of people from all walks of life, which Indianapolis has. Indianapolis is home to people from over 30 countries representing over 120 nationalities. Ninety languages are spoken here. Indianapolis has historically had a significant African American population. Demographic changes have been rapid. Between 2000 and 2010, the 11-county Indianapolis metro population of Asian descent grew by 20,179 (101 percent). During the same period of time, the Latino population increased by approximately 65,000, or 162 percent, making it the fastest growing segment of the population.[20]

An inclusive city recognizes that what residents experience on a daily basis, and the neighborhoods they call home, vary widely across the city. Because there are disparities and barriers present throughout society, we must recognize that what is available and what is accessible are sometimes two very different things depending on who you are and from where you come. And, while no city or society can guarantee the success of every person, an inclusive city offers the resources and opportunities for people and families to be self-sufficient.

We must ensure a sense of belonging, inclusion, participation and recognition while simultaneously working to reduce incidences of isolation, exclusion, obstruction and rejection. We must continue to strive to be a world-class, humane city where the daily experience of every resident matters. We must continue to not only welcome all, but engage everyone.

The Indianapolis metropolitan region is defined as including the following 11 counties: Marion, Boone, Brown, Hamilton, Hancock, Hendricks, Johnson, Madison, Morgan, Putnam and Shelby. The Indianapolis metropolitan area is the 33rd most populous metropolitan area in the United States. As of 2014, the population was just under 2 million people.[21]

The Bicentennial Plan asks that all ongoing and future planning efforts consider the following:

HARM
Will the approach or project disadvantage anyone who is already vulnerable?

EQUITY
Will the approach or project produce equitable opportunities and benefits for everyone, particularly for those whom the approach or project is intended to benefit?

PARTICIPATION
Does the approach or project include all, particularly those whom the approach or project is likely to impact?

CONNECTIONS

The following are examples of some of the connections that were made throughout the planning process.

INDIANAPOLIS NEIGHBORHOOD RESOURCE CENTER (INRC)
INRC's mission is to increase neighbor engagement throughout Indianapolis neighborhoods, to increase leadership skills in neighborhood leaders, and to increase community building activities in our neighborhoods. INRC provides training, support and a variety of programs to help grassroots neighborhood organizations and neighbors address issues that affect the quality of life in their neighborhoods. By building upon their talents, working with neighbors and partners, and assuming a leadership role in their own community, INRC helps residents transform the city of Indianapolis, block by block.

INDIANAPOLIS NEIGHBORHOOD HOUSING PARTNERSHIP (INHP)
INHP's vision is that every person in Indianapolis has the opportunity to live in a safe, decent and affordable home in a vibrant neighborhood. Its mission is to increase affordable and sustainable housing opportunities for individuals and families and serve as a catalyst for the development and revitalization of neighborhoods. INHP is the homeownership resource in Marion County dedicated to serving homeowners and homebuyers with low, moderate and middle incomes. As an unbiased and trusted nonprofit, INHP has empowered thousands of working families for over 25 years to become and remain homeowners. This is accomplished through an effective blend of homeownership education, financial and mortgage advising and a variety of affordable mortgage and loan options to buy a home or make improvements. Its comprehensive homeowner and homebuyer services are designed to create and support homeowners who can sustain their investment in their homes – ultimately helping to strengthen and encourage the growth of vibrant Indianapolis neighborhoods.

GIPC'S RACE & CULTURAL RELATIONS LEADERSHIP NETWORK (RCRLN)
The RCRLN is a standing committee of the Greater Indianapolis Progress Committee. Established in 1995 as a forum to address the racially charged issues of the Indianapolis community, the RCRLN is unique in that it represents business, civic and community leaders who volunteer their time and services in seeking to improve race and cultural relations in the city and its institutions. The RCRLN works to improve the quality of life of all our residents and guests by coordinating a comprehensive and thoughtful response to issues and situations that have racial or cultural implications locally.

IMMIGRANT WELCOME CENTER
The Immigrant Welcome Center empowers immigrants by connecting them to the people, places and resources that enable them to build successful lives and enrich our community. Through the center's immigrant services and

community initiatives, it equips members of the immigrant community to help one another, broadens awareness of immigrant contributions to our community, and serves as a catalyst to enable neighborhood and community partners to reach the immigrant population. Why? Because diversity means new businesses stabilizing our local economy, a flourishing arts community, new voices and leadership at community meetings, and creative approaches to addressing our city's challenges.

INTERFAITH ALLIANCE

Interfaith Alliance celebrates religious freedom by championing individual rights, promoting policies that protect both religion and democracy, and uniting diverse voices to challenge extremism. Interfaith Alliance was created in 1994 to celebrate religious freedom and to challenge the bigotry and hatred arising from religious and political extremism infiltrating American politics. Today, Interfaith Alliance has members across the country from 75 faith traditions as well as those of no faith tradition. Interfaith Alliance works to ensure that faith and freedom flourish so that individuals can worship freely or not worship at all, so they can embrace matters of personal conscience without fear of government intrusion, and so that all can live in a vibrant, healthy society.

A More Competitive City

Every day, local residents consider the economic opportunities available to them in Indianapolis and elsewhere. Every day, local businesses balance their desire to grow in Marion County with their ability to grow elsewhere. Many of Marion County's neighborhoods do not compete against one another. Instead, they often find themselves in direct competition with neighborhoods outside of Marion County. Our city as a whole is competing against other similarly sized cities. Communities next door and around the world are competing to attract our residents and our businesses.

Marion County needs to adopt a new attitude about its role in the Central Indiana region. We must better understand and communicate our roles and responsibilities to the larger region. As the largest city, the economic powerhouse, the postcard, the cultural hub and the capital city, Indianapolis must be a strong regional partner. Neither the Central Indiana region nor the state of Indiana can remain viable in a dynamic global economy without a thriving center.

We must continue to foster and project a strong desire to be the best city we can be. We must create a city that current residents and businesses do not want to leave and that new residents and businesses want to move to. This will require a thoughtful strategy; it will require change. We must invest in the full range of neighborhoods that exist in Marion County as consumer preferences move away from single-use (housing only) subdivisions. We must promote and develop a full range of places, including the distinct and vibrant traditional neighborhoods in and around Downtown, established suburbs throughout Marion County's townships, and emerging and long-established commercial and industrial sites. We must invest in our existing industrial sites to stabilize Marion County's tax base. And we need to do all of this in such a way that we raise the bar in terms of aesthetic design and quality construction.

The Bicentennial Plan calls for the creation of places that support the people and businesses we already have, that draw new residents and businesses to the city, and that fuel a globally competitive economic system. Areas of focus include:

WORKFORCE DEVELOPMENT
How do we strengthen the connection between employers and our educational resources so that more residents gain the post-secondary education and training – in technology, math, science and engineering – needed to strengthen the local workforce?

ACCESS TO INFORMATION
How could making more data available to more people – including elected and appointed officials, emergency responders, researchers, innovators, educators and service providers – make Marion County an even more attractive place to do business?

BEAUTY
What are the economic and societal benefits to a community in which the built environment is well-designed and artistic?

ENTERTAINMENT & CULTURE
How do we ensure that we continue to offer a wide range of cultural and entertainment offerings to residents and visitors?

HOUSING DIVERSIFICATION
How do we continue to ensure that the homes and neighborhoods throughout Marion County continue to cater to all lifestyles, all incomes and stages of life?

Post-secondary education includes: vocational schools; community colleges; independent colleges, such as technical institutes; and universities.

CONNECTIONS

The following are examples of some of the connections that were made throughout the planning process.

CENTRAL INDIANA COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

As part of the Indy Chamber's ongoing efforts to make the metropolitan area as attractive and supportive as possible for small business growth, existing business expansion and new business relocations, it is leading the charge on a Comprehensive Economic Development Strategy, or CEDS. This element of Plan 2020 is a coordinated, aggressive, multifaceted, multiyear effort to advance economic opportunity throughout the nine-county Indianapolis region. Through honest and well-informed assessments of the region's competitive position and economic growth, this process will result in a new, ongoing holistic strategy that focuses economic development resources to maximize efficiency and effectiveness, enhance prospects for quality growth, and increase the well-being of businesses and workers throughout Indianapolis.

CENTRAL INDIANA CORPORATE PARTNERSHIP (CICP)

CICP was formed in 1999 to bring together the chief executives of Central Indiana's prominent corporations, foundations and universities in a strategic and collaborative effort dedicated to the region's continued prosperity and growth. In 2001, CICP released an ambitious blueprint for economic development in Central Indiana in partnership with the Battelle Memorial Institute, focusing on key industry clusters – life sciences, advanced manufacturing and logistics, and technology, with an overall focus on entrepreneurship to diversify Central Indiana's economy. In the years that followed, CICP launched several branded sector initiatives like Conexus, BioCrossroads and Techpoint that have been largely successful in generating awareness, investment, collaboration and identifiable progress for their industry sectors.

VISIT INDY TOURISM MASTER PLAN

Tourism is a key driver for the region's overall economic development, quality of life and livability. Tourism generates $4.4 billion in regional economic impact annually, supports 75,000 full-time-equivalent jobs, and generates $265 million in state sales tax annually. Two key projects are the re-energizing of social gathering places such as the Indiana Avenue Cultural District and greater access to information on cultural offerings in Indy.

PLACES: STRENGTHENING NEIGHBORHOODS

One purpose of any city is to facilitate exchanges of goods, ideas and values between and among people; strangers really. These exchanges are born out of the proximity of people and places, often expressed in terms of community or neighborhoods. The strength of any given neighborhood is largely determined by how stable and competitive it is relative to other neighborhoods. Indianapolis benefits from its wide range of neighborhoods.

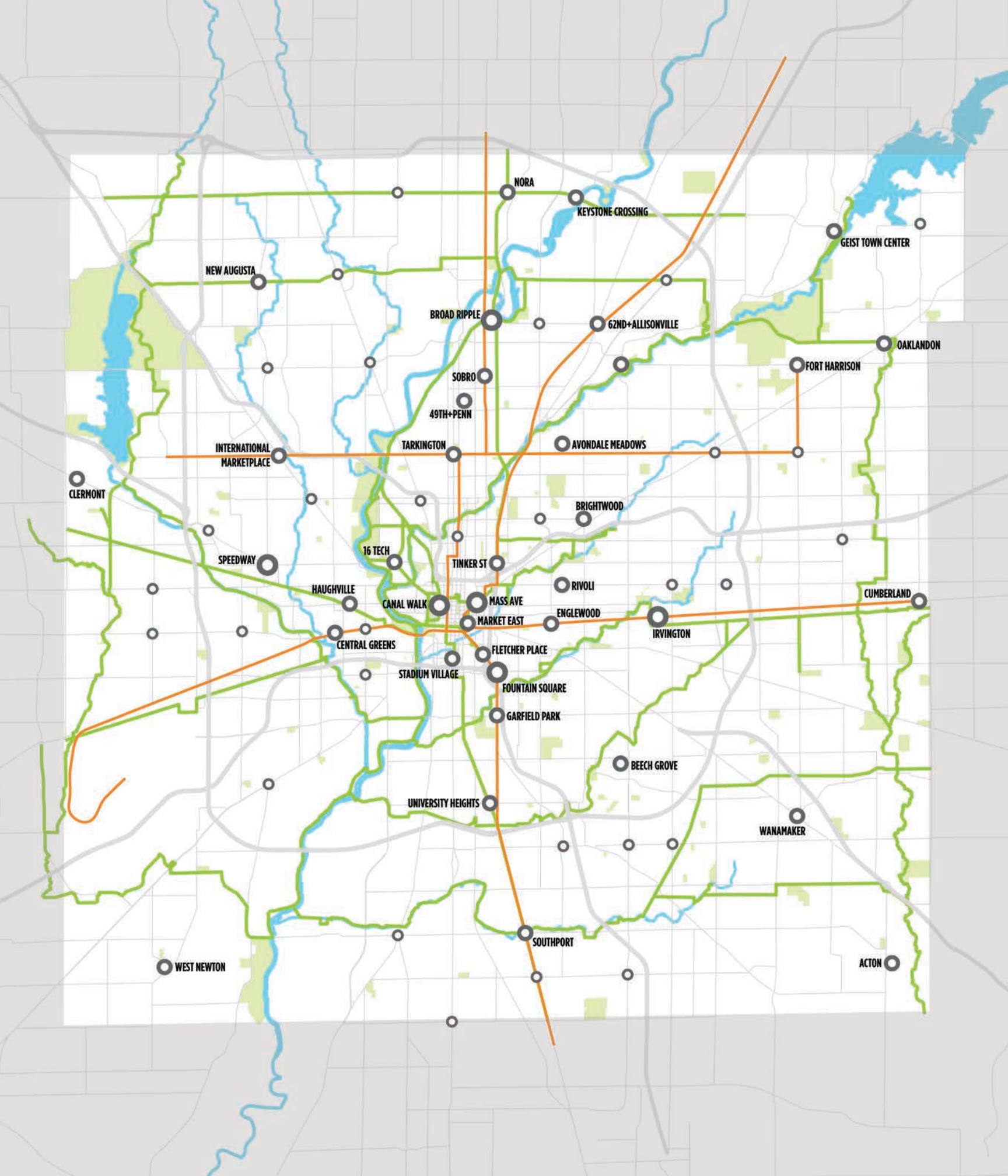
Our neighborhoods are no longer competing solely with neighborhoods in other parts of the city. While Downtown may be unrivaled in the region, our existing villages, such as Broad Ripple, Mass Ave, Fountain Square and Irvington, are now competing with rapidly urbanizing exurban centers in Carmel and Fishers. Our authentically urban neighborhoods are competing with traditionally designed contemporary neighborhoods. Our housing-dominated suburbs are competing with similar neighborhoods in our exurbs.

A prosperous city requires a dense and diverse network of connective tissue that links economically, culturally diverse neighborhoods, cultural destinations and amenities, social gathering hubs and economic opportunities. Some of the most desirable neighborhoods are vibrant mixed-use, mixed-income villages or stable neighborhoods with a distinct center. The strongest communities grow up around social places like parks, greenways and small neighborhood nodes that reflect the area in which they are located. And while Indianapolis is in a strong position to increase density across the county, not every neighborhood has to become a densely populated village. Yet, to remain competitive, every neighborhood should continue to be responsive and flexible in terms of offering a wider range of housing options, social gathering places and neighborhood amenities such as parks, playgrounds, greenways and nearby businesses.

We must continue to strengthen Indianapolis' neighborhoods in such a way that they can meet the needs of today and tomorrow. We must diversify the offerings of our neighborhoods, districts and housing types to survive changing consumer preference trends. We must ensure neighborhoods can grow to offer the types of denser, mixed-use, mixed-income development increasingly demanded by the marketplace. We must ensure that our existing villages retain their authenticity, which is their competitive advantage over other parts of the Central Indiana region. We must identify locations for more villages and smaller neighborhood nodes.

To more efficiently serve neighborhoods of all types, we must coordinate and organize government services and agencies by shared neighborhood boundaries rather than from otherwise arbitrary political or administrative boundaries. We must coordinate programs and services across city agencies and make better use of those offered by Indianapolis' many community partners.

- Village Tier 1: Existing
- Village Tier 2: Emerging
- Village Tier 2: Neighborhood Centers
- Planned Rapid Transit
- Planned and Existing Greenways
- Waterways


NORA
KEYSTONE CROSSING
GEIST TOWN CENTER
NEW AUGUSTA
BROAD RIPPLE
62ND+ALLISONVILLE
OAKLANDON
FORT HARRISON
SOBRO
49TH+PENN
INTERNATIONAL MARKETPLACE
TARKINGTON
AVONDALE MEADOWS
CLERMONT
BRIGHTWOOD
SPEEDWAY
16 TECH
TINKER ST
RIVOLI
HAUGHVILLE
CANAL WALK
MASS AVE
CUMBERLAND
MARKET EAST
ENGLEWOOD
IRVINGTON
CENTRAL GREENS
FLETCHER PLACE
STADIUM VILLAGE
FOUNTAIN SQUARE
GARFIELD PARK
BEECH GROVE
UNIVERSITY HEIGHTS
WANAMAKER
SOUTHPORT
WEST NEWTON
ACTON

As it relates to the Bicentennial Plan and the larger Plan 2020 initiative, neighborhoods are generally described in terms of the following:

TRADITIONAL NEIGHBORHOODS

Generally speaking, traditional neighborhoods developed prior to WWII.

Marion County offers an array of traditional neighborhoods that include single-family homes, duplexes, townhomes, and smaller apartment or condominium buildings. Their tree-lined streets are generally walkable and connected by transit, and they offer a wide variety of architectural styles and a greater mix of uses than is present in other types of communities. Traditional neighborhoods vary dramatically in their market health. Some have remained remarkably stable, and efforts to retain and enhance value are necessary to keep them competitive. Some have seen significant disinvestment and suffer from systemic poverty, crime, and other social challenges that will require strategies that invest in both people and place. Still others have seen significant revitalization, and efforts to keep the momentum going are required.

MARION COUNTY SUBURBS

Generally speaking, Marion County suburbs developed after 1950.

Marion County's suburban neighborhoods are unique in their offerings and are a great complement to the older, more established parts of the city. With their spacious yards, newer homes, convenient locations and natural amenities, Marion County's suburbs provide residents with room to stretch out and grow. They offer the conveniences that only city living can provide as well as a special set of social offerings. Outside of Indianapolis' central core, you can find access to such amenities as beaches, boating and gardens at affordable prices. Retrofitting Marion County's suburban townships will likely require increased densities in select areas, mixed housing types and housing prices, improved mass transit and more neighborhood-serving businesses.

VILLAGES AND NEIGHBORHOOD NODES

Villages and neighborhood nodes are the social, cultural, and retail centers that anchor adjacent neighborhoods.

The future is demanding more mixed-use, mixed-income villages and smaller neighborhood nodes that provide for the daily social and economic needs of residents. Research projects demand for up to 18,000 additional housing units in mixed-use, walkable neighborhoods in Marion County – neighborhoods that include a full range of housing types.[22] Villages and neighborhood nodes should offer a variety of housing types, sizes and affordability that maximize the range of residents and families who can live in them and provide for the needs of daily life.

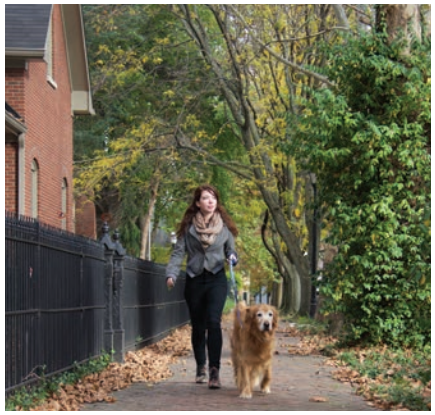
In Indianapolis-Marion County, mixed-use means residential and retail, office, or industry, or some combination thereof.

According to the U.S. Census Bureau, Marion County has a homeownership rate of 55.8% compared to an Indiana average of 70%. Almost a third of Marion County's housing units (31%) are in multi-unit structures such as apartment buildings, while Indiana's average is only 18.5%.[23]

EXCLUDED TOWNS & CITIES

Each excluded city and town was established much like the City of Indianapolis was, and have unique assets and opportunities

The "excluded" towns and cities of Beech Grove, Lawrence, Southport and Speedway, as well as the largest "included" town of Cumberland, have unique roles in Marion County. With separate legislative bodies, mayors or managers, redevelopment commissions and, for some, school systems, Indianapolis' excluded towns and cities can focus attention and resources on their specific geography – something much harder to do politically in the rest of Indianapolis. Having already existed prior to the consolidation of city and county government, these communities have the opportunity to capitalize on this unique arrangement to reinvest in their sense of place and serve as anchors for their parts of the city.



DOWNTOWN NEIGHBORHOOD

Downtown is defined as is defined by the areas inside the I-65/70 interstate highways (north, south and east) and White River to the west.

Downtown is an increasingly attractive place to live, and its population has grown more rapidly than any other neighborhood in the city over the last few decades. Investing in Downtown as a distinct residential neighborhood is critical, as it offers a type of neighborhood and lifestyle found nowhere else in Indiana. The growth it attracts benefits all of Marion County. Downtown's challenge as a residential neighborhood lies in its traditional, sometimes competing, purposes as the central business district, a convention and tourism hub, and the heart of the region's social services delivery system. The rapid growth in residential property values (a 35 percent increase in median home value and 11 percent increase in rents since 2000) illustrates the need for continued investment in Downtown as a neighborhood, complete with a wider array of housing sizes and types affordable to a greater number of residents. It also needs to invest in playgrounds, grocery stores and other places that provide for the day-to-day needs of residents and their visitors.

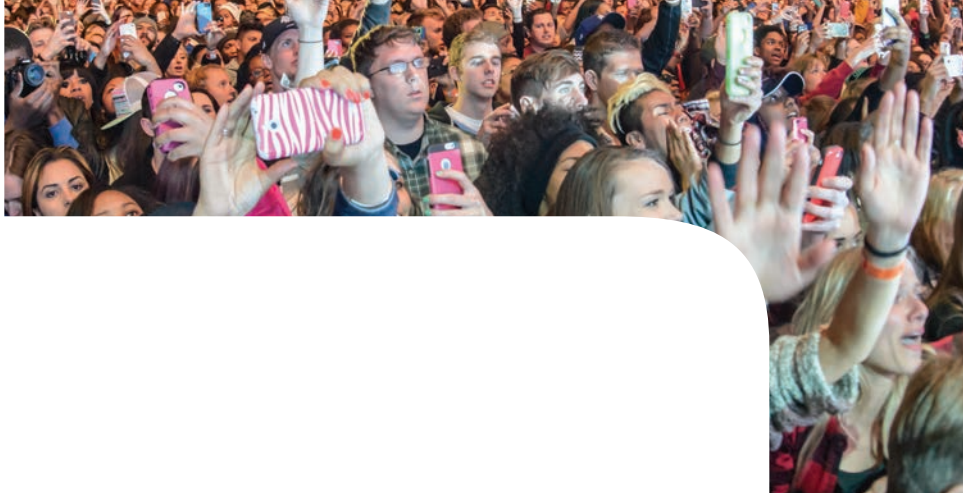
Complete Communities

Living an authentic city life means living in a complete community. Complete communities result in neighborhoods of lasting value near most everything you need on a daily basis, and require relatively higher densities of people (residents and employees), and places (residences, businesses, social gathering places).

People buy houses, but they shop for neighborhoods. This makes sense, because neighborhoods are the building blocks of cities. Marion County offers a full spectrum of neighborhood choices, from the densest city blocks to traditional tree-lined enclaves to contemporary suburban developments and even rural and small-town communities. And yet some of Indianapolis' neighborhoods are incomplete. Complete communities have the basic elements to support daily life, including economic opportunity and health services for everyone. They include; access to quality education; good jobs; quality housing that is affordable; high-quality choices in reliable and affordable transportation; and access to healthy food. They offer opportunities to be inspired by artistic, spiritual and cultural amenities along with access to recreation, parks and natural beauty. They benefit from meaningful civic engagement.

We must diversify our land uses, especially housing. We must continue to invest in our stable neighborhoods so that they remain regionally competitive, attractive places to live. We must develop preservation strategies for neighborhoods that are showing signs of decay or that have suffered – sometimes disproportionately so – from decades of disinvestment. We must focus neighborhood revitalization efforts in and near places that are already succeeding to extend that success into adjacent neighborhoods. We must make sure each neighborhood is complete by appropriately identifying and adequately addressing their individual needs, as expressed by neighborhood residents and business owners. We must build more villages and smaller-scale neighborhood nodes that are increasingly demanded by long-term demographic market preferences. We must further recognize that a city's land uses and transportation network are mutually dependent. This is especially true when the land use is comprised of mixed-use, mixed-income villages and the transportation system includes mass transit. We simply cannot build one without the other.

BASS PHOTO CO. COLLECTION
INDIANA HISTORICAL SOCIETY



USA

Why?

The following paragraphs offer a handful of reasons why complete communities are central to the vision of becoming a healthier, more inclusive, more resilient, more competitive city.

Places built around a single type of development have an increased risk of failing when market preferences change on a large scale. Investments in and attitudes toward preserving one single land use type leave residents, neighborhoods and our city vulnerable to chronic stresses, such as the growing number of vacant and abandoned homes, and shocks, such as those resulting from flooding or the foreclosure crisis. Places that are entirely dependent on a single mode of transportation are even more vulnerable. A resilient city diversifies its land uses and ensures that each neighborhood is a complete community.

Neighborhoods where residents' access to affordable, healthy food options – specifically fresh fruits and vegetables – is restricted or nonexistent due to the absence of grocery stores within convenient traveling distances (1 mile in urban areas or 10 miles in rural areas) are considered food deserts. The lack of access contributes to a poor diet and can lead to higher levels of obesity and other diet-related illnesses such as diabetes and heart disease. The current rate of diabetes among adults is 14 percent in Marion County compared to 9.3 percent nationally and 10.1 percent in Indiana. The 2013 rate of death from heart disease in Marion County was 191.5 per 100,000, compared to 185.5 in Indiana and 169.8 in the U.S.[24] Here and elsewhere, public awareness of the disturbing problems posed by food deserts is growing, thanks largely to the efforts of community activists, entrepreneurs and government officials committed to increasing people's access to healthy food options. Because food deserts have a hard time attracting and keeping commercial grocery retailers, Indianapolis needs a varied and innovative approach to eliminating food deserts locally. Other communities have closed the gap with: private investors selling stock directly to the public in order to fund a new grocery store; public-private partnerships that provide loans and grants to grocers wanting to build or expand in underserved neighborhoods; community garden initiatives; requirements for all corner and convenience stores to stock a certain amount of fresh fruit on their shelves; and mobile markets and produce trucks that go into underserved areas.[25]

Given the choice, surveys indicate most Marion County residents would prefer to live in a suburban neighborhood with a mix of houses, shops and businesses, and yet only 18 percent of Marion County residents surveyed reported that they currently live in such a neighborhood.[26] In other words, many Indianapolis communities are incomplete. A complete community offers the mix of houses, shops and businesses for a variety of residents, shoppers, workers and customers.

A competitive city plans for built environments and development patterns that are mixed-use, which is becoming increasingly important given the need to grow our (income) tax base. Marion County's fastest-growing neighborhood is Downtown, which has the greatest mix of uses. Nearly 40 percent of all residents moving into Downtown come from outside of Indiana.[27] But Downtown isn't the only desirable place to live. Mixed-use areas such as Broad Ripple and Fountain Square are also seeing an increase in the number of residents. A recent study revealed that only 15 percent of existing Central Indiana residents consider a "housing-only neighborhood" to be an ideal place to live. More people (approximately twice as many) indicated that they would like to live in a mixed-use suburban area.[28]

A separate survey found that a growing number of people (61 percent of those surveyed) prefer a smaller home with a shorter commute over a larger home with a longer commute. Fifty-three percent of respondents wanted to live close to shopping, and 51 percent wanted access to public transportation.[29] Marion County has all of these places, but we must do more to sustain and fuel this demand in order to remain competitive in the Central Indiana region.

Connections

The following are examples of some of the connections that were made throughout the planning process.

LIVE INDY
Live Indy is a multiyear effort by key stakeholders in Indianapolis to make the perception and product of the city match. The goal of this initiative is to attract and retain residents within the boundaries of Marion County. Resident ambassadors for the city of Indianapolis will be cultivated and prepared to share their passion and knowledge of the city in a consistent and compelling way. Live Indy will help those desiring an authentic living experience to identify the many options available to them in Marion County.

GREAT PLACES 2020
Great Places 2020 is a visionary community development initiative to strategically transform places in Marion County neighborhoods into dynamic centers of culture, commerce and community. As philanthropic, civic and private partners look toward Indianapolis' Bicentennial, they are engaging neighborhoods to make significant social and capital investments to enhance their quality of life and spur private investment. The goal is comprehensive community development that addresses housing, economic opportunity, retail and services, education and more to create complete communities.

INDY REZONE
A county-wide rewrite of the text of the city's land use regulations, Indy Rezone includes a number of mixed-use base zoning classifications, two of which support transit-oriented development. Indy Rezone expands the local classifications for housing by defining and regulating single-family detached, single-family attached (townhomes and flats), multi-family (duplexes, triplexes, quads), apartment buildings and high-rises. Indy Rezone also introduces a new category of building uses, known as the "V" category, in an effort to help the city address long-term vacancies. A "V" designation broadens the types of permitted uses when an existing building has been vacant for five consecutive years or more. For example, self-service laundries are allowed in certain commercial districts, but they would also be permitted in some industrial zones under the "V" option.

MARION COUNTY LAND USE PLAN
The Marion County Land Use Plan, an element of the Comprehensive Plan for Indianapolis and Marion County as well as a component of the Plan 2020 initiative, establishes policy for the use and redevelopment of all land in the county. In response to the Bicentennial Agenda's call for greater flexibility in how neighborhoods develop, the new Land Use Plan will change its approach from a "paint-by-number" method that prescribed very specific land uses on very specific pieces of land to one that is focused more on overall neighborhood planning. Instead of recommending specific uses for specific properties, recommendations will connect uses to neighborhood qualities such as adequate street capacity, traffic volumes and existing nearby development. By changing the focus of planning from the individual parcel to the complete neighborhood, the plan hopes to articulate a vision for more complete communities.

Greenways & Waterways

Living an authentic city life means enjoying access to centuries of investment in public places and parks linked by trails, greenways and waterways.

By the time Indianapolis celebrated its first 100 years as a city, a system of streams and boulevard corridors connected parks and emerging neighborhoods, establishing Indianapolis waterways as the connective tissue that supported the development of the city. This legacy remains with us today. Waterways are more than simple recreation or transportation paths, however. They are the framework upon which our city will continue to grow. They are the lungs by which our city takes a collective breath, both literally and metaphorically. They are resources for the production of clean air just as they are the places where we seek escape and inspiration.

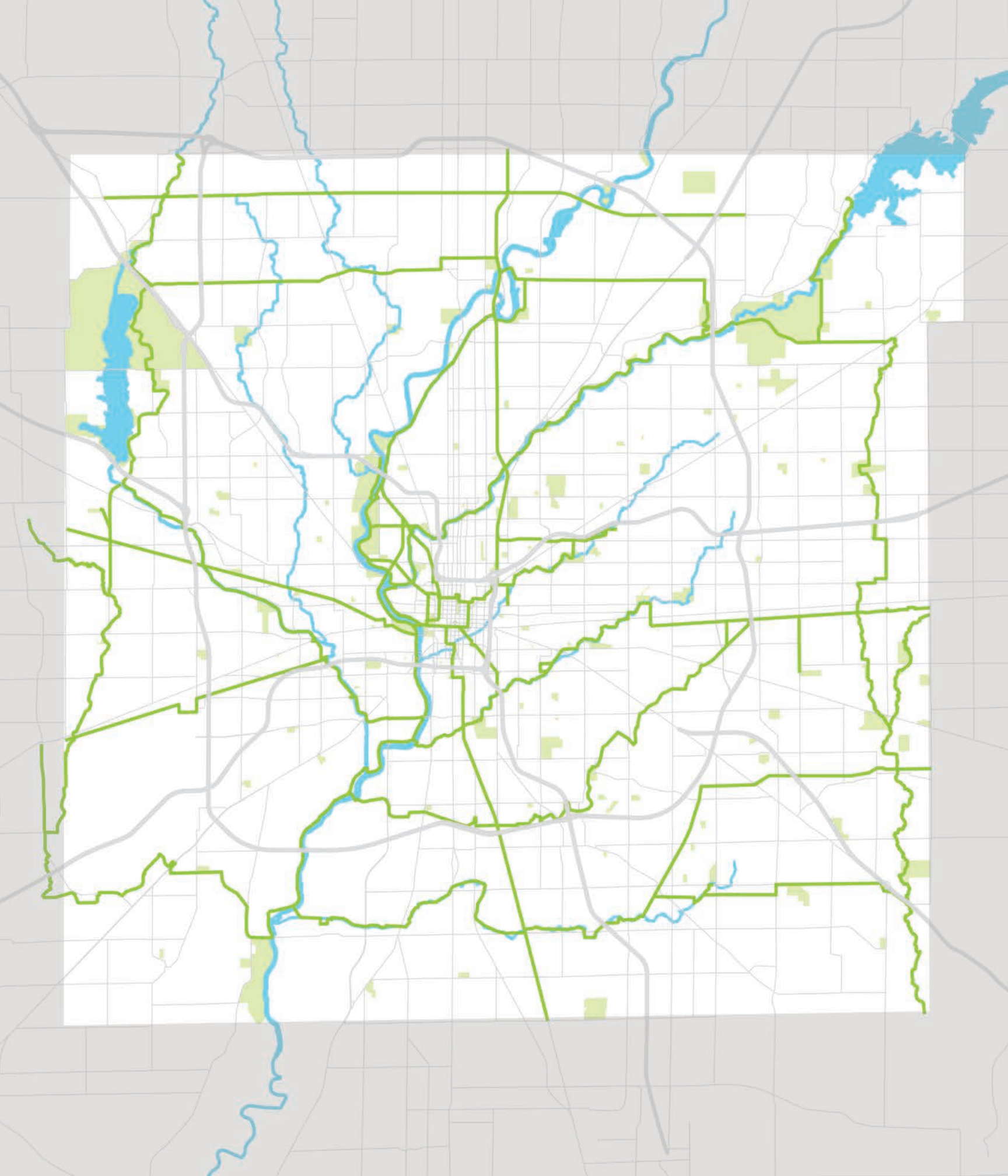
A waterway is a river, canal, or other route for travel by water.

Indianapolis' greenway system is one of the most distinguished greenway systems in the country. To this day, these corridors weave our city together as they wind through both vibrant and challenged neighborhoods. They connect major cultural institutions and universities, and they link regional destinations with neighborhood nodes. They are the backbone of a larger bicycle and pedestrian network. They connect Indianapolis' neighborhoods and social gathering places. Like waterways, greenways provide more than simply a place to exercise or a means by which to commute to work. They are also a more dynamic type of public infrastructure in that they support stormwater management, wildlife habitats, economic development and mental and physical health. In a city that is crisscrossed by a more formal street grid, and absent notable natural features like mountains or oceanside beaches, our waterways and greenways offer something special.

We must intentionally create and sustain active places, amenities and experiences that become the brand by which we are known. We must continue investment in waterways and greenways, focus revitalization efforts on the neighborhoods they connect, concentrate and bridge cultural amenities and institutions along them, and craft them into a defining element of the daily experience of all residents. We must foster pride by bringing awareness to our waterways. We must invest in Indianapolis greenways and waterways not only for the health of our environment, but for the mental and social well-being of our citizens. We must continue investing in the connections that allow us to access employment, cultural and entertainment destinations. We must enhance the variety of experiences one has along them.

A greenway is a strip of dedicated space, set aside for recreational use, non-motorized transportation or environmental protection.

Planned and Existing Greenways
Waterways



Why?

The following paragraphs offer a handful of reasons why greenways and waterways are central to the vision of becoming a healthier, more inclusive, more resilient, more competitive city.

Waterways help manage stormwater, provide habitats for wildlife and absorb and dissipate heat. By their very nature, Indianapolis' waterway and greenway corridors offer some of the most dense tree growth. Trees help improve air and water quality. They create shaded areas that can be anywhere between 20°F to 45°F cooler than areas that are not shaded.[30] Studies have also shown that trees can reduce crime rates (provided they are pruned up to six feet above ground level and do not interfere with the distribution of lighting in the area), cut energy costs, slow traffic, increase property values and improve civic pride.[31] By capturing carbon, buffering waterways and moderating temperatures, trees and other green infrastructure help communities respond to changing weather conditions.

Where you live can have a lot to do with how healthy you are. In Indianapolis, neighborhoods just a few miles apart can vary greatly in the social and environmental factors that influence the health of the people living in them. Health is more than health care. And good health is not always a matter of personal choice. Where people live can shape how well, or even how long, they will live. People are more likely to walk 30 minutes five times a week if they live near walkable destinations.[32] Adults living within a half mile of a park visit them and are roughly 15 percent more likely to exercise more often.[33] Greenways and parks provide opportunities for active living by providing places to walk and bike. Our waterways and greenways produce a healthier city.

There are many reasons why some people are more reliant on walking, cycling or riding transit to get around, such as increases in the cost of driving, the inability to obtain or maintain a driver's license, or even technological advances that make getting around without a car easier and more convenient. But whatever the reason, an inclusive city offers transportation infrastructure that accommodates non-automobile travel. Trails within a greenway provide access between neighborhoods and destination points as well as opportunity to travel without an automobile. Industry standards suggest that a greenway is considered to be accessible if it is within ¼ mile of the homes in the area. A more inclusive city ensures that its non-automotive transportation infrastructure performs at least as well as infrastructure for automobile travel.

All cities are competing to develop, retain and attract talent. Trends within the millennial generation point to a growing disinterest in driving and stronger preference for other modes of transportation. Millennials and baby boomers are driving changes in housing and lifestyle choices. According to a recent national household travel survey, annual miles traveled by car among all 16- to 34-year-olds dropped 23 percent from 2001 to 2009, and that does not count three years of recession and $4 per gallon gas.[34] In response, the Federal Highway Administration has recently released new forecasts for annual growth in the number of vehicle miles traveled (VMT); a statistic long associated with economic measures and one that has steadily risen since the 1980s. Over the last 30 years, VMT has grown 2.08 percent annually, but in early 2015 FHWA forecasted 1.04 percent growth over the next 30 years.[35] These shifts in transportation preference can also translate to economic benefits to businesses and employees. Demand for trails has translated to enhanced property values and increased development adjacent to trails in other cities.[36]

Connections

The following are examples of some of the connections that were made throughout the planning process.

GREENWAYS MASTER PLAN

The Greenways Master Plan outlines a strategy to create a network of greenways that connect all nine townships to the Indy Connect transit plan and Cultural Trail. The greenways also will extend into neighboring counties, requiring coordination with their respective governments. In addition, the plan hopes to fit in with the Regional Bikeways Master Plan, which would connect many county residents to robust pedestrian and bicycle transportation networks. When complete, neighborhoods across all of Marion County will be connected by more than 250 miles of greenways.

RECONNECTING TO OUR WATERWAYS

Reconnecting to Our Waterways, or ROW, is a grassroots initiative designed to reclaim the benefits of Indianapolis' waterways through opportunities for physical activity, cultural amenities and social gathering places, and neighborhood and economic development along them. Its goal is to help neighbors strengthen waterways, which will, in turn, help waterways strengthen neighborhoods.

INDIANAPOLIS BICYCLE MASTER PLAN

The purpose of the Indianapolis Bicycle Master Plan is to establish goals, objectives and benchmarks to improve safety, expand mobility options and increase the number of trips taken by bicycle within Marion County through 2020. As the city's first dedicated bicycle master plan, it incorporates the relevant findings of previously completed planning efforts and complements the Metropolitan Planning Organization's Regional Bicycle Plan (2012).

Arts, Culture & Design

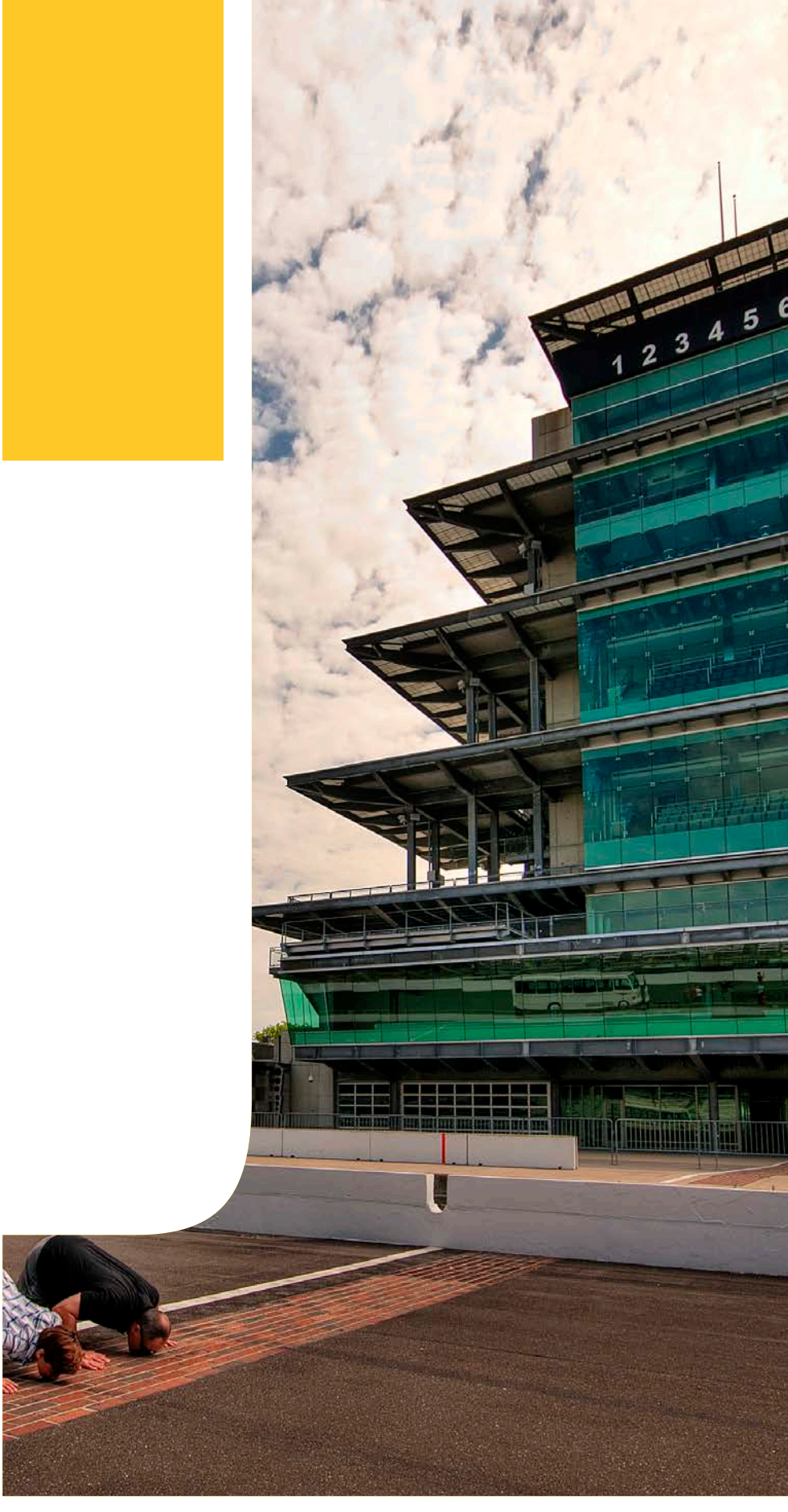
Living an authentic city life means celebrating the cultural accomplishments, values, experiences and artistic expressions of the wide array of people who call Indy home.

People experience, think about and remember physical places – individual streets, neighborhoods or cities – on an emotional level. They discuss how attractive the street was, how safe they felt, or how exciting a city is. While more difficult to quantify than the scientific and pragmatic approach typically employed by city planning, emotions drive a lot of decisions about where to visit, work and live. There are proven, best practices to foster that feeling of love for a place, including focusing on arts, culture and/or design.[37]

Beyond the basic needs of residents, such as having enough food, quality housing and feeling safe, the top three factors that make people feel attached to places are aesthetics, openness and social offerings.[38] Art, the expression of human creative skill and imagination, celebrates what makes the human race unique while appealing to a greater spirit in humanity. Beyond purely aesthetic appeal, art helps us envision, experiment, innovate and spark community conversations. It reflects the diversity and history of people, places and experiences that make Indianapolis a special place.

We must leverage our public and private partnerships toward a new standard of excellence in design at every level, for every project. We must program activities and cultural offerings that are relevant to the diversity of people and places across our city. We must celebrate the buildings, neighborhoods, legacies and events that make Indianapolis unique. We must more fully integrate the arts into the lives of residents, the places they live and work, and the streets, parks and other social gathering places that define our community experience.

For the purposes of this document, references to culture primarily means the place-based manifestation of people and events; a cosmopolitan city.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Why?

The following paragraphs offer a handful of reasons why the arts, culture and design are central to the vision of becoming a healthier, more inclusive, more resilient, more competitive city.

Indianapolis has relied on the arts for nearly all of its major triumphs, including Super Bowl XLVI. Arts have been tapped to transition declining neighborhoods, such as those surrounding Lafayette Square. As we learn more about how communities function as complex systems, we see that art, far from being a luxury, can be an important factor in rebuilding the connections that are important for their resilience. Public art, in particular, has a special role to play because it is seen and shared by all segments of the community, young and old, rich and poor. By instilling and deepening a broadened sense of connection to place, to each other, to nature, and to our humanity, public art can help communities become more resilient.[39]

Aesthetic design elements – such as variety and order, scale, orientation, mystery, visibility – contribute to a city's attractiveness. They have been scientifically proven to make people happier. Research shows that looking at art causes the pleasure and reward centers of the brain to be activated. What makes people happiest is living in, or being surrounded by, beauty.[40] Well-designed objects that are both beautiful and functional trigger positive emotions, such as calmness and contentment, and reduce negative feelings, such as anger and annoyance, by almost a third. Purely functional objects that are not beautiful increase negative emotions such as gloominess and depression by 23 percent.[41] Therefore, a better designed city with equitable distribution of aesthetic elements can result in happier and healthier residents.

Indianapolis' ability to retain and attract residents, visitors and businesses hinges largely on our ability to not only continue to become but to portray Marion County as a place that welcomes all. Art and culture strengthen connections between people and places. We use art to tell stories, connect people and history and place things in context. Art and culture make Indianapolis not only an attractive destination but also help us recognize it as home. An experience that is shared between artist and viewer, and among viewers, helps connect us as human beings. Shared experiences of this kind improve our ability to collaborate with others despite our differences.[42] The work of artists can also spark understanding and unity among a variety of people.

America's arts industry is resilient in times of economic uncertainty.[43] It is also a key component in our nation's economic recovery and future prosperity. Every day, more than 100,000 nonprofit arts and cultural organizations act as economic drivers, supporting jobs, generating government revenue and serving as cornerstones to our tourism industry.[44] Arts and cultural organizations are resilient, entrepreneurial businesses. They employ people locally, purchase goods and services from within the community, and market and promote their regions. Arts and cultural organizations leverage additional event-related spending by their audiences, pumping even more revenue into the local economy. One study showed that the typical arts attendee spends $24.60 per person, per event, beyond the cost of admission.[45]

Connections

The following are examples of some of the connections that were made throughout the planning process.

TALKING WALL
Talking Wall (2015) is a sculpture comprised of a collection of symbols representing an open-ended conversation about the African-American history of Indianapolis. It is a thoughtful investigation of who we are as a city and a community. Visit the installation today! It is located along the Cultural Trail: A Legacy of Gene & Marilyn Glick at the corner of Michigan and Blackford streets on IUPUI's campus.

THE DEPARTMENT OF PUBLIC WORDS, LOVE TRAIN
In 2014, The Department of Public Words, in partnership with the Meridian Kessler Neighborhood Association, Smallbox, the property owner and other donors, set out to fix a series of 15-year-old murals along the back wall of a storage property along the Monon Trail in Broad Ripple. They scraped, primed and applied multiple layers of stencils to over 5,000 square feet of space. They engaged over 200 volunteers and used over 40 cans of paint and 160 cans of spray paint. The partnership with the property owner was an easy win: The result is more than 50 positive messages displayed on buildings and 20 new trees for passersby to enjoy.

INDIANA BLACK EXPO
Indiana Black Expo was organized to establish scholarships; develop, implement and support youth programs; and inform and educate the public as to the economic, educational, political, religious and social achievements and cultural development of African-Americans. Its mission is to be an effective voice and vehicle for the social and economic advancement of African-Americans. For 45 years, its summer celebration has drawn thousands of visitors to the city and unified thousands of residents of all ethnic and socio-economic backgrounds.

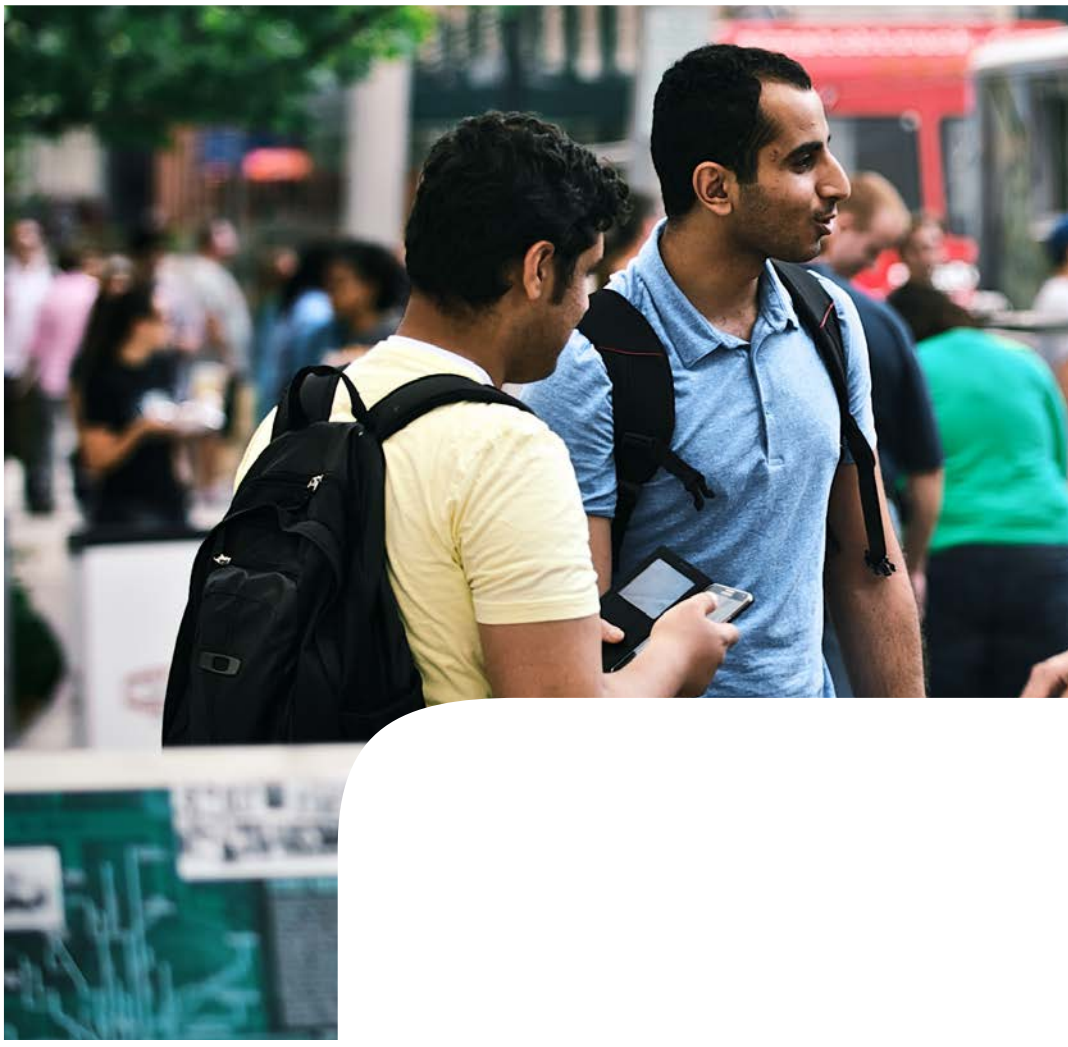
INTERNATIONAL MARKETPLACE
The International Marketplace, formally known for the Lafayette Square Mall (the first enclosed mall in Indianapolis), has become a vibrant diverse community. The area now lays claim to the best international restaurants and businesses in Indianapolis and the world is taking notice. The area has been recognized by the New York Times as being a place where "the world comes to eat".

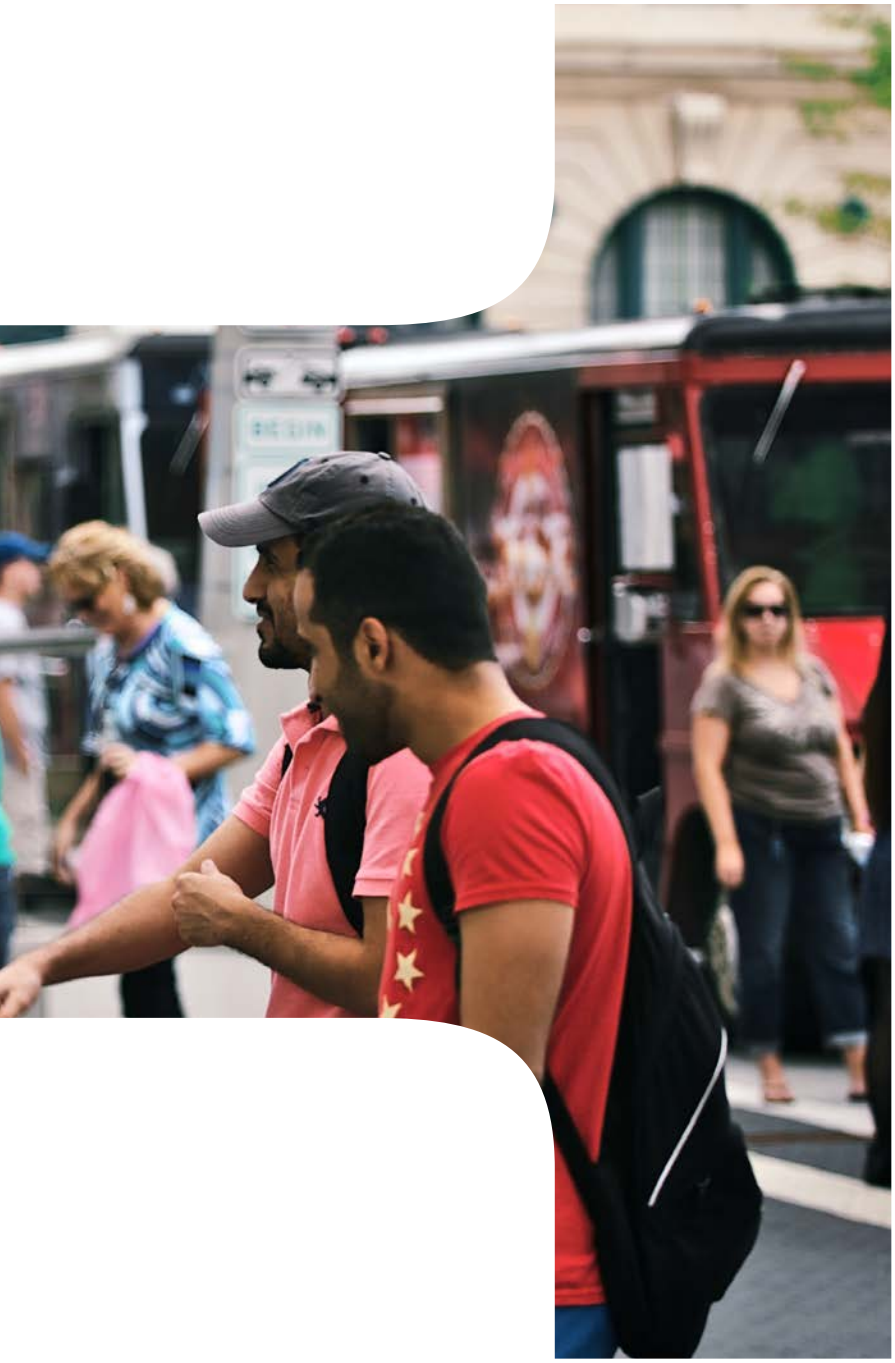
Social Gathering Places

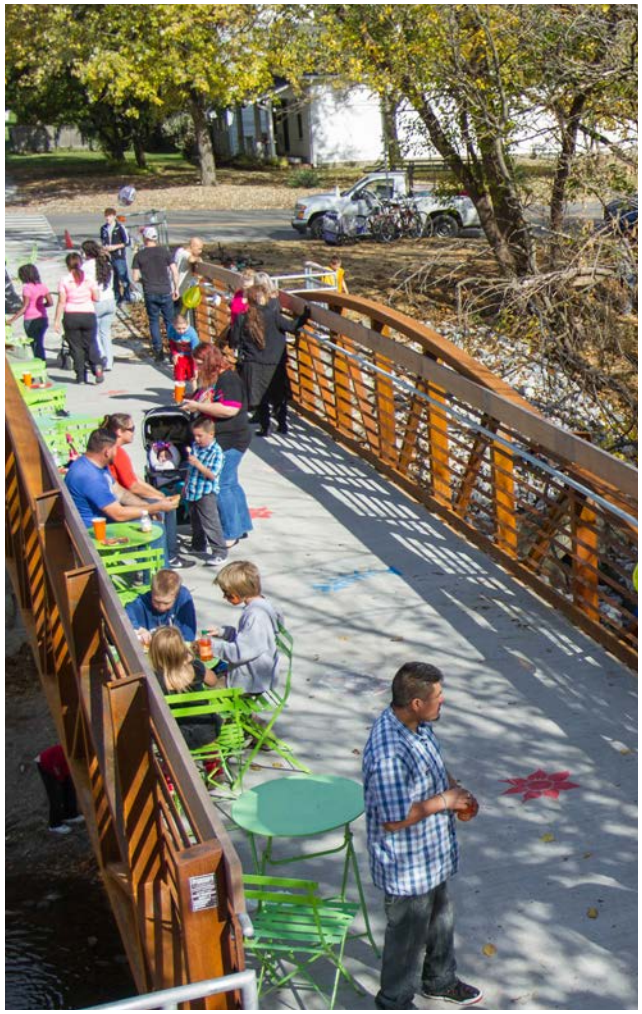
Living an authentic city life means spending time with friends, family and neighbors in places that build community and create shared experiences for people of all types.

Americans have begun to substitute the vision of an ideal home with the vision of an ideal city. Cities have become personal touchstones for people, which makes social gathering places that much more important.[46] Social gathering places, where people spend time outside of home or work, are the glue that holds communities together. They are where we celebrate birthdays, come together to discuss community issues, mourn losses, fundraise to help our neighbors and discover new friends. While true for all, this is especially true for younger generations, who increasingly delay starting families and thus spend more time and money in places outside of work and home.

We must offer places where people can meet informally. We must offer places where families and communities connect and re-energize. We must work to reinvest in the places that exist, revitalize the places that disappeared and introduce new places to neighborhoods that are void of them.







Why?

The following paragraphs offer a handful of reasons why social gathering places are central to the vision of becoming a healthier, more inclusive, more resilient, more competitive city.

One factor shown to influence community resilience is social capital, in particular the existence of strong, diverse social networks that can be engaged in the survival and recovery phases of disaster. The nature, strength and quantity of these social ties are influenced by place. Factors such as public places, an absence of privacy fences, homes with front porches, or neighborhoods with trails that connect to the larger Indianapolis community play a large role in connecting residents to their neighborhood and to one another. Face-to-face social interactions and community social connections by necessity occur in space.[47] Social gathering places provide opportunities to build social capital – the ability to connect, look out for, and get things done with other people.

Social capital refers to the networks of relationships among people who live and work in a particular society, enabling that society to function effectively.

Today, more kids are growing up among a greater diversity of peers than ever before. It's what they're used to and it's what they'll expect moving forward. Unlike the generations that came before them, they will have greater opportunities to come into contact with to come into contact with one another and experience diversity more deeply. The intersection between arts, culture and social gathering places helps provide this. Social gathering places by their very nature are diverse and in demand. Openness is inclusiveness. It is how a city welcomes a person and the value and differences they bring.[48]

Social gathering places such as sidewalks, parks, cafes, theaters and sports facilities are important venues for a wide variety of activities. Some provide opportunities for social interaction, physical fitness and other activities that have clear health implications.[49] The sense of place is a widely discussed concept in fields as diverse as geography, environmental psychology and art. The health impacts of place, including physical, psychological, social, spiritual and aesthetic outcomes, continue to gain traction.[50] Less information is available regarding social interactions, but studies have suggested that a "sense of community" increases when neighborhoods are walkable[51] and when well-maintained public places are located near homes.[52]

A competitive city builds loyalty among its residents and businesses. Indianapolis' most loyal residents report high levels of satisfaction with social life, access to cultural opportunities, such as art, entertainment and festivals, and neighborhoods in the city. When considering loyalty to Indy, research revealed that a majority (54 percent) of residents ages 18 to 39 is "truly loyal" to our community, and nearly a quarter is at "high risk" for leaving.[53] In short, about half of our 20- and 30-somethings love and plan to stay in Indianapolis, and a quarter are actively looking for a way out. Diverse social gathering places are one way to ensure that Indianapolis remains competitive and welcoming well into the future.

Connections

The following are examples of some of the connections that were made throughout the planning process.

INDIANAPOLIS PUBLIC LIBRARY STRATEGIC PLAN
Recognizing the growing importance of social gathering places to innovation, education and neighborhood survival, the Indianapolis Public Library's strategic plan emphasizes alignment of library locations, facilities, programs, services and amenities to serve as neighborhood-anchoring third places.

INDY PARKS & THE INDIANAPOLIS PARKS FOUNDATION
Through critical partnerships, the Parks Foundation channels philanthropic investments into Indy Parks facilities across Marion County in need of projects and programs that meet the needs of neighborhood residents, offering them new and improved playgrounds, athletic fields and courts, community centers, youth and family programming, and community gardens.

INDIANA HISTORICAL SOCIETY

Innovation & Entrepreneur Districts

An authentic city life leverages the power inherent in the proximity of people and places to stimulate economic development and unleash creative innovation.

The more social the world becomes, the more social places it demands. The implications of this change are both deep and wide. The workplace is increasingly mobile and independent. More and more people are finding themselves in a position to work from anywhere. Increasingly, these people are seeking out shared spaces in which they can work, independently or as a small group. Entrepreneurship is becoming more of a collective, not a competitive, endeavor with shared resources, talent and ideas.

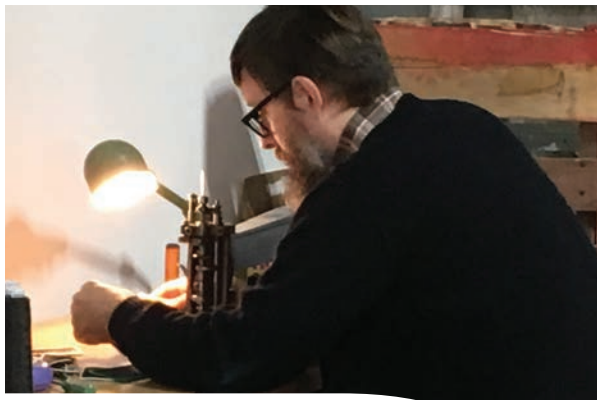
Indianapolis has many competitive advantages, including a relatively low barrier to entry. It is a lot easier to start and grow a business or pursue a creative passion here than in many other cities. Factors that contribute to this include the state and local tax climate; our central location; road, air and rail transportation for shipping and receiving goods; relatively low transportation costs; affordable housing market and access to affordable labor. Our ease of doing business is reflected in more than simple economic terms, however. Our collaborative spirit and welcoming hospitality contribute to our collective ability to put community leaders and mentors within easy reach.[54]

We must capitalize on the ease by which one can pursue his or her economic goals and foster this innovative and entrepreneurial tradition while ensuring access of diverse peoples to entrepreneurial opportunities. We have the opportunity to connect this attitude with place-based investment strategies that leverage entrepreneurship, collaborative talent and creativity with neighborhood revitalization. To ensure success, we must promote these districts of concentrated creativity as the most vibrant, diverse and welcoming places in the city. Through the development of innovation and entrepreneur districts and collaborative and co-working spaces, we can catalyze the sharing of ideas and resources across industries. This, in turn, will fuel our future economy.

We must increase support for innovation and entrepreneurship in Indianapolis by improving connections to existing entrepreneur resources, and by continuing to increase the shared working spaces that foster innovation. These spaces – commercial kitchens, maker spaces with tools and areas for fabricating prototypes, and technology hubs with shared work space and access to tech talent – provide the resources and proximity to peers and mentors that can shape our future economy.

Maker spaces are centers for peer learning and knowledge sharing, in the form of workshops, presentations, and lectures. They usually also offer social activities for their members, such as game nights and parties. Maker spaces can be viewed as open community labs incorporating elements of machine shops, workshops and/or studios where inventors can come together to share resources and knowledge to build and make things.[55]

Maker movement: a social movement with an artisan spirit in which the methods of digital fabrication—previously the exclusive domain of institutions—have become accessible at a personal scale, following a logical and economic progression similar to the transition from minicomputers to personal computers in the microcomputer revolution of the 1970s.[56]



Why?

The following paragraphs offer a handful of reasons why innovation and entrepreneur districts are central to the vision of becoming a healthier, more inclusive, more resilient, more competitive city.

The more innovative people you have close together, the more it benefits everyone. Leveraging the density of proximity in a city is key to a sustained pipeline of local innovation – and the economic activity and jobs of the future it creates. This proximity effect can be staggering. The number of patents per capita increases, on average, by 20 to 30 percent for every doubling of employment density, with the greatest increases expected in the most densely populated portions of a metropolitan area, like Marion County.[57] Clustering innovative enterprises together (within one mile) increases their ability to create jobs or grow new firms by 10 times or more.[58]

When live-work arrangements exist within innovation and entrepreneurial districts, they promote active lifestyles and the associated improvement in health outcomes. In 2009, when people lived within a mile of work, nearly 40 percent walked or biked to work – up from 25 percent as recently as 1995. The preference for non-auto travel was nearly identical for running errands.[59]

The proximity of neighborhood housing to innovation districts, or the revitalization of a neighborhood through creative artists, artisans or entrepreneurs, provides additional avenues for stabilization of property values, increased support for retail enterprises and increased proximity to economic opportunities. Artisan and artist districts in particular offer a chance to celebrate the unique cultural history, talent and perspectives of neighborhoods while infusing them with renewed economic purpose and returns.

Many business and creative sectors like to congregate and co-locate in specific geographies to take advantage of, or share, assets such as infrastructure, talent and education resources.[60] Innovation districts clustered around growing economic centers and in close proximity to vibrant neighborhoods, higher education and research centers, or active cultural centers provide a uniquely urban atmosphere unlike anything else in the region. Entrepreneur districts focused on creative passions such as crafts, trades and art, coupled with supportive or collaborative anchors or workspaces, offer a unique "brand" through which to pursue neighborhood revitalization while also adding to the collection of unique places and destinations Marion County can offer.

Connections

The following are examples of some of the connections that were made throughout the planning process.

GARFIELD PARK CREATIVE COMMUNITY
Non-profit Big Car Collaborative is working to revitalize a neighborhood near Garfield Park as an artistic entrepreneur district. Anchored by The Tube, a convening space for artists and the community located in a formerly vacant industrial building, the community will also include Listen Hear, a storefront promoting cultural entrepreneurship and community programming, and a nearby artist housing project designed to embed creativity in the neighborhood.

THE 16TECH INNOVATION ZONE
16 Tech is one of Central Indiana's most significant catalysts for unprecedented innovation, leading to talent and job growth, nearby neighborhood revitalization and region-wide economic prosperity. Located next to leading research universities and amidst 67 percent of Indianapolis' advanced industry assets, 16 Tech is purpose-built to attract the best talent to collaborate, create and commercialize new ideas across a spectrum of industry sectors, including life sciences, technology, advanced manufacturing and the arts. It will include millions of square feet of custom, open, modern innovation space coupled with retail and housing development, generous green space and walking/biking trails for a community experience.

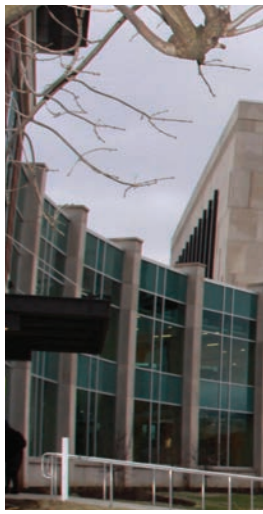
INDIANA BIOSCIENCE RESEARCH INSTITUTE
Anchoring the 16 Tech innovation community is the Indiana Biosciences Research Institute, an independent, nonprofit applied research institute focused on discovery and innovation targeting cardio-metabolic diseases and poor nutrition. Inspired by Indiana's leading life sciences companies, research universities and philanthropic community, IBRI's goal is to build a world-class organization of researchers, innovators, and entrepreneurs that will catalyze scientific and translational activities, resulting in new solutions to major healthcare challenges. IBRI is building a unique physical and intellectual space for open collaboration among best-in-class academic and industry talent, disrupting the traditional innovation model in life sciences research and accelerating the development of bio/agro/medical innovations. Individual researchers and their teams are encouraged to pursue breakthrough and translational science in close collaboration with other researchers across academic and industrial settings.

SPEAK EASY
The Speak Easy was founded in 2011 with a mission to cultivate the healthiest entrepreneurial ecosystem, anywhere. The Speak Easy has brought together active and engaged entrepreneurs at every stage of business. Members are creative types; programmers; founders; freelancers; business-minded, tech-savvy, first-time starters; and seasoned professionals. The members are brought together by a drive to challenge the status quo through innovation and entrepreneurship.

PROSPERITY: STRENGTHENING COMMUNITY

Prosperity happens when people and places thrive. Our interstate highway system, railroads and airport connect us to the world of commerce. Our universities and hospitals connect us to the world of ideas and innovation. Our diversity, relative affordability and open leadership culture offer opportunities to those with dreams of starting careers, launching businesses, pursuing passions or creating other enterprises. As the world economy transforms, so do the fortunes of our residents.

We must fully realize the potential of our many freight transportation assets, including highways and rail corridors, by reinvesting in them and reclaiming blighted properties around them. We must ensure our businesses have the talent and room with which to grow. We must leverage the employment, purchasing, investment, development and innovation power of our anchor institutions. Our economic development strategy must continue to emphasize the retention and expansion of existing businesses while simultaneously creating a supportive climate attractive to new businesses. We must ensure that our workforce has up-to-date skills and clear career pathways. We must position Indianapolis residents to contribute meaningfully and sustainably to the rapidly evolving economy.



IUPUI
JAGUARS

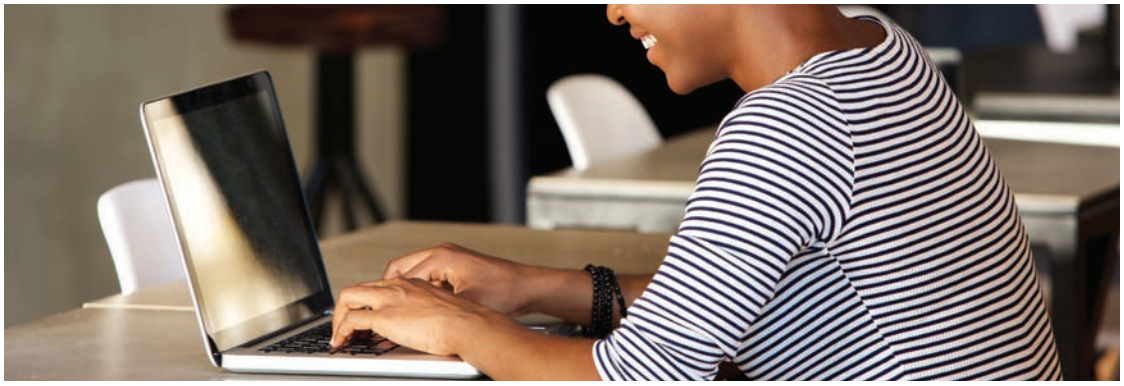
Information Platforms

Living an authentic city life today means thriving in an increasingly open and participatory environment, and in an increasingly connected world, but in a manner rooted in the places we call home.

People continue to be more virtually connected. If information is the key to success, the city must continue to pursue opportunities to improve and enhance access to the Internet, such as free Wi-Fi at key locations throughout the community, and programs that intentionally seek to eliminate the digital divide.

We must produce an environment where the sharing of ideas and resources across industries fuels our future economy. We must ensure that our virtual connectivity is not only at a competitive capacity but accessible to all. We must support civic advancement and new business by sharing data, allowing both the public and private sectors to create new applications and find new solutions. This ensures a government that is communicating internally and externally, providing opportunities for efficiencies and transparency.

The digital divide is the gap between those who have ready access to computers and the Internet, and those who do not. Proponents for closing the digital divide include those who argue it would improve literacy, democracy, social mobility, economic equality and economic growth.



Why?

The following paragraphs offer a handful of reasons why information platforms are central to the vision of becoming a healthier, more inclusive, more resilient, more competitive city.

Information technology is largely just the organization and presentation of information. However, this information can make a city more environmentally, socially and economically resilient. Information technology needs space to grow. The capacity of our Internet infrastructure is becoming perhaps as important as the capacity of the city's streets. As cities bid for the presence of tech-oriented business, high-speed Internet service is a key amenity that can attract innovation and jobs.

Information technology can create a healthier city by enabling service providers to more quickly and effectively identify populations that may be at higher risk for various health problems, such as asthma. The critical role of information technology in designing a health system is in its ability to produce health care that is safe, effective, patient centered, timely, efficient and equitable.[61] A number of reports identify the potential role of informatics in reducing health disparities in underserved populations. It has been suggested that telemedicine and similar innovations be assessed as approaches for improving access to care for those facing geographic barriers to appropriate care.[62]

Cities are complex systems of intertwining interests that work in a symbiosis that can easily slip into inefficiencies and even outright mistakes. Residents experience these inefficiencies every time they wait for a late bus, research the best bike route, circle a block in search of parking, hit an unknown pothole or are unable to access information that allows them to better engage as residents. By facilitating an open exchange of information between the public and private sectors, the quantity and variety of data allow for inefficiencies to be found and resolved. The adoption of an open data policy also allows for immediacy and accountability to local government, improving both interdepartmental activities and public interactions. Such new efficiencies can result in lower taxes, lower crime, increased transparency and greater convenience across communities. Bus systems and traffic planning can be optimized for more cost-effective, safe and consistent experiences. The possibilities for logistics-heavy innovations like bike share and car share enterprises expand further. Residents can follow exactly how their tax money is used. Public safety departments and watchdog organizations are able to more quickly identify needs and address them.

Virtual connectivity is increasingly important for the city and its communities – fostering education,[63] facilitating civic engagement[64] and changing the way we work. One-third of business leaders predict that a third of their workforce will not be working from a traditional office by 2020.[65] The private sector also stands to gain substantially by putting more people in closer proximity to one another, both physically and virtually. Intellectual spillovers that drive innovation and employment drop off dramatically as firms and people move more than a mile apart.[66] Open data creates market opportunities for the development of new tech products.[67] It is estimated that about $35 trillion annually in economic value could be unlocked with utilization of open data.[68]

CONNECTIONS

The following are examples of some of the connections that were made throughout the planning process.

CODE FOR AMERICA
Code for America is a non-profit organization that works with cities to build open-source technology and organize networks of people dedicated to making government services simple, effective and easy to use. In 2015, Indianapolis hosted three Code for America team members to work alongside Homeland Security and Public Safety to develop tools to improve data analysis, increase transparency and highlight public engagement to improve safety for all residents. Also in 2015, Indianapolis was named an official Code for America network member. As a network member, Indianapolis has free access to an online portal in which to upload, maintain and share local data.

HACK INDIANA
The Hack Indiana Series, powered by Techpoint and the Indy Chamber, is an extended hackathon designed to invigorate an entrepreneurial culture and equip participants with marketable skills while encouraging relationship formation and camaraderie across states. The Challenge will engage students and professionals already actively contributing to the Indiana tech space and will potentially lead to seeding new ventures and job-creators.

OPEN INDY
Open Indy advocates for using public data and technology to improve the city of Indianapolis. They are techies and non-techies, experts and enthusiasts – all with a mission to make Indianapolis' data accessible for the benefit of inhabitants. To demonstrate the value of open data, Open Indy brings together Indy's technology sector, non-profits, and public policy makers; accepts challenges and design solutions; and educates the public about the benefits of technology based on open data. Open Indy believes that an open Indy is a better Indy.

Business Retention & Expansion

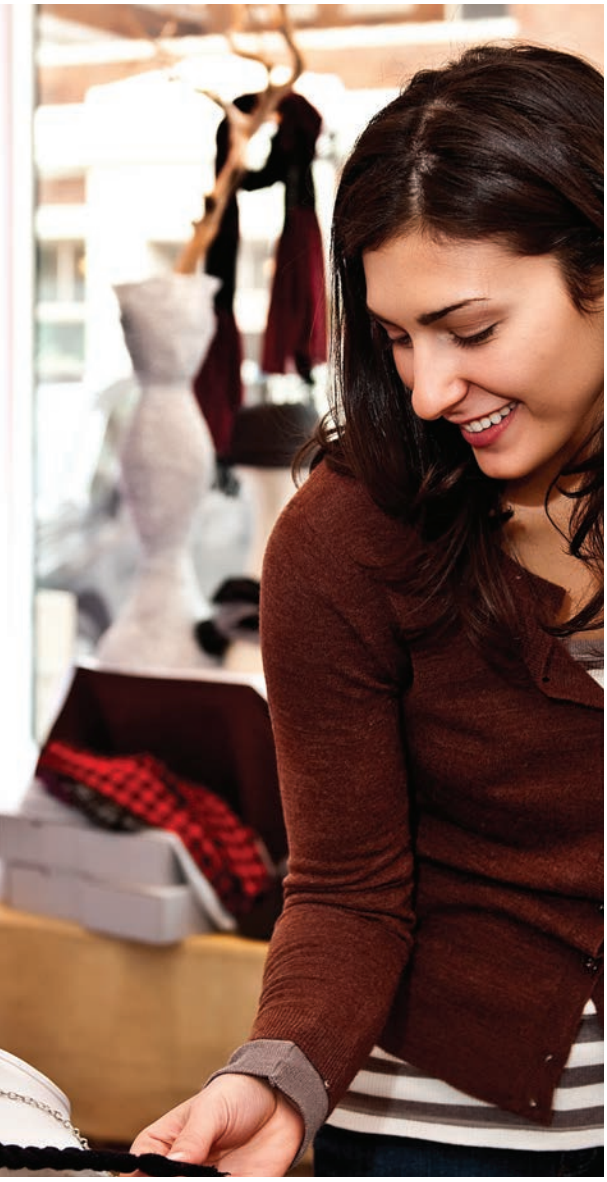
Living an authentic city life means rolling out the welcome mat for new enterprises by demonstrating robust support and providing resources for the growth and prosperity of those who are already part of our community.

Indianapolis has demonstrated that it is a good place to start and grow a business. Existing businesses reliably deliver greater job and productivity growth than business choosing to relocate,[69] underscoring the importance of prioritizing economic development resources toward fostering existing business growth and nurturing business startups. Business growth fostered by that strategic focus creates an increasingly attractive environment for businesses considering relocating here.

While we can advance as a city by competing for new talent, residents and visitors, we can set ourselves apart from other cities by creating a rewarding environment that stimulates business retention and expansion. It doesn't have to be an either/or proposition. But it does recognize that most local economic growth is not the result of a new corporate headquarters or new factory locating in Indianapolis.

We must focus as a region on key economic drivers that emphasize current strengths and show the most promise for growth, including life sciences, advanced manufacturing, logistics, information technology and sports, as well as those especially suited to our unique Marion County context, including food manufacturing and distribution, technology and business-to-business services.

Indy's Original
The Flying Cupcake



Why?

The following paragraphs offer a handful of reasons why business retention and expansion is central to the vision of becoming a healthier, more inclusive, more resilient, more competitive city.

Just as native plant species are more resilient because they've adapted to the conditions of the local environment, existing businesses have adapted to the local economic and employment environment in which they have grown up. They understand the challenges and opportunities of their business, their neighborhood and our broader community and in many cases are locally owned or controlled. They already have employees here who are dependent on them for their livelihoods. Their roots are already here. Ensuring they remain here and can grow provides stability for our local economy.

Existing businesses and business startups reliably deliver greater job growth than businesses choosing to relocate. No more than 2 percent of annual state job gains can be attributed to business relocations nationally; the vast majority comes from the expansion of existing businesses (nearly 42 percent) and the birth of new establishments (56 percent).[70] Focusing business development resources, including staff time and incentives, on local business retention and growth will increasingly demonstrate to business leaders the benefits of growing their business in Marion County.

Connections

The following are examples of some of the connections that were made throughout the planning process.

METRO INDY GLOBAL EXPORT PLAN

Competitive cities take full advantage of their existing assets and economic momentum to create new opportunities. The Metro Indianapolis Global Export Plan charts a course for business growth, identifies our most productive export industries, and creates an opportunity for smaller businesses to connect to export supply chains and foreign markets. Metro exports are led by large exporters in pharma, motor vehicle parts, engine and power equipment, medical equipment and supplies, aircraft parts and intellectual property. Small to medium-size enterprises report significant barriers to introducing their products to foreign markets and affording export costs, among other barriers. By working together to increase exports across businesses of all sizes, Indianapolis economic development leaders can jump-start the momentum of the region's major industries and increase Indianapolis' share of export markets. Business growth in export sectors can provide increased economic sustainability because local businesses have a more diverse customer base. They also build local prosperity because export industries pay higher than average wages.

KOWEBA MANUFACTURING CENTER

Koweba Manufacturing Center illustrates how business retention and expansion support at the neighborhood level can deliver value for business and jobs for the neighborhood. Local manufacturer 360 Services, a full-service fire suppression company, grew to 60 employees in its first 10 years and projects hiring an additional 25 employees within two years. Located on East New York Street on the Near Eastside, the business owner hoped to stay in the neighborhood and worked with economic development staff at Englewood Community Development Corporation and the city Department of Metropolitan Development to find the right space for assembly, light manufacturing and servicing of fire extinguishers. A former industrial site in the neighborhood met 360 Services' requirements and also provided enough space to create two additional business locations. A known brownfield undergoing remediation, the building had housed major employers in the past. Once remediated and renovated, it will house 360 Services' 85 employees at annual wages averaging more than $45,000, with two additional businesses leasing space. Knowledge of business needs and potential business properties, along with solid working relationships with city government, resulted in job growth in a neighborhood hard hit by unemployment and commercial vacancy.

Industrial Renewal

Living an authentic city life means building on our geographic position as the Crossroads of America and strength as a manufacturing community.

Our interstate highway system, railroads and airport connect us to the world of commerce. Manufacturing remains a strength in Marion County, with a higher than average share of the workforce employed in the manufacturing sector. In 2012, 9.8 percent of Marion County jobs were in manufacturing. This compares to a national average of 9.0 percent.[71] Major manufacturing sectors are pharmaceuticals, motor vehicle parts, engines and power equipment, medical equipment and supplies, aircraft products and parts.[72] The deeply rooted manufacturing history that propelled our city to where we are today is all too often told, in part, through its legacy of blighted and environmentally contaminated properties. The rest of the legacy is a manufacturing sector that is strengthening after the recession, adding jobs across a range of industries.[73] Indianapolis and the region are poised to strategically push for greater export capacity, strengthening the local supply chains of major exporters and helping smaller producers position themselves for increasing export production.[74] Manufacturing is not only Indianapolis' legacy but a dynamic part of its economic future.[75]

We must prioritize the reclamation of our former industrial sites for new industrial uses when possible to anchor businesses and create good jobs in neighborhoods hard hit by previous disinvestment and high rates of unemployment, and ensure that Indianapolis retains the number and size of industrial properties that it will need to compete in the future. We must reclaim these limited assets and position them for productive re-use as job sites providing solid wages and producing products for customers here and around the globe. We must return these properties to the tax rolls so that they may have the added benefit of supporting revitalization efforts in Indianapolis' neighborhoods and increasing employment opportunities in areas with relatively high unemployment rates. We must advocate for regional transportation investments that re-invest in existing freight railway and highway corridors to ensure that the adjoining land uses remain viable.

We must fully realize the potential of our many freight assets by reinvesting in them and reclaiming blighted property around them. We must ensure that our workforce has up-to-date skills and clear career pathways so that it can contribute meaningfully and sustainably to the ever-evolving economy.

HOFFAS

GM

Why?

The following paragraphs offer a handful of reasons why industrial renewal is central to the vision of becoming a healthier, more inclusive, more resilient, more competitive city.

Former industrial use often leaves environmental contamination behind, requiring a combination of insurance settlements and federal and state brownfield remediation funds to bring sites back to use. Additional resources to spur revitalization include capital for business starts and growth, such as loan funds, federal and state tax credits, workforce training funds, and locally created flexible dollars that are not available through state and federal workforce funds. Marshaling these resources will result in greater economic resiliency for families, neighborhoods and the local economy.

The environmental status of former industrial sites is often uncertain, depending on how long they have been vacant and how much is known about the industrial processes once performed at the site. Primary contaminants of concern are chlorinated solvents in groundwater (from dry cleaners and metalworking facilities, such as plating companies), metals such as lead and chrome in soil (from foundries and metalworking facilities), and petroleum and related constituents in soil and groundwater (from gas stations and automotive repair shops). These contaminants are recognized carcinogens and can, under conditions of severe exposure over time, cause birth defects. They also can exacerbate asthma and chronic lung disease. When a brownfield site is remediated and redeveloped, reducing contaminants in and around residential areas is always a chief aim. Remediating sites for new industrial use pays off through decreased health and environmental risks and in increased economic growth.

One way of stabilizing a neighborhood is to ensure that the people who live there have the means to maintain their homes and their property. People need jobs, and where the jobs are located is important if we are going to move the needle on poverty and unemployment. Many of our neighborhoods with the highest rates of unemployment are the same ones with significant vacant, blighted and underutilized industrial properties. These neighborhoods grew up around good-paying industrial jobs and have suffered significantly as the jobs disappeared. Cities that prioritize reclaiming legacy industrial sites for new industrial re-use are able to anchor businesses and create jobs in neighborhoods hard hit by previous disinvestment and high rates of unemployment.[76] Indianapolis has significant opportunity to reclaim these valuable assets and convert them into productive job sites that provide solid wages and produce commodities for customers near and far.[77] Business growth fostered on formerly industrial land returns these properties to the tax rolls, supports revitalization efforts in Indianapolis' neighborhoods and increases employment opportunities in areas with high unemployment rates.

Indianapolis currently has a limited supply of larger, shovel-ready development sites, which means that despite having a number of old, industrial sites that aren't being used, very few are at a point where workers can be employed and construction can begin. Four of our largest former industrial sites – Chrysler Foundry, GM Stamping Plant, Navistar and Ford Visteon – are a stark reminder that Marion County is still recovering from the loss of 18,800 manufacturing jobs since 2003.[78] Marion County can accelerate its recovery and become more competitive in the meantime by focusing on industrial renewal to an extent that advanced manufacturing – which emphasizes industry sectors that sustain greater research and development spending and expand export opportunities for local companies – gains an even stronger foothold here locally.

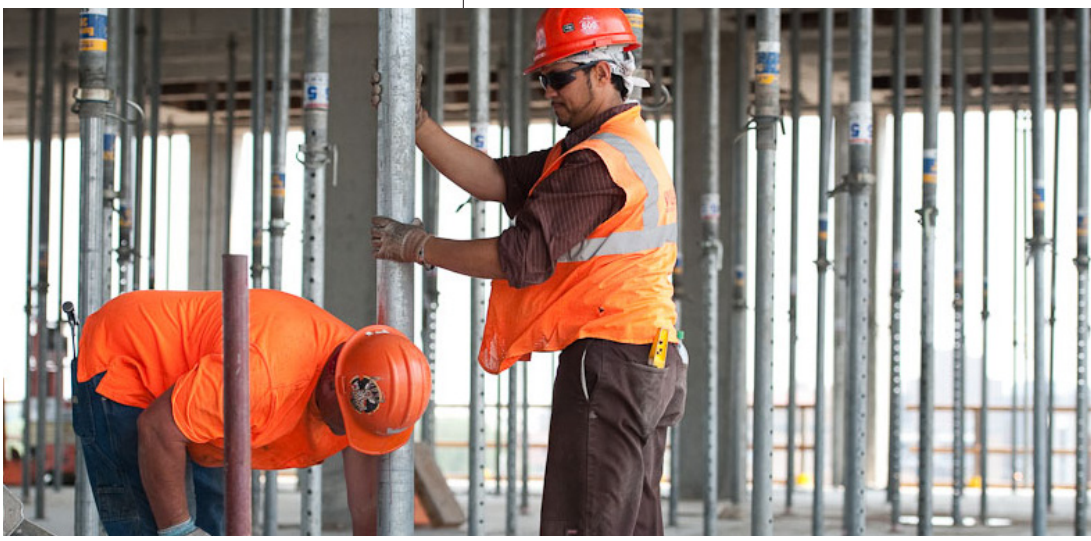
Connections

The following are examples of some of the connections that were made throughout the planning process.

EMPLOYINDY'S POWERTRAIN
Workforce incentives for businesses to locate in former industrial sites can make a difference in speeding re-use. One innovative local program providing "train and place" opportunities is PowerTrain, which connects employer needs for skilled workers with support for low-skilled potential employees from neighborhoods with high unemployment rates. Funded with local tax-increment financing dollars, the pilot program trained and placed approximately 400 residents into new jobs by the end of 2015.

INDUSTRIAL REDEVELOPMENT ENTITY
Careful thought has gone into creating the technical, administrative and business development team that can shepherd industrial re-use strategies toward completion. Beginning as The Mayor's Manufacturing Re-use Task Force, the effort started as a roundtable of stakeholders and business leadership. Representatives of the Mayor's Office, Department of Metropolitan Development, Indy Chamber, Local Initiatives Support Corporation, Central Indiana Corporate Partnership and Conexus, along with commercial real estate brokers, met to discuss obstacles to industrial re-use as well as opportunities. The work will result in a streamlined and coordinated process staffed by brownfield, real estate and business expertise. Moving forward, this team will collaborate to remediate and market former industrial sites, reaching out to businesses seeking to start, grow or relocate to Indianapolis.

LAND USE PLAN
Updating the Land Use Plan, an element of the Comprehensive Plan for Indianapolis and Marion County and a component of Plan 2020, will include a new industrial reserve overlay recommendation, prioritizing the most important industrial-zoned or industrial-planned land near highway interchanges, rail spurs and the airport.



Downtown Central Business District

Living an authentic city life means benefiting from the economic engine at the heart of a major metropolitan area and enjoying the events, activities and attractions that exist only near such economic vibrancy.

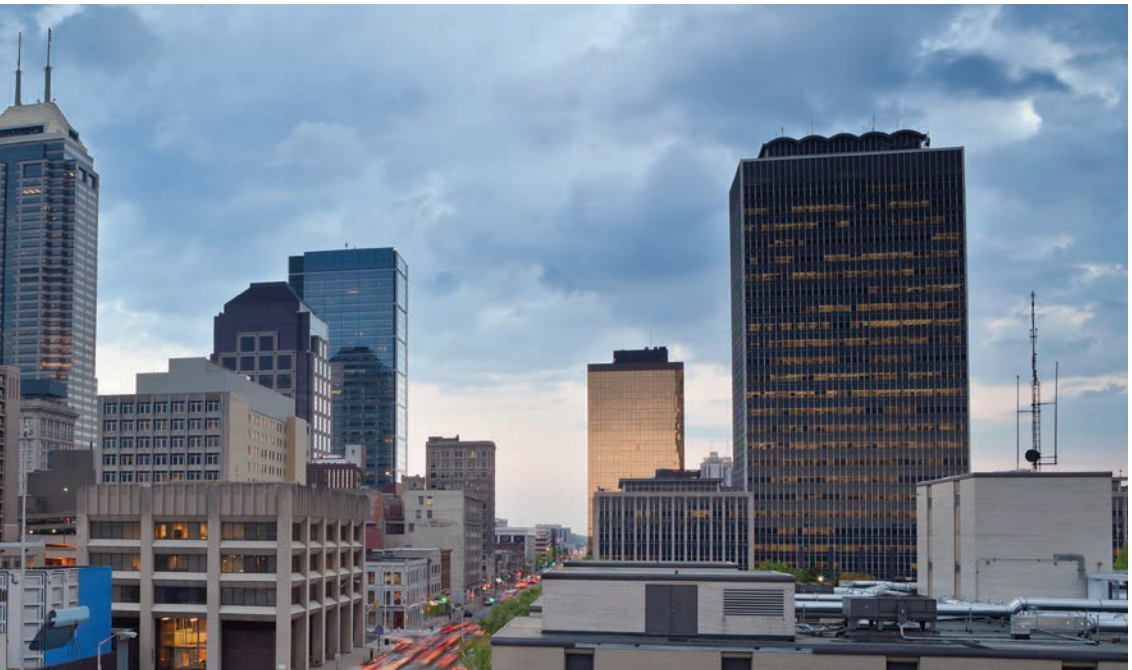
As the economic engine of Indiana, Downtown is critical to the health of our city, region and state. Downtown is a neighborhood of competing interests on a scale unparalleled in the state. It is our central business district. It is the hub of our tourism industry. It is the core of our social services delivery system. It is the center of civic life – where we gather to celebrate, protest, mourn, debate and administer justice.

For the purposes of the Bicentennial Plan, Downtown is defined by the areas inside the I-65/70 interstate highways (north, south and east) and White River to the west.

It is home to the second largest university in the state. It is the regional heart of our medical industry. It is the crossroads of our interstate highway system, our transit network and our regional greenways system. It is also a growing residential neighborhood: a place for people to call home. Each dynamic facet of Downtown is important and requires due consideration. For Downtown to continue to thrive, it must have the capacity to meet the needs of existing and future residents, businesses, institutions and visitors. As a community, we must invest in the continued success of Downtown and refute any notion that it is something separate and distinct from the rest of Marion County, as if it were something to compete with. When Downtown wins, all of Marion County wins. When Marion County wins, the state of Indiana wins.

We must ensure that public policy accommodates the evolving preferences of many growing businesses for single-tenant buildings while developing strategies to preserve the value of our existing multi-tenant towers. We must ensure that all new development respects the historical context of Downtown living and the existing communities. We must preserve the ability of businesses to grow within Downtown, which requires thoughtful balancing of increasing demand for land by residential and non-residential uses. We must ensure proximate access for business support enterprises – on which every other business relies and through which many people are employed – which will inevitably be pressured to move by market demand. We must ensure we can attract the full range of skilled and educated workers demanded by the variety of Downtown employers as well as maintain and expand our regional ability to transport them in ways that reduce negative impacts on adjacent neighborhoods.

MARRIOTT
TAVERI



Why?

The following paragraphs offer a handful of reasons why the downtown central business district is central to the vision of becoming a healthier, more inclusive, more resilient, more competitive city.

Downtown was home to more than 121,000 jobs in 2011, with 93 percent of these being workers' primary jobs.[79] No other place in Indiana has Downtown's scale and diversity of businesses and industries. Its continued success is critical if Marion County, Central Indiana and the state of Indiana are to remain relevant and competitive in a global economy. By confirming a continued commitment to the Downtown business community, we confirm a continued supply of jobs, taxes and innovation that powers our regional economy.

Downtown, one of Indianapolis' complete communities, offers safer street design and conditions that put the pedestrian first and raise the pedestrian profile through signage, lighting and unobstructed views of oncoming vehicular, bicycle and pedestrian traffic.[80] A walkable community like Downtown Indianapolis enables residents to become more physically active, which in turn makes the community safer for all who live and work there. Research shows that residents of walkable neighborhoods are more socially engaged, have greater trust in their community and volunteer more regularly than those in less walkable neighborhoods, increasing the quality of life for all.[81] Assuming there are adequate pedestrian facilities, such as sidewalks and crosswalks, walking becomes safer when pedestrian traffic increases. As people become more visible, motorists become more alert and cautious as they adjust to their presence. In communities that do not provide adequate pedestrian facilities, fewer people walk, and those who do are in far greater danger of injuries and fatalities because motorists are not accustomed to watching for them. A lack of adequate sidewalks, crosswalks and other infrastructure means that pedestrians are physically competing with cars for the same space.

As the hub of the public transportation, greenway and highway network, Downtown provides access to the greatest concentration of employment offerings in the entire state. Nearly a quarter of these jobs require no more than a high school diploma, providing entry-level opportunities for many residents. And many of these entry-level jobs pay well. In 2011, 19 percent of all jobs paying more than $40,000 per year Downtown were held by workers who never attended college (that's more than 11,000 jobs).[82] Given the concentration of high-skill life sciences, education and finance industries, it is no surprise that this number is lower than the 26 percent for all jobs in the county, but the notion that economic opportunities Downtown are only for those with higher education is incorrect. Few other places in the region match Downtown's diversity of employment industry, job type and salary.

While Downtown comprises less than 0.007 percent of Indiana's land, it is home to 4 percent of every job, and 11 percent of every job paying more than $40,000 per year, in the state. It is the unrivaled economic engine of Indiana. Furthermore, as the region has grown, Marion County's share of employment has declined from 66 percent in 2001 to 59 percent in 2011, but Downtown has actually grown stronger. Downtown now accounts for 19 percent of every job in the region, an increase from 16 percent in 2001. Forty percent of these jobs are in three important growth sectors: life sciences, education and finance.[83]

Connections

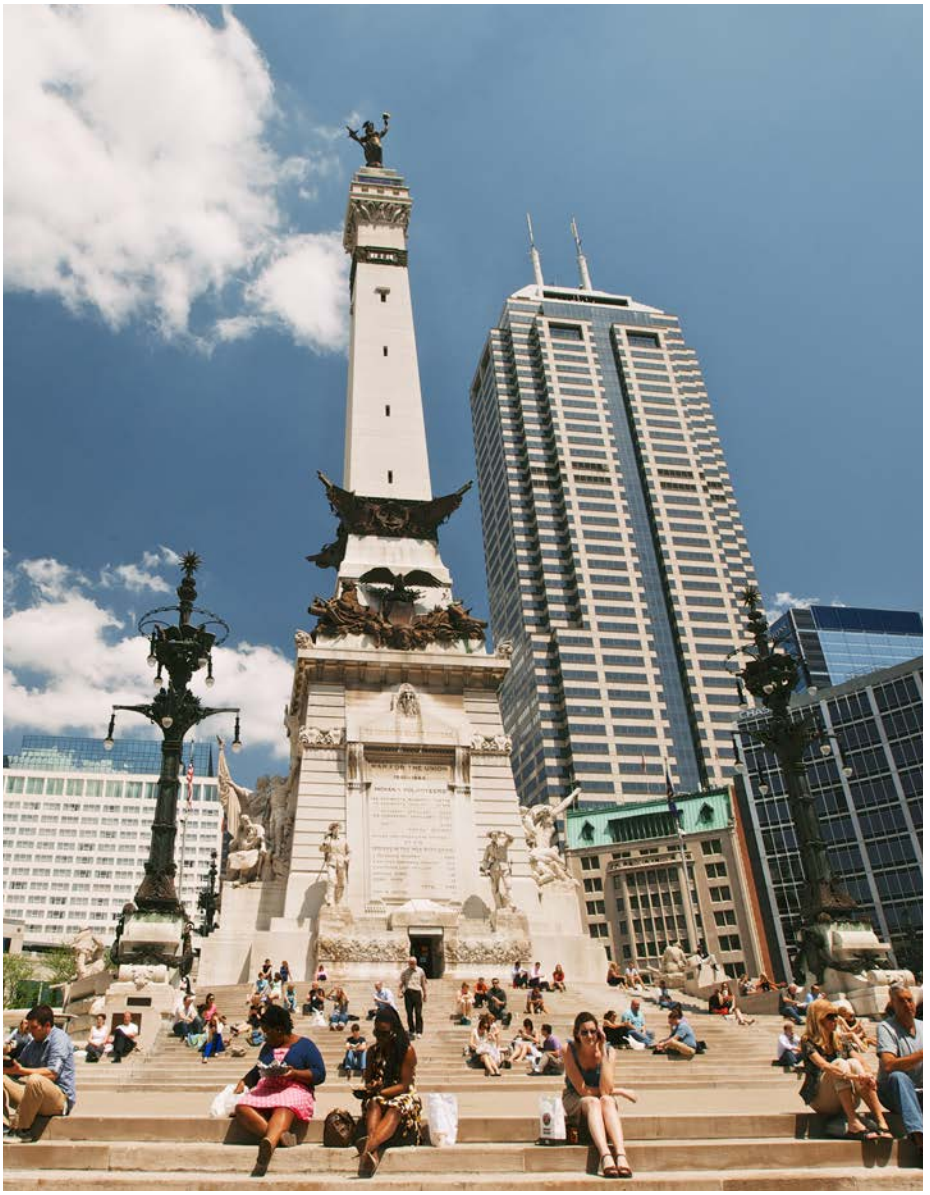
The following are examples of some of the connections that were made throughout the planning process.

VELOCITY

Velocity is a co-created, five-year strategic action plan for Downtown Indianapolis guided and activated by collaborating organizations. The plan is a vision for the future of Downtown, a framework that maps out priorities, key concepts and improvements. In addition, it is an action plan that prioritizes strategic initiatives and drives implementation. The benefits of this plan will allow partners to maximize efforts and reduce overlap, leverage existing data assets and research, ensure community engagement, strengthen partnerships and identify development opportunities.

REGIONAL CENTER PLAN

The Regional Center Plan, an element of the Comprehensive Plan for Indianapolis and Marion County and a component of Plan 2020, outlines land use and public policy for the Downtown area. The Plan 2020 update to the Regional Center Plan will coincide with an update to the Velocity plan, coordinating the two plans for Downtown into a coordinated strategy.



Anchor Institution Strategy

An authentic city life means benefiting from long-standing community institutions that anchor neighborhoods, the local economy and civic life, on a scale possible only in a major metropolitan area.

The founding dates of select Marion County anchor institutions:[84]

Butler University 1855
Children's Museum 1925
Community Hospital East 1956
Community Hospital North 1983
Community Hospital South 1961
Community Hospital Westview 1973
Eskenazi Hospital 1859
IUPUI 1969
Indiana State Fair 1852
Indianapolis Museum of Art 1883
Ivy Tech Community College 1963
Marian University 1937
Martin University 1977
Methodist Hospital 1908
Riley Hospital 1924
Roudebush VA Medical Center 1932
St. Francis Hospital 1914
St. Vincent Hospital 1881
University Hospital 1914
University of Indianapolis 1902

Anchor institutions are long-standing, established Indianapolis institutions with enduring histories and promising futures. Indianapolis' anchor institution strategy can be summed up as harnessing the economic development, workforce development, neighborhood revitalization, and local investment opportunity of Indianapolis' colleges, universities, hospitals, and some other large employers. Because of their deep physical and social ties to the communities where they are located, these anchors represent tremendous opportunity. These major institutions have surpassed traditional manufacturing companies to become the city's leading employers. They are homegrown and, due to the size of their investment and the locally serving nature of their operations, are unlikely to move. They provide stability for our community and have an inherent self-interest in the health of the neighborhoods that surround them. Increased employment for nearby residents can extend economic opportunity while reducing commuting time, allowing workers to spend more time with their friends and families or engaging in their communities. If the economic power of these anchor institutions were more effectively harnessed, they could contribute greatly to community wealth building.

We must leverage the employment, purchasing, investment, development and innovation power of our anchor institutions to access the full range of community wealth-building opportunities available throughout the city. We must leverage this interest to revitalize neighborhoods, promote economic opportunity for area residents, and promote a symbiotic relationship between the vitality of the anchor and the vibrancy of its context. We must begin to leverage the economic power of universities, in particular, to produce targeted benefits to both the institution and the community.

The Bicentennial Plan partners with Marion County's anchor institutions to promote increased local economic development through targeted initiatives:

- Identifying and aligning the anchors' workforce needs with local education and training resources in order to improve workforce training opportunities for local residents and enhance productivity.
- Hiring a greater percentage of their workforce locally.
- Incubating new businesses to further develop resilient and cost-effective local supply chains and specialized industry clusters.
- Directing a greater percentage of their purchasing power toward qualified local vendors based in the community.
- Serving as advisers or network builders to increase community infrastructure and capacity.
- Leveraging real estate development to promote local retail, employer-assisted housing and community land trusts.
- Incubating new businesses to further develop resilient and cost-effective local supply chains and specialized industry clusters.
- Using retirement funds to invest in local real estate development and job-creation strategies and to provide community venture capital to nonprofits, entrepreneurs and employee-owned firms.

Why?

The following paragraphs offer a handful of reasons why an anchor institution strategy is central to the vision of becoming a healthier, more inclusive, more resilient, more competitive city.

A neighborhood and an active, community-oriented anchor have a symbiotic relationship: As one thrives, so too can the other. Anchor institutions have the ability to add political and economic clout to residents and businesses of the neighborhood and can act as advocates for their area.

Anchor institutions can help make Indianapolis a healthier city by encouraging and incentivizing their numerous employees to make healthy choices through wellness programs and healthy habit incentives that encourage active living, good nutrition and tobacco-free lifestyles. Anchor institutions can also support the health of the surrounding community by making sure they are contributing to the pedestrian and bicycle access to and within their campuses and supporting various collective impact initiatives that seek to improve the health of the community.

Anchor institutions can be important drivers of economic growth. Through their spending and investment, employment and contracting - and their ability to generate ideas, information and talent - they can spark innovative enterprises grounded in place. Their existence can be especially important in older, industrial cities bereft of other major employers, though their presence is felt in virtually all metropolitan regions. Indianapolis' anchor institutions attract hundreds of millions of dollars in external research funding, including federal, industrial and philanthropic dollars. In 2013, Indianapolis anchor institutions attracted $400 million in research funding. This has spawned new products, services and technologies that can be sold.[85]

Facts and Figures[86]

- Indianapolis hospitals served over 1.4M unique patients in 2013.
- Indianapolis colleges and universities enrolled over 67,000 students in 2013.
- Indianapolis anchors' 52,024 employees make up 8.8% of Marion County's workforce.
- 45% of employees live outside of Marion County
- In 2013, Indianapolis anchor institutions hired 4,918 (3,339 full-time, 1,579 part-time) new employees
- The total amount of land owned by Indianapolis anchors is enough to cover downtown; 2,208 acres
- Indianapolis anchors have more square footage (32.4M square feet) than the total metro, multi-tenant office market (30.9 M square feet)
- Total charity care for all Indiana hospitals is 56% of the charity care provided by all Indiana Hospitals was provided by Marion County hospitals
- Attraction of external research dollars ($400M annually) from federal, industry and philanthropic sources

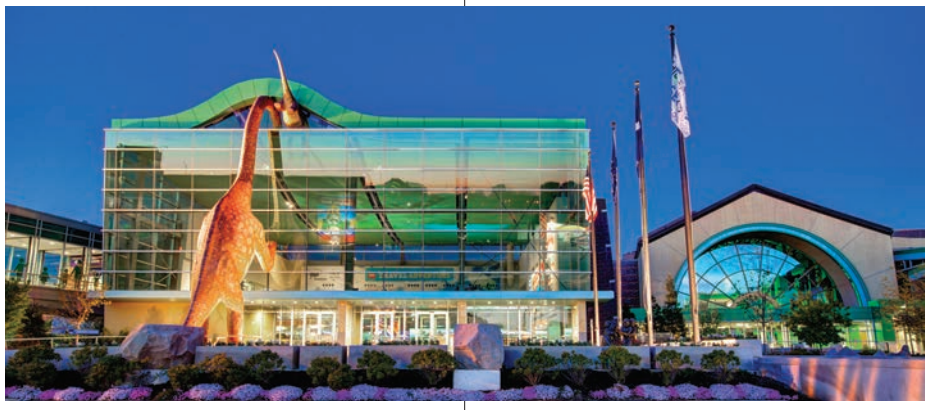
Connections

The following are examples of some of the connections that were made throughout the planning process.

COMMUNITY LAUNCHPAD
Community Launchpad, a division of Community Health Network's Visionary Enterprises Inc., resulted in 18 unique health care advancements generated by employees and physicians, which have entered an incubation process that will determine if they are ready to be commercialized. They have filed two U.S. patents and licensed one patent to a Fortune 100 company.

ST. VINCENT HEALTH NETWORK
St. Vincent Health Network, which typically launches about 150 new research studies annually, has had over 640 research studies open in 2015, with the majority of those based at the St. Vincent Indianapolis Hospital campus. These research studies are often completed under contracts with major pharmaceutical or device companies, or under collaborative agreements with national cooperative oncology research groups, major academic centers (including both Purdue and IU locally) and other similar nonprofit research entities. In addition, St. Vincent directly funds a number of research projects that are completed by medical residents who participate in the hospital's Accredited Council for Graduate Medical Education (ACGME) residency programs.

IUPUI INNOVATION-TO-ENTERPRISE INITIATIVE
IUPUI launched the Innovation-To-Enterprise Initiative to support research commercialization. In 2013, there were 199 invention disclosures, 233 patent applications, 31 technology licenses, 16 patents issued and 15 startup companies founded.



BUTLER BUSINESS CONSULTING GROUP
Since its conception in 2014, the Butler Business Consulting Group has successfully completed over 175 projects with over 70 clients. Since launching the Innovation Fund in 2012, the university has invested in 28 projects.

ILLINOIS PLACE
In 2004, Winona Hospital, in the heart of the Mapleton-Fall Creek neighborhood, closed its doors at 33rd and Meridian streets. After the blighted property was demolished and cleaned up with the assistance of city and state resources, the nearby Children's Museum of Indianapolis, working with community partners in a quality-of-life planning process, partnered with a private developer to build 50 new affordable apartments. This redevelopment reclaimed a high-profile and blighted property in the neighborhood, provided much-needed quality affordable homes, and increased living options along a planned bus rapid transit corridor, expanding mobility and access to employment for its new residents.

THE CHILDREN'S MUSEUM OF INDIANAPOLIS
Between 2009 and 2014, The Children's Museum helped speed housing renovations in its neighborhood, removing blight and creating homeownership opportunities for low- and moderate-income families. The museum used its financial strength to provide a no-interest line of credit of $640,000 to the Near North Neighborhood Development Corporation (NNDC), which allowed NNDC to take on more projects at once. The museum also provided a cash grant to meet some development costs. The museum's partnership with NNDC supported 18 of the 49 homes NNDC completed during those years.

Civic Responsibility

An authentic city life means feeling as though you are a part of the larger community and actively participating in its betterment.

Indianapolis has a proven track record of rallying support around significant civic ventures. On specific days, focused on specific events and purposes, we are able to move to action in a way that few other cities can. There is a strong sense of responsibility to win at the really big things. Indianapolis' volunteer rate jumped nearly 10 percentage points in 2012 compared to 2011,[87] most likely as a direct result of the city's hosting of Super Bowl XLVI. We go big … and then most of us go home.

In 2013, Indianapolis was ranked as the 12th most civically engaged city in the United States, which was a slight increase from the 2012 ranking of 16th.[88] Generally speaking, however, Indianapolis residents engage in fewer group activities or involvement, are less active in their neighborhoods and volunteer fewer hours than those living in peer cities such as Charlotte, Kansas City, Milwaukee, Minneapolis, Nashville and St. Louis.[89] Much of what the Indianapolis community needs – in fact, much of what the Bicentennial Plan calls for – is for our civic responsibility to reach beyond really large events into programs, events and initiatives that have the ability to improve neighborhoods and the daily lives of residents long term.

We must seize the opportunity to become one of the first cities in America with an actual policy, pledge, commitment and/or practice for all businesses throughout the community to model civic responsibility for our residents. We must adopt an attitude that says, "With me, not for me." We must focus on improved access to and awareness of opportunities for civic engagement. We must increase our volunteer and engagement programs for all businesses no matter the size, number of employees or profit status. We must create relevant and diverse opportunities for engagement. We must support the development of dedicated leadership that models exceptional inclusion and respect. We must increase the number of businesses that adopt civic responsibility as a part of their business model. We must implore all residents to become more civically engaged. We must share our collective time and abilities to assist with solving meaningful social issues, strengthening communities, improving the quality of lives, creating work experiences, connecting to others, increasing social capital and transforming the lives of individuals, especially children.

Social capital refers to the networks of relationships among people who live and work in a particular society, enabling that society to function effectively.

SUPER BOWL
XLVI
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Why?

The following paragraphs offer a handful of reasons why civic responsibility is central to the vision of becoming a healthier, more inclusive, more resilient, more competitive city

During challenging times – whether it is a chronic issue such as poverty or violence, or shocks such as natural disasters or significant economic disruptions – the ability of individuals, families, neighborhoods and organizations to come together and provide assistance is critical in terms of mitigating harm and rebuilding for a better future. Building robust and inclusive social networks that are supported by the broader community makes our city stronger in good times and in bad. It builds social capital. To become a more resilient city, the residents of Indianapolis-Marion County must strengthen their social interactions and personal relationships. And one way to do just that, while simultaneously addressing some of the community's most challenging issues, is to become one of the most civically engaged cities.

A civically responsible community is likely to be, or can become, a more healthy community. Research indicates there are physical and mental health benefits to individuals who volunteer for the purposes of benefiting other people or society as a whole.[90] An individual's social connections, which are measured by the number of social roles that an individual has, can provide meaning and purpose to his or her life while protecting him or her from isolation. There is a growing body of evidence that suggests that communities with higher volunteer rates have lower rates of mortality and fewer incidences of heart disease and depression.[91] Research also suggests that volunteer activities offer those who serve more than just a social safety net; volunteering also provides individuals with a sense of purpose and life satisfaction.[92]

When entire groups of people do not participate, not only do the individuals of the group not benefit, but society as a whole suffers. In a more inclusive, civically engaged city, more people stand a better chance of getting what they need. And different people engage in different ways. A diverse population, like that of Indianapolis, requires different approaches and opportunities to address a given problem. When this happens we can begin to rally around our systemic issues more effectively and generate greater enthusiasm and support for everything from donating to charity, to volunteering for programs, to voting.

Civically engaged businesses and nonprofits thrive ahead of their market competitors. Volunteer programs send a clear message to the employee and community that employers care and that they are invested in improving lives and community. Fifty-three percent of employees and 73 percent of students say that having a job where they can "make an impact" is very important or essential to their happiness.[93] Millennials will soon make up over 50 percent of the workforce. In a recent survey of 13- to 25-year-olds, 80 percent expressed that they wanted to work for a company that cares about how it impacts and contributes to society.[94] Eighty-eight percent of millennials gravitated toward companies with pronounced Corporate Social Responsibility (CSR) programs, and 86 percent would consider leaving if their employer's CSR no longer met their expectations.

Engagement is good for business too, as more engaged employees make for greater profits. Companies with highly engaged employees have three times the operating margin and four times the earnings, per share, of companies with low engagement.[95] Civic skills strengthened through public engagement create more attractive job candidates, while the informal networks formed through volunteer engagement both circulate information about job opportunities and connect potential employers to potential employees.[96] Civic engagement and volunteerism may also play a role in reducing employee turnover.[97] Thus, recruiting top talent, keeping them engaged and building a business's reputation all add up to a bigger bottom line.

Connections

The following are examples of some of the connections that were made throughout the planning process.

INDY DO DAY
Indy Do Day is the framework for service and action throughout Marion County. It consists of several days when the people of Indianapolis get to know their neighbors, take ownership of their neighborhoods, and take care of one another. Indy Do Day is driven by the power of people, organizations and communities that take pride and share ownership of their community. It's about strengthening community relationships. However, it is more than a single day of service. It is about improving and building the most civically engaged community in the nation, where every day is a Do Day.

US2020
US2020 is a national effort to increase K-12 student engagement in science, technology, math and engineering by creating high-impact volunteer mentoring roles for professionals in STEM fields. Organized locally by TechPoint Foundation for Youth, US2020 taps STEM professionals' passion for their fields and puts them on the front lines of nurturing student success.

UNIVERSITY OF INDIANAPOLIS, CENTER FOR SERVICE-LEARNING AND COMMUNITY ENGAGEMENT
The Center for Service-Learning and Community Engagement is a resource center for UIndy students, faculty and staff involved in service-learning programs and volunteer activities. The CSLCE provides, among other assistance, information on best practices; information and opportunities for service-learning placements and volunteer opportunities; information on grants for service-learning projects and course development; descriptions of service-learning courses; assistance in identifying and developing community partnerships; planning and development for community-based learning programs; and resources and materials on service learning, community partnerships and community-based learning programs here and elsewhere.

INDIANAPOLIS URBAN LEAGUE
The Indianapolis Urban League Young Professionals, also known as The Exchange, promotes, advocates and develops young professionals interested in serving marginalized communities in the pursuit of social and economic equality. The Exchange believes that socially conscientious and empowered young professionals will serve as the next group of business, government, not-for-profit and civic leaders in the 21st century, and that they will implement a progressive vision for the Central Indiana region. The Exchange works to identify, challenge and cultivate this next generation of leaders.

LATINO YOUTH COLLECTIVE
The Latino Youth Collective provides resources and opportunities, such as the Campecine Youth Academy, for youth to engage in personal and community development through a philosophy of education and social movement that combines education with critical theory, grassroots organizing, and collective action. The Campecine Youth Academy is a program designed around Participatory Action Research, a practice that emphasizes social change through collaboration and reflection. The curriculum stresses a variety of research methodologies, incorporates community organizing, emphasizes the importance of critical media skills, and trains scholars to produce multimedia projects.

PEOPLE: STRENGTHENING FAMILIES

Central to creating a strong community is strengthening the families who live in Marion County so that they may become and remain self-sufficient. Families thrive when they have: frequent interactions supported by strong personal relationships; an affordable place to live in a safe neighborhood; the opportunity to work for wages that meet more than basic needs; and, for families with children, educational excellence. Indianapolis aspires to be a city where all families thrive.

We must strengthen our population, particularly in terms of employment, income, health, education and housing. We must chart a path to expanding economic opportunity, ensuring quality schools and championing a civic culture that welcomes broad participation in all of Marion County. We must create safer streets, meaningful careers, high-quality education, improved quality of life and high-quality housing and transportation options.

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Try your hand at Chinese
A calligraphy shop is a
buy art supplies as wel
In a shop like this you can find
brushes, inks, and paper for sale.
Professional artists can also
sell their work in calligraphy stores.

PONY

Workforce Development

Living an authentic city life means exploring opportunities to continually improve and adapt your skills and knowledge.

Our ability to remain globally competitive is tied to our ability to retain and attract a highly talented workforce and to adapt our existing workforce to meet changing industry demands. Our ability to develop, retain and attract talent is both a product of the quality of economic opportunities provided by our businesses as well as the quality of life offered by our community. Our ability to maintain an agile workforce – workers who remain responsive to the evolving needs of a global economy – is dependent on a highly responsive workforce development system that is able to deploy the right people to the right place at the right time.

Communities that are resolving the mismatch between the knowledge and skills that employers need and those possessed by potential employees are successfully forging employer-driven, sector-specific workforce development partnerships. These arrangements link industry needs to training resources and the social service delivery network that help workers overcome barriers to job readiness and employment stability. In short, this means ensuring that the "demand side" (employers) matches the effective delivery of the "supply side" (the network and workers).

We must capitalize on the ease by which one can pursue economic goals in Marion County and build on our innovative and entrepreneurial

Effective collaborations in workforce development are defined by the following characteristics:

- Active employer engagement in monitoring industry needs and clearly identifying skills, often organized as skills panels
- Responsive workforce training and education institutions able to deliver the training that industry has clarified and prioritized
- Consensus on training certifications that affirm a job seeker's skill levels and job readiness
- A system of stackable credentials that provide job seekers and incumbent workers wishing to advance in their careers with opportunities to enhance their work-based skills over time, moving up skill level by skill level
- Clear and readily accessible information for job seekers on career pathways, including a list of skills needed, where training is provided, what training costs and how adding skills over time can provide career mobility and enhanced earnings
- Clear and readily accessible social service supports and educational remediation resources for low-skill, low-wage workers so they can enhance their readiness for more formal workforce training and higher quality jobs
- Strong and clearly defined partnerships between community-based organizations delivering job readiness preparation and the formal workforce training resources poised to deliver industry-recognized skills

traditions. We must connect what are relatively low barriers to entry into the local economy by growing a more collaborative economy. We must connect this attitude with place-based investment strategies that connect entrepreneurship with neighborhood revitalization.

We must develop innovation and entrepreneur districts and collaborative and co-working spaces. We must focus workforce strategies around the industries that are important to the regional economy, especially those that are projected to grow and add jobs in the near future and provide opportunities for advancement and those that have significant shortages in key skilled occupations.[98] We must focus strategies on both high-wage and high-demand sectors as well as those with relatively low barriers to entry for lower-skilled workers but that provide training pathways to quality jobs.[99]

Why?

The following paragraphs offer a handful of reasons why workforce development is central to the vision of becoming a healthier, more inclusive, more resilient, more competitive city.

Education and workforce credentials can provide workers with a greater cushion against job loss and a wider range of opportunities in the face of job loss. And the truth is, employers need them, too. Indianapolis employers report that business growth is impeded because employers cannot always find the talented workers they need. The region's largest industry sectors, health care and manufacturing, account for 28 percent of all jobs and 32 percent of all wages. In a one-year period tracking hiring needs, these sectors posted 30,000 job openings, 75 percent of which required post-secondary education and training.[100] With growth in technical fields projected to produce 51,000 additional jobs by 2025, pressure is on to educate our residents and attract skilled residents to meet this demand.[101] Creating effective sector-specific workforce development and attraction collaborations will increase the skilled workforce our businesses need to remain resilient.[102]

The benefits that often accompany jobs with career pathways – health and life insurance, wellness benefits, benefit leave time – provide improved access to health care as well as increased economic and social stability. Lack of education is directly related to unemployment and poverty. Over one in three persons without a high school diploma (37 percent) in Marion County lives in poverty. This is more than twice the rate of those with a high school diploma (17.8 percent), and more than five times the rate of those with at least a bachelor's degree (5.6 percent). Educational status affects health both directly, through ability to understand health risks and health care directives, and indirectly, through reduced disposable income and access to health care. Poverty and low education status are associated with teen pregnancy, substance abuse, high proportions of female-headed households, and social instability. Increasing graduation rates will go a long way to relieving poverty in Marion County.

Career pathway development opportunities are effectively out of reach for adults who have not earned a high school diploma. At least 90,900 working-age adults in Marion County lack a high school diploma or a General Equivalency Degree, and 171,059 working-age adults have attained only a high school diploma or GED.[103] Finding avenues for these adults to participate more successfully in workforce development opportunities is one of our Bicentennial challenges.

Large West Coast cities have historically been the cradle of the tech industry, and large cities in the Boston to Washington, D.C., corridor are increasingly strong in technology startups. Because tech innovation spurs robust economic growth, cities of all sizes in other regions are seeking to make themselves attractive as emerging tech hubs by offering high-speed Internet. Improved network infrastructure combined with greater affordability allow smaller cities to position themselves as places to launch innovation, provided they also offer a tech-skilled workforce. Increasing Indianapolis' pool of tech-skilled talent positions the city as a great place for innovators to bring their ideas and launch their businesses. Increasing Indianapolis' skilled workforce increases our city's ability to attract innovation.

Connections

The following are examples of some of the connections that were made throughout the planning process.

iDEW
In April 2015, the IU School of Informatics and Computing at Indiana University-Purdue University Indianapolis, in collaboration with JPMorgan Chase, launched iDEW – Informatics Diversity-Enhanced Workforce initiative. iDEW is a workforce development project that introduces Indianapolis high school students to interesting and well-paying post-secondary opportunities that are based on science, technology, engineering and math skills. A partnership between the IUPUI School of Informatics and three Indianapolis high schools, the program will work with cohorts of students throughout their high school years, providing hands-on learning, college-based experiences, internships and college and career coaching.

CAREER TECHNICAL EDUCATION, DUAL CREDITS, INDUSTRY CERTIFICATION, AND INTERNSHIPS
High schools in Marion County are working closely with industry to increase student opportunities to chart a post-secondary career path. High school Career Technical Education courses include opportunities to earn college credit and industry certification, both of which signal job readiness. Conexus initiated an Advanced Manufacturing and Logistics internship program in Central Indiana in summer 2015 that provides paid internships for rising high school juniors and seniors who have completed qualifying technical classes, providing them unique insight and experience in post-secondary work opportunities in well-paying logistics and manufacturing fields.

TECHPOINT
Sector strategies can be more comprehensive than workforce development alone. Talent attraction efforts within a sector show promise in helping close skills gaps. TechPoint's XTern program develops high-quality tech summer internships for high-achieving college students, pairing work experience with Downtown living and a range of cultural and social experiences to introduce interns to Indianapolis' quality of life and place. Growth of the program's visibility on campuses and within the industry has increased the number of internships available, which has further increased the number of top candidates applying for opportunities. TechPoint's XPat program reaches out to graduates of Indiana colleges and former Indianapolis residents who have tech skills and live in other cities, introducing them to the tech opportunities in Indiana.

Economic Mobility

Having access to a full range of economic opportunities is a defining element of what it means to enjoy an authentic city life.

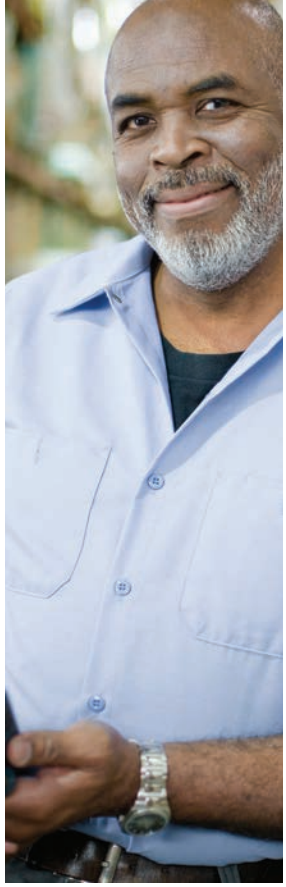
A family's standard of living reaches beyond the ability of members to secure jobs. Employment is the means by which we gain access to wealth. A family's standard of living is the intersection of earnings from employment and the buying power of those earnings to secure a quality of life. A family's standard of living can be improved by increasing earnings and by being able to buy more with their earnings. For the purposes of the Plan 2020 initiative, economic mobility is considered to be the movement from one standard of living to the next. It is the ability of an individual, family or household to improve their economic status, as measured by individual, family or household income and buying power.

We must address both sides of this intersection. We must focus on increasing access to quality careers and self-sustaining wages while also improving access to quality educational opportunities, safe and affordable housing and transportation options, health care and safe streets. The end goal is wealth creation and asset accumulation, so that residents are able to sustain the benefits afforded by employment and the quality of life that it brings. To do so we must close the current skills gap by forging employer-driven, sector-specific workforce development partnerships linking industry needs to training resources and the social service delivery network that helps anyone willing to work to overcome barriers to job readiness and employment stability. We must expand the supportive networks that provide financial literacy training and incentivize savings to help families become more resilient.

Skills gap is a mismatch between the knowledge and skills that employers need and those possessed by potential employees.

We must focus workforce strategies around the industry sectors that are important to the regional economy, that are projected to grow and add jobs in the future.[104] We must adopt a two-pronged approach to workforce development: one focused on high-wage and high-demand industry sectors, and one that recognizes that lower-skilled jobs with relatively low barriers to entry can further benefit workers by providing secured training pathways to higher quality jobs.[105]

We must promote and expand the evidence-based recidivism-reduction programs and approaches to supervision that change people's criminal behaviors and help them get back on the economic ladder upon release from incarceration. We also must increase and enhance transit options that expand residents' ability to reach good jobs, and we must further commit to expanding the various types of housing offered throughout the city. In doing so, Indianapolis families will be better able to choose housing and transportation that match their earning power.



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Why?

The following paragraphs offer a handful of reasons why economic mobility is central to the vision of becoming a healthier, more inclusive, more resilient, more competitive city.

Increasing Marion County's absolute number and percentage of jobs that pay wages high enough to cover basic family needs would make entire families, the communities they live in, and Marion County as a whole much more resilient. A renewed focus on wealth creation will help provide families with some insulation from changing circumstances. For example, families can draw upon their savings and equity in times of need, such as during unemployment or for health issues, as well as in times of opportunity, such as to pursue higher education or start a new business.

Improving the ability of residents to advance their economic status is a critical way to improve health outcomes for all. Today, one-third of children (that's more than 74,000 children) in Marion County live in poverty.[106] Numerous harmful health effects result from poverty, especially in children. Child development during the early years lays the foundation for later health and development. The connections between economic mobility and human health are clear and significant. Expenditures on effective poverty reduction policies should be viewed as public or social investments that generate returns to society over time in the form of higher real gross domestic product (GDP), reduced expenditures on crime and health care and more general improvements in everyone's quality of life.

Addressing wage and salary inequalities would enable more Marion County residents to become economically mobile and contribute to Marion County becoming a more inclusive community. The benefits associated with wealth creation and asset accumulation are currently out of reach for many Marion County residents. African-American and Latino workers in Indianapolis earn lower average incomes than Caucasian workers. In 2012, the median wage for workers of color was $6 less than the median wage for Caucasian workers.[107] If the racially disparate wage gap were closed, the gains in employment and wages would benefit not only people of color but the local economy overall. With racial equity in income and employment in 2012, average annual income would have been approximately $14,500 higher for African-American workers and approximately $17,000 higher for Latino workers, adding $10.6 billion to the local economy.[108]

Strategically focusing on business growth in higher wage, high-growth sectors and increasing effective workforce development efforts that position residents for better paying jobs in these sectors will fuel economic mobility and increase Indianapolis' competitive edge. The lack of economic mobility in Marion County undermines business confidence. And while Central Indiana appears to have recovered relatively quickly from the 2007-09 recession, our recovery does not equate to higher economic mobility. Indianapolis' post-recession job gains did not lift the median wage. The total number of job losses from 2003-13 included the loss of nearly 19,000 manufacturing jobs in the region, with 92 percent of this loss occurring in Marion County.[109] Many of these jobs paid above median wages[110] and came with employer-sponsored health insurance plans. Recent job growth has skewed to lower paying jobs both locally[111] and nationally.[112]

INDIANAPOLIS RECORDER COLLECTION, INDIANA HISTORICAL SOCIETY

Connections

The following are examples of some of the connections that were made throughout the planning process.

CENTER FOR WORKING FAMILIES
The Center for Working Families provides people with the tools they need to be more financially resilient. Indianapolis' seven Centers for Working Families provide a range of interrelated services and supports. Program participants pursue career goals and develop new skills while also learning to navigate complex public benefit programs, reduce debt, improve their credit scores and save for the future. A pilot initiative, the Bridge Program, works to connect participants to training that can lead to post-secondary credentials and better paying jobs. Results in the first 18 months are promising. Current participants are pursuing the credentials needed for better jobs in health care and manufacturing.

CONEXUS
Conexus' pilot apprenticeship program for high school students pursuing technical training launched with philanthropic support. It holds the potential to increase the number of students who gain important on-the-job experience leading to post-secondary success, which in this case is defined as further education or a good paying job in logistics or advanced manufacturing.

GOODWILL EXCEL CENTERS AND CHRISTEL HOUSE DROPOUT RECOVERY SCHOOLS (DORS)
Dropout Recovery Schools offer an avenue for adults with no high school credentials to acquire the skills and credentials they need to secure higher paying jobs. Students earn not only a high school diploma but college credits and industry-recognized certifications that become pathways to careers. Indianapolis' seven Dropout Recovery centers have designed their programs to meet the unique needs of adults going back to school.[113] They offer flexible hours, drop-in child-care facilities and on-site advisers who offer guidance on overcoming the challenges of balancing family, work and school, contributing to students' ability to persist and succeed.

MARION COUNTY RE-ENTRY COALITION
The Marion County Re-Entry Coalition is an evolution of the work that the Annie E. Casey Foundation began in Indianapolis. It is a results-focused "collective impact" model that brings partners into the room concerned about the issue of offender re-entry and creates the environment for them to not only develop aligned actions but to implement them. This work directly impacts the recidivism and re-arrest rate in Marion County. This work also has resulted in documented savings and has become a cornerstone of public policy reform in Indiana.

LISC CLUSTER ANALYSIS
Business attraction and business growth strategies that increase jobs in and near neighborhoods with relatively high unemployment rates and few residents with some post-secondary training would relieve some of the stress that is placed on the current transportation system and improve the performance of future systems. In other words, residents wouldn't have to travel so far (or for as long), or rely as heavily on public transportation to reach their place of employment if jobs were reintroduced into Marion County's neighborhoods. Existing, underused industrial sites in neighborhoods in and near Downtown create opportunities for new businesses with jobs that do not require advanced training.[114] The Local Initiatives Support Corporation has identified food manufacturing and distribution, local business-to-business and technology as economic growth clusters suitable for such areas.[115]

Transportation Options

Living an authentic city life means having choices in how you get around the city.

In 1910, the city had a well-connected street grid for automobiles and buses, sidewalks on every city street, a network of streetcars, and a regional rail system that linked suburban residents to Downtown. Despite significant expansion of transportation options in Marion County over the past decade, Indianapolis residents had more transportation options in 1910 than they did in 2010. And while shared modes of transportation like the Pacers Bike Share and app-based ride services offered by Lyft and Uber thrive in Indianapolis, the city has failed to maintain the same level of choice in local transportation options that existed over 100 years ago. Too many streets lack even the most basic of pedestrian facilities such as sidewalks or street lights. Our public transportation system is chronically underfunded compared to those of our peer cities. Our regional transportation network is limited almost exclusively to accommodating automobile traffic – and the people who are able to use or afford a car.

Housing preferences are changing to value proximity of experiences and people over distance and separation from them. As preferences become more localized, the value placed on car ownership decreases. As a result, changes in land use and transportation choices are needed to accommodate mobility preferences of residents wishing to travel within their neighborhoods as opposed to across the county.

To maximize participation in economic and civic life, we must maximize the number of residents who have access to local and regional transportation networks.

We must promote reinvestment and greater connectivity in our street network. We must incorporate pedestrian and bicycle facilities where they are needed to safely connect neighborhoods with destinations. We must expand our regional greenway system to link our major activity and employment centers. We must build a public transit system and treat it as a critical part of our economic infrastructure rather than a social service.

PACERS BIKESHARE

IndyGo
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Why?

The following paragraphs offer a handful of reasons why transportation options are central to the vision of becoming a healthier, more inclusive, more resilient, more competitive city.

Next to housing, transportation costs are often the second highest cost burden placed on an average household. Transportation costs vary between and within regions depending on neighborhood characteristics. What higher transportation costs often mean for low-income families is less money to spend on other basic needs such as health care expenses, food and clothing.[116] An affordable neighborhood is one in which both the cost of housing and the cost of transportation are less than 45 percent of a household's annual income.[117] For most residents, economic livelihood is tied to their ability to get to a place of employment. For others, their needs revolve around independence in terms of moving between their home, shopping or doctor appointments.

Having multiple transportation options offers residents the ability to have redundancies in their transportation needs. For example, a car owner benefits from having the option of taking the bus or Uber when their car is being repaired. Having multiple transportation options makes it possible for some households to get around effectively with only one car or no car at all, thus freeing up additional dollars for other (expected or unexpected) expenses. The potential impact on a two-car family getting down to one car is significant. The average cost to own a car in the U.S. is about $8,000 each year when one considers all of the costs associated with purchasing/leasing and operating a car (maintenance, fuel, oil, insurance, and registration).[118] A household in Indianapolis making $42,334, the median income for Marion County,[119] could save between $6,500 and $8,000 each year if Indianapolis switched from being an automobile-dependent community to a transit-rich community, making the household more resilient in the long run. The greater the number of households that are afforded with multiple transportation options, the more resilient the city stands to become.

Having multiple transportation options matters every day, but it takes on more importance in times of natural disaster and economic disruptions. The ability of people to move around during adverse conditions requires built-in redundancies throughout the local and regional transportation system. Public transit has the ability to evacuate residents who do not have cars, while bikeways are much less likely than roadways to become congested during peak traffic times. Robust transportation systems play a crucial role in responding to a region's pre-disaster evacuation and post-disaster recovery.

The health benefits of additional transportation options are numerous, and they range from reduced vehicle emissions to increased physical activity by public transportation riders. Air pollution from cars, factories and power plants is among the major causes of asthma episodes.[120] People who don't drive to work – who ride public transit, walk or bike – are likely to weigh an average of five to seven pounds less than someone who commutes by car.[121] On a daily basis, each additional hour spent driving is associated with a 6 percent increase in the likelihood of obesity, while each additional kilometer walked is associated with a 5 percent reduction.[122] Forty-three percent of people with safe places to walk within 10 minutes of home met recommended activity levels; among those without safe places to walk, just 27 percent met the recommendation.[123] Residents are 65 percent more likely to walk in a neighborhood with sidewalks.[124] People in walkable neighborhoods partake in roughly 35-45 more minutes of moderate intensity physical activity per week and

Cost burden The Center of Neighborhood Technology's Housing and Transportation (H+T®) Affordability Index provides a comprehensive view of affordability that includes both the cost of living and the cost of transportation at the neighborhood level.

were substantially less likely to be overweight or obese than similar people living in low-walkable neighborhoods.[125] Easy access to transit can also contribute to healthy physical activity. Nearly one-third of transit users meet the U.S. Surgeon General's recommendations for minimum daily exercise through their daily travels.[126] By diversifying local transportation options, Indianapolis-Marion County can create an environment that is conducive to improving the physical health of its residents.

Because much of our city and region developed during the automobile era, employment areas are spread out over great distances, and many are accessible only by car. Having multiple modes of public transportation enables a city to serve a greater number and more diverse group of people who are looking to get to and from work. Indianapolis is ranked as the 13th largest city in the U.S., but we have the 83rd largest bus fleet and very little else in terms of mass transit.

Multiple transportation options provide more people - including some vulnerable populations who are particularly subject to service interruptions - with more reliable connections to more places. By creating a city that is less dependent on the automobile, we can make Indianapolis a more attractive place to live, work and play. A recent survey suggests that almost half of the 18- to 36-year-olds surveyed would prefer to live in a place that did not require a car to get around.[127] Fifty-four percent of respondents said they would consider moving to a city with superior public and multi-modal transportation options, meaning modes of transportation in addition to cars.[128] Additionally, a recent study across multiple age demographics indicated similar findings. The survey suggests that less car-dependent housing development is desired compared to housing developments that are exclusively automobile-oriented.[129]

BASS PHOTO CO. COLLECTION, INDIANA HISTORICAL SOCIETY

Connections

The following are examples of some of the connections that were made throughout the planning process.

INDY CONNECT
Indy Connect is a partnership of the Indianapolis Metropolitan Organization (Indy MPO), Central Indiana Regional Transportation Authority (CIRTA), and the Indianapolis Public Transportation Corporation, referred to as IndyGo, that is dedicated to providing Central Indiana residents with transportation options in support of the future development of the Central Indiana region. Indy Connect's proposed long-range transportation plan is designed to connect people to people and people to places around Central Indiana. It is intended to provide transportation options – from local buses to rapid transit, roadways and pedestrian and bike pathways – and connect people to jobs, health care, education and shopping. Indy Connect is further intended to increase Central Indiana's competitiveness and economic development opportunities while improving the environment, job growth opportunities and quality of life.

BLUE INDY
Indianapolis is home to the largest electric car share program in the United States. Bolloré has invested over $35 million in its launch of an all-electric vehicle-sharing program in the city. The initial phase includes 500 electric vehicles and 1,000 charging stations at 200 locations throughout the city.

NEW BICYCLE INFRASTRUCTURE

There has been a huge increase in cycling as a form of transportation in Indianapolis. Thanks to the Indianapolis Cultural Trail and Inc's Indiana Pacers Bikeshare, which maintains 250 public bikes, riding around Indy has become more accessible to residents. More than 175,000 rides have been taken since the Bikeshare launched April 2014. The Green Lane Project is a PeopleForBikes program that helps U.S. cities build protected bike lanes. In Indianapolis, this will be seen in the upcoming separated bike lanes on New York and Michigan streets between College Avenue and Rural Street. Also, the bike lanes will be upgraded as part of the two-way conversion of Michigan and New York streets on IUPUI's campus. In addition, Indianapolis was awarded a grant to fund a bridge along the Monon Trail over 38th Street.

THE INDYGO RAPID TRANSIT RED LINE

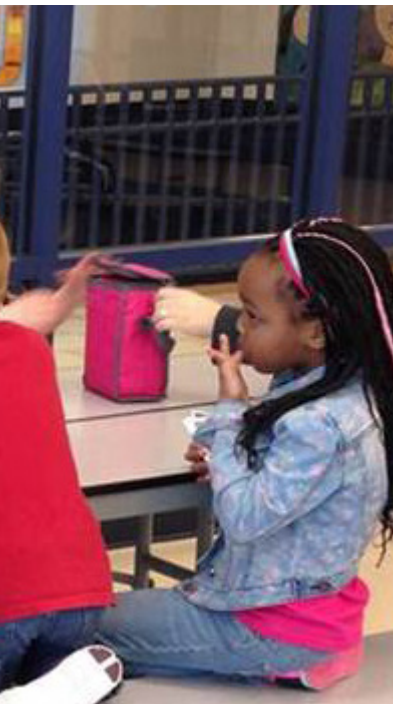
The Red Line is a 35-mile rapid transit line proposed between Grand Park in Westfield through Downtown Indianapolis to Old Town Greenwood, linking some of the region's most vibrant neighborhoods (Broad Ripple, Fountain Square, Fall Creek Place, Grand Junction, Carmel City Center), largest post-secondary educational institutions (Butler University, Ivy Tech, IUPUI, University of Indianapolis), vital entertainment destinations (Bankers Life Fieldhouse, Lucas Oil Stadium, the Convention Center, Grand Park, the Palladium), and major employers (IU Methodist, the State of Indiana, Rolls-Royce, Cummins, Indianapolis Public Schools, the Pennsylvania office corridor in Carmel, and many others). In fact, the Red Line will connect 1 out of 4 Marion County workers to more than 137,000 jobs. IndyGo is in the process of planning for Phase 1 of the Red Line, which will run from Broad Ripple to UIndy on the south side. Over 30 percent of current IndyGo riders already use a portion of the proposed corridor, and 6 percent of state employees work within walking distance of the proposed route. The Red Line is one piece of the much broader Indy Connect regional transit plan, but it is a critical element that can be implemented quickly and has an outstanding opportunity for immediate success.

Neighborhood-based, Community Schools

Living an authentic city life means having access to schools that fit the needs of your family or unique situation.

Primary schools are more than an institution for learning; they are often intimately related to the neighborhoods and families they serve. Schools have always been a foundation of successful families and healthy neighborhoods. The success of a school and the success of its neighborhood are related. It is difficult to improve the performance of any one school without also working to improve the surrounding neighborhood and the families who call it home. It is equally difficult to improve neighborhoods and the families within them without also improving the performance of neighborhood schools.

We must recognize that educational performance is not simply the result or the responsibility of a teacher, an administrator or a single curriculum. It is a community responsibility. We must return Marion County's traditional public schools to a position of strength. We must promote healthy child development at a very early age by creating conditions in which families can thrive. We can do this by offering neighborhood-based resources including youth development and enrichment programs. We must expand resources, tutoring and after-school programs to help parents and caregivers who want to be involved in their child's/children's education but lack the time, resources or knowledge to do so. We must see to it that each school has partnering organizations that are committed to providing wrap-around services, such as police-community relations, to students and their families. We must continue to offer many educational choices, and we must provide community support to reinforce each of these choices. We must do a better job communicating and streamlining school enrollment processes.



Why?

The following paragraphs offer a handful of reasons why neighborhood-based, community schools are central to the vision of becoming a healthier, more inclusive, more resilient, more competitive city.

The ability of any one student to be resilient is seldom the result of interventions within schools alone or any other single support system. Instead, resilience is multidimensional, involving both exposure to risk and access to multiple internal and external resources.[130] There is, fortunately, emerging evidence that schools have the potential to positively influence children's biological, psychological and social growth and development. However, much more work needs to be done to identify the protective factors that are most likely to be affected by school-based interventions; the role schools can play in collaboration with children's families, communities and other service providers; and to what extent interventions need to focus on changing children's school environments.[131] Ensuring that every school has community partnerships designed to meet the needs of children, their families and the surrounding neighborhood will help improve high school graduation rates and future success of students.

Students face a wide array of barriers that not only jeopardize their performance in and completion of school but also endanger their physical health and psychological well-being in ways that can follow them into adulthood.[132] Research suggests academic success, especially for underserved students, is more attainable with a more comprehensive set of supports.[133] Schools can no longer be places where students learn only reading, writing and arithmetic. They must become a stabilizing force in each child's life and for the community as well. In partnership with community organizations and other area resources, neighborhood-based schools could offer any number of additional benefits to residents, such as opportunities for family engagement; opportunities for physical activity; access to medical, dental and mental health programs and social services; after-school mentoring and tutoring programs and early childhood development classes.[134]

Educational attainment is the single greatest predictor of an individual's lifelong earning potential.[135] Improving access to high-quality educational opportunities, and providing the community support system necessary to ensure success, is critical to economic mobility and improved life outcomes for all residents. The growing gaps between social classes are hampering parents' ability to invest time and money in their children's education, among other things.[136] Neighborhood-based schools, especially those that have wrap-around social services, can help close these gaps and make Indianapolis a more inclusive city.

Local research indicates that schools are second only to safety when selecting a place to live, with 78 percent of people ranking schools as "pretty important" or "very important."[137] Indianapolis is home to 11 public school districts and numerous private schools. Public schools in Indianapolis include traditional public schools, public charter schools, and public magnet schools. Private schools include Montessori schools, parochial schools and those that offer a specialized education. In Central Indiana, this degree of educational options is entirely unique to Marion County. In the surrounding counties, a family can move into any neighborhood and know what school district their student(s) will attend, often with the added assurance that a bus will be there to pick up their student(s) the next day, and with little threat that the school might be closed the following year. While high-quality options abound in Marion County, families must navigate the different applications, timelines and policies and procedures of a number of school systems in order to make an informed decision. The options available are further complicated when schools that have limited seats use lottery systems that provide no guarantees for families, particularly for those who arrive after deadlines pass. Addressing this issue head-on will greatly improve Indianapolis' ability to retain and attract people to our city, and families to our neighborhoods.

Public School Districts in Indianapolis-Marion County:

Beech Grove City Schools

Franklin Township Community School Corporation

Indianapolis Public Schools

Metropolitan School District of Decatur Township

Metropolitan School District of Lawrence Township

Metropolitan School District of Perry Township

Metropolitan School District of Pike Township

Metropolitan School District of Warren Township

Metropolitan School District of Washington Township

Metropolitan School District of Wayne Township

School Town of Speedway

Connections

The following are examples of some of the connections that were made throughout the planning process.

INDIANAPOLIS PUBLIC SCHOOLS BUSINESS ALLIANCE
The Indianapolis Public Schools Business Alliance is the first model of its kind in Indianapolis. Forged through the efforts and educational commitment of Eli Lilly and Company and Indianapolis Public Schools, this pilot program consists of public-private partnerships between Indianapolis Public Schools and 11 local companies dedicated to improving educational outcomes for the state's largest school district. The IPS Business Alliance focuses on key reform strategies including innovation, early intervention and stakeholder engagement.[138]

CENTRAL INDIANA EDUCATION ALLIANCE
Formerly the Central Indiana Talent Alliance, the Central Indiana Education Alliance's purpose is to elevate the local system of education to world-class status. Its mission is to encourage the continuous enhancement of a region-wide alliance of schools, colleges and universities, services and supports to maximize the potential of every child and adult so that Indianapolis might become a highly productive, educated, globally competitive workforce and citizenry who provide the basis for thriving Central Indiana communities.

CONCLUSION

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INDIANAPOLIS MOTOR SPEEDWAY
RAIN CHECK - Sun. May 25, 1997
INDIANAPOLIS

Conclusion

Building an authentic city life involves celebrating the rich diversity of people and places that make up Indianapolis. It requires keeping an eye on the big picture while also focusing attention on the details and nuts and bolts that make this city livable. But perhaps most of all, it requires concerted and consistent action.

Long-Term Outlook

FOCUS ON THE ROOT CAUSES OF PROBLEMS INSTEAD OF TREATING SYMPTOMS.

The challenges we face did not materialize overnight, and breakthroughs will not manifest themselves instantly. As a community, we must systematically make investments that maximize opportunities for decades to come. We must honestly assess today's investments with a full consideration of their complete life-cycle costs in order to prevent today's investments from becoming tomorrow's liabilities. Only by addressing the underlying root causes of our problems will we save on the near- and long-term costs of treating symptoms.

INCREMENTAL PROGRESS

BIG PROJECTS ARE IMPORTANT, BUT IT'S THE NUTS AND BOLTS OF A CITY THAT MAKE IT LIVABLE.

Without a doubt, Indianapolis does big things well. We built the world's first union railroad station. We unified city and county government. We built a football stadium without a team. We built the nation's best airport and public hospital. We hosted the best Super Bowl in NFL history. We need these significant investments, and we will continue to do major projects well. However, the future of our city is predicated on the application of similar energy into improvements in our daily lives.

Increased graduation rates won't lead to a ribbon-cutting, and maintaining our basic infrastructure won't lead to national accolades. Upgrading a bus stop from a dirt patch to one with a shelter, or adding dropout or re-entry job training programs, won't inspire media stories. However, all of these improvements enhance the daily experience of our people. As a community, we must fill in the intricate and overlooked details of our city if we are truly going to make it more livable. We need to incrementally re-familiarize ourselves with the basics of authentic city life.

Targeted & Layered Investments

WE NEED TO FOCUS ACROSS SECTORS AND ORGANIZATIONS ON COMMON GOALS IN A WAY THAT GROWS OUTWARD FROM SUCCESS.

The term public-private partnership is synonymous with Indianapolis. This is how we have done business for decades. It is how we have accomplished really big things. It is our standard operating procedure and the reason for the unexpected successes in our civic history. The opportunities before us require more than a partnership. They require aligning disparate agendas around a common set of desired outcomes. They warrant a single rallying cry and a coordination of policies, players and investments. As a community, we must recognize our shortcomings and measure our successes not by our accomplishments but by their ultimate impacts on our residents.

The challenges and opportunities before us are beyond the capability of any one entity or organization. To address some of the root causes of our problems, and to capitalize on the real opportunities before us – as a community – we must collaboratively layer and focus local investments. We must attack issues in a cross-disciplinary way. We must employ an asset-based approach and focus efforts and investments on the problems and places where we will have the most impact with the least effort, and then move on to refocus on the next challenge. We must grow success out from what is already working.

It is only through a progression of investments at the edges of success that we can have a catalytic impact, that we can begin to truly address the scale of the challenges and opportunities we face. This focus requires a great deal of courage, as we are often compelled to invest the most resources in the places with the most immediate needs. Too often the need is symptomatic and far greater than the resources, the challenges are multi-faceted and intertwined, the unit cost of change is tremendous, and the ultimate impact is negligible. Only by focusing on incremental progress will we make noticeable and measurable progress.

Fail (& Learn) Quickly & Often

Manage the risk, but risk some failure. That's what it means to innovate. Innovations arise from learning by doing rather than studying a project or idea over and over again. No endeavor to build a great city is without risk. Risk inherently understands that success is possible only if failure is also possible. When the focus shifts to smaller scale, more tactical and humanizing endeavors, and when the universe of data and information to inform decisions grows by the minute, we must have a more nimble approach. If we wait until something is proven, we are already behind. To innovate, we must accept some redundancy in efforts, tolerate some failures in approaches, and understand that progress is rarely linear, and rarely complete.

Cross the Finish Line

When we choose to do something as a community, we must do it with complete commitment and in a way that maximizes future opportunities. When our streams are clean, we must take advantage of them to redefine our livability or we will have squandered a significant investment. When our neighborhoods are strong, we must grow and market them or we will have missed an opportunity. When our people come together to serve, we must sustain this service to address systemic issues or we will have missed further opportunity for good. When victory is in sight, we must have the endurance to keep going and finish what has been started.

Credits

The following individuals played an important role in the development of this Bicentennial Agenda; however, this is not to suggest that each one of them endorses the content herein. A very special thank you to the Plan 2020 Leadership Team, Committees, and CityCorps Fellows: without your commitment and support this document would not have been possible.

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