



## **Introduction**

The City of Indianapolis (Indy) is confronting a problem faced by many communities. At the core of Indy is an aging central city that developed during an eras of more compact development patterns (pre-WWI) that is shackled with development regulations created in the 1960-70's that catered to the automobile. As funding and federal direction to update zoning diminished, so did Indy's capability and desire to update its development regulations. The challenge now is to make the quantum leap into the 21<sup>st</sup> century and to comprehensively update the standards that regulate development to embrace the concept of sustainability and livability.

Under the Community Challenge Planning Grant eligible activities, specifically:

*(2) Development and implementation of local, corridor or district plans and strategies that promote livability and sustainability (see the Livability Principles in Section V);*

Indy seeks to act upon numerous plans and projects and comprehensively update ALL of our zoning ordinances and related development regulations to be more sustainable and to improve our residents' quality of life.

The dual-track approach of this HUD Grant Project, Indy Rezone, respects the reality that while there are many common issues shared throughout Marion County, our unique neighborhoods need to be cultivated and valued. Reviewing development regulation from a county-wide perspective and from a localized, neighborhood level, Indy Rezone will systematically transform development throughout the entire jurisdiction. At the county-wide level, topical taskforces will learn, share and evaluate the development regulations affecting their particular focus and propose corrective changes. At the neighborhood level, three prototype neighborhood areas, selected for their varied circumstances, will be examined for appropriate changes to zoning and building regulations and their situation-specific solutions. The successful facets of these prototype experiences, called Neighborhood Invigoration Initiatives, will be replicated after the grant award period throughout the county in areas that are in a similar situation.

The generated outcomes of Indy Rezone are proposed changes to the ordinances, regulations and design practices at a county-wide level and neighborhood-specific level to improve the sustainability and livability of the neighborhood areas as well as provide the foundation for redevelopment into vibrant communities.

Broad representation of the whole community and fully informed participants are critical for Indy Rezone to be a success. Consequently, a critical level of public education & outreach effort must initially be undertaken to capture and engage the public and to increase the probability for success.

## **Problem Statement**

In 1969, the City of Indianapolis took a novel, regional approach and united with Marion County forming a combined local government, resulting in "Uni-gov." The resulting jurisdiction encompasses nearly 400 square miles with a myriad of development patterns ranging from agricultural uses, recently developed housing and commercial areas that are decidedly suburban in character, as well as older central city neighborhoods that date to the early 1900s or before. This diverse array of communities was and remains regulated by a one-size-fits-all set of zoning ordinances and regulations. This single development pattern across the county is auto-centric suburban sprawl.

Evolving in the era of the automobile and unencumbered by physical barriers, the regulatory emphasis of Indianapolis' ordinances remains most applicable to low-density, greenfield development. The development euphoria of the 1990's illustrates that fact: the amount of developed acres in the county increased by 43 percent, while Marion County's population only increased by 7.9 percent. Approaching full development, Indy is still saddled with standards and regulations of the 1970's that ignore all of the issues facing today's cities: greater need for adaptive re-use; redevelopment of existing

structures; need for quality pedestrian experiences; multi-modal connectivity; demand for diverse and livable housing; and air and water quality pressures that can no longer be ignored.

Indy Rezone will address the development regulations that have long ignored or exacerbated numerous community problems:

*Marion County's gross density is 3.51 persons per acre (1.67 dwelling units per acre), which is well-below a sustainable density (US Census, 2009). Further, for decades, two-thirds of all housing units are still single-family residences. (US Census, 1990-2009) Sensitively modifying regulations allowing more density, even requiring minimum densities, could alter this trend and provide more housing choices.*

#### **Indy Rezone will enable increases to our gross density.**

*Indianapolis ranks among the nation's 25 most soot-polluted cities, which is problematic for the over 8% of residents suffering from asthma. (American Lung Association, 2010)*

#### **Indy Rezone will lead to healthier air.**

*Indiana's per capita emissions are 88% higher than the national average (U.S. Census Bureau 2009; EIA 2008a) because 94% of Indiana's electricity is generated by coal-fired power plants (compared with the national average of 50 percent) (EIA 2007). Locally, Indianapolis could locally allow and incentivize the on-site use of renewable energy systems; current regulations do not accommodate many individual energy sources, such as wind turbines and solar panels.*

#### **Indy Rezone will enable decreases to our emissions of greenhouse gases.**

*The number of miles Indianapolis drivers travel has steadily increased over time: from 1982 to 2007 the number of VMT elevated 81% (Texas Transportation Institute, 2009 Annual Urban Mobility Report). Requiring compact development patterns and mixed use development could reduce the miles residents drive and the resulting emissions.*

#### **Indy Rezone will enable reductions to our vehicle miles traveled and emissions of greenhouse gases.**

*The Indiana Residential Code for residential buildings is still based on the 2003 International Residential Code. However, it deletes the entirety of IRC Chapter 11 (energy efficiency) and substitutes it with an Indiana-specific code based on the outdated 1992 Model Energy Code (675 IAC 14-4.3-139). Since the State has still failed to adequately address energy efficiency, Indianapolis could locally adopt energy efficient standards thereby reducing emissions and shrinking housing costs for a substantial portion of Hoosiers.*

#### **Indy Rezone will direct improvements to the energy efficiency of our homes.**

*Indiana spends 30 times more on highways than transit. Changing the development regulations, including the streetscape, by requiring minimum quality standards of development around transit stops, can increase ridership providing more local funds for transit.*

#### **Indy Rezone will enable increased ridership on transit.**

*Annually, Indianapolis experiences dozens of raw sewage spills into the White River, and occasionally its streets, due to overflows from its combined sewer system. Over 8 billion gallons of untreated sewage flow into the White River during these overflows (EPA 2006). Appropriate development regulations could slow the stormwater from entering the system and clean the water as well; thereby significantly reducing the discharge of effluence into our natural environment.*

#### **Indy Rezone will cause improvements to our water quality.**

75% of the drinking water for the more than 1,000,000 residents of central Indiana served by Indianapolis Water comes from surface water supplies (White River, Fall Creek, Eagle Creek and Geist Reservoirs). The three central Indiana recreational use and drinking water supply reservoirs (Eagle Creek, Geist and Morse Reservoirs) experience blue-green algae blooms that exceed World Health Organization standards for high risk for adverse human health from contact. These three reservoirs are in this high risk category annually typically from early June through November due in significant part to stormwater overflows, fertilizer and organic materials run-off. Appropriate development regulations could require natural filtration before entering the water system; prohibit septic systems and turf grasses along drainage / water edges as well; thereby significantly reducing the effluence into our natural environment.

**Indy Rezone will cause improvements to our water quality.**

Indiana ranks 9<sup>th</sup> highest among states for obesity rates, ranks 13<sup>th</sup> worst for inactivity, and ranks 14<sup>th</sup> worst for the rate of diabetes. Less than half of Indianapolis adults reported meeting the minimum physical activity goal, and a full 25% reported getting no physical activity in the past month. In comparison to the peer MSAs, Indianapolis had the 2<sup>nd</sup> lowest percentage of adults who met the activity recommendation and the 2<sup>nd</sup> highest rate of inactivity (Centers for Disease Control, 2005). In 2005, the Marion County Health Department (MCHD) measured the 90,000 public school students in grades K-12 finding 40% were either overweight or at risk of overweight. In contrast, in 1970, only 15% of U.S. students would have been in these weight categories (MCHD, 2006). The built environment influences the likelihood of activity; common barriers in the built environment include disconnected sidewalks, no direct through streets or walkways, multi-lane streets without medians, lack of shade and visual appeal, and isolated destinations (schools, parks, grocery stores, office buildings) (Local Government Commission, Center for Livable Cities, 2008). The likelihood of incidental, casual activity can increase if destinations are connected at a pedestrian level and transit system level. By requiring minimum quality standards of development that are pedestrian-friendly, including the streetscape, around community nodes, commercial corridors, and transit stops, the environment that residents want to be active in can be created.

**Indy Rezone will cause changes to the built environment to increase the incidence of physical activity.**

**Livability Principles**

Indy Rezone supports all six of the “Livability Principles” developed by the Sustainability Partnership.

<b>Livability Principle</b>	<i>How Indy Rezone supports</i>
<p><b>Provide More Transportation Choices.</b> Develop safe, reliable and affordable transportation choices to decrease household transportation costs, reduce energy consumption and dependence on foreign oil, improve air quality, reduce greenhouse gas emissions, and promote public health.</p>	<p><i>Indy Rezone will change the development regulations so that a pedestrian-friendly environment is possible and required. Residents can then walk, ride a bike, go to a transit stop, and most importantly, they will WANT to chose those alternatives.</i></p>

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**Livability Principle***How Indy Rezone supports*

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**Promote equitable, affordable housing.**

Expand location- and energy-efficient housing choices for people of all ages, incomes, races, and ethnicities to increase mobility and lower the combined cost of housing and transportation.

*Indy Rezone will change the development regulations so that modern energy-efficiency standards in residences are required and provide incentives to upgrade existing homes to higher efficiency. Indy Rezone will change the development regulations to require higher density so that diverse (and affordable) housing options are available throughout the county.*

**Enhance Economic Competitiveness.** Improve economic competitiveness through reliable and timely access to employment centers, educational opportunities, services and other basic needs by workers, as well as expanded business access to markets.

*Indy Rezone will change the development regulations so that realistic, mixed use opportunities are available bringing residents and employment closer together. Barriers, such as excessive parking requirements, are removed enabling businesses to more easily locate in existing areas. Land used more efficiently allowing more resources for maintenance which helps long-term economic viability. Residents are close enough to support commercial establishments (as workers and customers) providing incentive to reinvest. Due to the variety of housing options, residents vary in age and economic abilities, which diversifies the supply of workers and customers enabling the businesses to survive various market changes.*

**Support Existing Communities.** Target Federal funding toward existing communities— through strategies like transit oriented, mixed-use development, and land recycling—to increase community revitalization and the efficiency of public works investments and safeguard rural landscapes.

*Indy Rezone will change the development regulations so that realistic, mixed use opportunities are available for our many existing neighborhood commercial nodes and corridors. Increasing the redevelopment potential in our existing areas, instead of greenfields, enables more efficient use of existing infrastructure (streets & sewers) freeing up more resources for maintenance, which enables long-term economic viability.*

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**Livability Principle***How Indy Rezone supports***Coordinate Policies and Leverage**

**Investment.** Align Federal policies and funding to remove barriers to collaboration, leverage funding, and increase the accountability and effectiveness of all levels of government to plan for future growth, including making smart energy choices such as locally generated renewable energy.

*Indy Rezone will change the development regulations to link and implement the policies and changes in the plans and projects that precede it. Notable examples include:*

*Smart Growth Redevelopment District (a HUD/DOT/EPA Sustainable Communities "Pilot" and EPA Brownfield Planning Grant*

*6 Great Indy Neighborhoods Initiatives (GINI) and 5 LISC Sustainable Communities using LISC grant*

*Indianapolis Regional Center & Metropolitan Planning Area Multi-Modal Corridor and Public Space Design Guidelines*

*East Washington Street Corridor Economic Development & Brownfield Redevelopment Efforts*

*Shelby Street Corridor Plan*

*Indianapolis Regional Pedestrian Plan*

**Value Communities and Neighborhoods.**

Enhance the unique characteristics of all communities by investing in healthy, safe, and walkable neighborhoods—rural, urban, or suburban.

*Indy Rezone will change the development regulations county-wide, however, many unique neighborhoods deserve and need a targeted approach for varied reasons. The Neighborhood Invigoration Initiative provides 3 opportunities to practice and prototype the process of creating a form-based code for these unique neighborhoods.*

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**Indy Rezone Success**

IC 36-7-4 establishes the Metropolitan Development Commission (MDC) of Marion County, Indiana, as the single planning and zoning authority for Marion County, Indiana. Indy Rezone will be successful upon presentation of ordinance amendments to the MDC for adoption. The ordinance amendments will:

- require minimum densities
- allow more mixed use opportunities
- require less area devoted to parking
- regulate how water edges are 'developed'
- require the removal of current encroachment upon water edges
- require more natural filtration of surface water
- evaluate waste stream and improve recycling
- require multi-modal connectivity
- redevelop areas to be pedestrian-friendly

Pedestrian-friendly requires changes to:

- ✓ Setbacks, including establishing build-to lines
- ✓ road widths requirements
- ✓ road configurations
- ✓ sidewalk requirements
- ✓ streetscape infrastructure requirements

- ✓ landscaping requirements
- ✓ sign limitations
- ✓ establishing form and relationship standards of the buildings to the street

### **DOT/HUD Outcomes**

The ordinance changes proposed will improve all six of the DOT/HUD identified outcomes. The project will specifically track the following two and report on them during our performance period:

- ⊙ Economic development, including infill development or recycled parcels of land or private sector investment along a project or corridor.
- ⊙ Environmental benefits, such as greenhouse gas or criteria pollutants emissions, oil consumption and recreational areas or open space preserved.

At the onset of the grant period, benchmarks will be established using the current situation in the three neighborhood areas selected.

Existing economic development opportunities will be determined under the current ordinance and development requirements. This will be done using GIS mapping to determine the maximum square footage (or number of housing units) that can be built or used under the current regulations. As ordinance amendments are evaluated, the maximum square footage (or number of housing units) will be updated. A two-fold increase is expected.

Existing environmental impact of development will be determined under the current ordinance and development requirements. This will be done using GIS mapping to determine the tree canopy coverage that is currently required under the current regulations. As ordinance amendments are evaluated, the tree canopy coverage will be updated. A 20% increase is expected. Similarly, storm water quality run-off will also be tracked.

### **Linking and Leveraging Upon Past and Current Efforts**

Much preliminary work has been accomplished leading Indianapolis to this implementation step. Indy Rezone links the visions and sustainable policies articulated in numerous plans and projects to reality by codifying them into one of our most powerful tools, the zoning ordinance. All of this previous work, representing enormous amounts of resources, directs Indy to change our standards - Indy Rezone answers this directive.

The county-wide directive toward sustainability begins to be heard in the latest revision to the Comprehensive Plan for Marion County. As part of the 2000-2006 update, the need for change was noted at a variety of levels:

*"Development of our city and county should meet the needs of the present without compromising the ability of future generations to meet their own needs."*

*"We should strive to achieve a balance of land uses, including a diversity of housing options, throughout the various parts of the county and the region. Balanced land use is important not only for tax base equity, but also for livable communities where people can live, shop, recreate and earn a living throughout the different phases of their lives."*

*"Established areas should be well maintained to retain (or regain) their value and to preserve their unique identity."*

*"We should strive to maintain a healthy environment and to make appropriate improvements to the current state of the environment. Of particular importance are clean air, ground and surface water, conservation of natural features including wooded areas, and adequate parks and open space."*

*"We should continue to improve our transportation system so that it is well-connected, convenient, and safe. We should provide a variety of transportation choices so that all people regardless of age or ability can travel throughout the region."*

Consequently, Indianapolis embarked upon several planning efforts to fulfill these value statements.

To increase the number of viable transportation modes, the “Indianapolis Regional Center and Metropolitan Planning Area Multi-Modal Corridor and Public Space Design Guidelines” were adopted in August 2008 identifying how to improve the choices available to residents.

“Indy Connect”, Central Indiana’s Transportation Initiative, draws on decades of public studies on transportation in Central Indiana, as well as the recommendations of the Central Indiana Transit Task Force, a private sector group that studied public transportation in the region. IndyConnect proposes various types of transportation, including major enhancements to the bus system, commuter rail running from downtown Indianapolis north to Fishers and south to Greenwood, in-street light rail along Washington Street in Indianapolis, some major roadway expansions, and additional bike and pedestrian pathways.

“Directions: the Regional Rapid Transit Study” is a multi-phased project determining a preferred system of transit corridors and technology(ies). The possibility of creating a rail transit option in Indianapolis is moving toward reality. While bus transit is available, the region has not emphasized development options aimed at increasing transit ridership. Nor has Indianapolis fostered development at a density or pattern that would facilitate transit. 2008 Regional Land Use “Smart Growth” Study Final Report makes it clear that development conducive to increasing transit ridership is crucial for success. Major changes in zoning ordinances are needed for the necessary type of mixed use and transit-supportive development to occur.

The Smart Growth Redevelopment District – Indy received the designation of a HUD/DOT/EPA Sustainable Communities “Pilot” in February, 2010. As a prelude to creating a regulatory climate for a sustainable and livable community, the City has undertaken an ambitious planning effort in the King-Park and Martindale Brightwood communities. This area was the focus of an intense community-based planning effort in October of 2009. The American Institute of Architects Communities by Design assembled a national team of experts called the Sustainable Design Assessment Team. Known as the SDAT Planning Process, this team of experts partnered with the local chapter of the AIA, Ball State University College of Architecture and Planning, the City of Indianapolis, local professionals and neighborhood residents to chart a course for a sustainable redevelopment of this area.

One of the recommendations from the Indianapolis SDAT Report was the need to devise zoning ordinances that could work in the neighborhood to help create population densities and clustering of commercial uses to better encourage transit oriented development. It also identified the need for creative approaches to building codes and zoning codes to help foster the redevelopment of long-vacant industrial sites.

Another need identified in the Indianapolis SDAT Report is a specific standard for creating a new street configuration to help minimize stormwater runoff in older, already developed residential, commercial and industrial areas. Creating this street configuration could become a key element in the sustainable redevelopment of central city neighborhoods.

The Near Eastside Redevelopment area in 2006 was declared to fight and more effectively deal with the problems of vacant and abandoned housing and of substandard rental properties. Within the redevelopment area, a housing tax increment financing district (HoTIF) was established. Property taxes generated by development within this area are used to pay for improvements in or near the area. In October of 2007, \$10 million worth of infrastructure improvements (new curbs, streets, sidewalks, sewer upgrades) began. The Near Eastside Redevelopment Area is within the Eastside Neighborhood Stabilization (NSP) Target Area.

Great Indy Neighborhoods Initiative (GINI) is a set of initiatives established to support six Indianapolis neighborhoods. The Near Eastside community’s initiative, Near Eastside Quality of Life Plan, encouraged neighbors to work together across traditional boundaries to organize and get involved in their neighborhood; decide collectively on the priorities for their neighborhood; and act on those priorities to implement change in their neighborhood. One of the seven goals was: “Healthy,

commercial corridors featuring continuous, fully-merchandised storefronts, and pedestrian-friendly sidewalks with complimentary streetscape. Newly constructed in-fill buildings and reconfigured industrial assets that complement the existing urban design and replace empty lots. Green spaces softening the urban setting and linking the commercial areas with residential neighborhoods.”

Numerous action steps in the Quality of Life Plan articulate the sustainable community that is sought, such as enabling and supporting local food initiatives, develop walkable neighborhood business nodes, remediation of brownfields, improve neighborhood connectivity implement green practices, preserve neighborhood’s historic pattern, character, and practices in design, scale, and building placement. All of which require ordinance changes to accomplish.

Shelby Street Corridor Plan was prepared to conserve and enhance existing community assets and to promote beneficial growth. Located within the southern transit corridor of IndyConnect, a potential destination station is anticipated. Shelby Street Corridor Plan further recommends a “University District” that is connected, pedestrian-friendly, not auto-dependent, and encourages development over 15 du per acre. Major changes in zoning ordinances are needed for the necessary type of mixed use and transit-supportive development to occur; a form-based district would be anticipated for this area.

Building upon all of these planning efforts, it is now time for action; it is time to do.

### **Work Plan**

The City of Indianapolis has elected to take a systematic, comprehensive, and holistic approach to modifying its zoning, development standards and public right of way configuration to create a more sustainable and livable community.

The dual-track approach of Indy Rezone will review development regulation from a county-wide perspective and from a localized, neighborhood level. At the neighborhood level, three Neighborhood Invigoration Initiatives will be conducted consecutively. The neighborhood areas, selected for their varied circumstances, will be examined for appropriate changes to zoning and building regulations to address their situation-specific situations. At the county-wide level, topical taskforces will learn, share and evaluate the development regulations affecting their particular focus and propose corrective changes; the topical taskforces will gain instructive feedback from the Neighborhood Invigoration Initiatives. (See the figure below illustrating the two-track approach of Indy Rezone.)

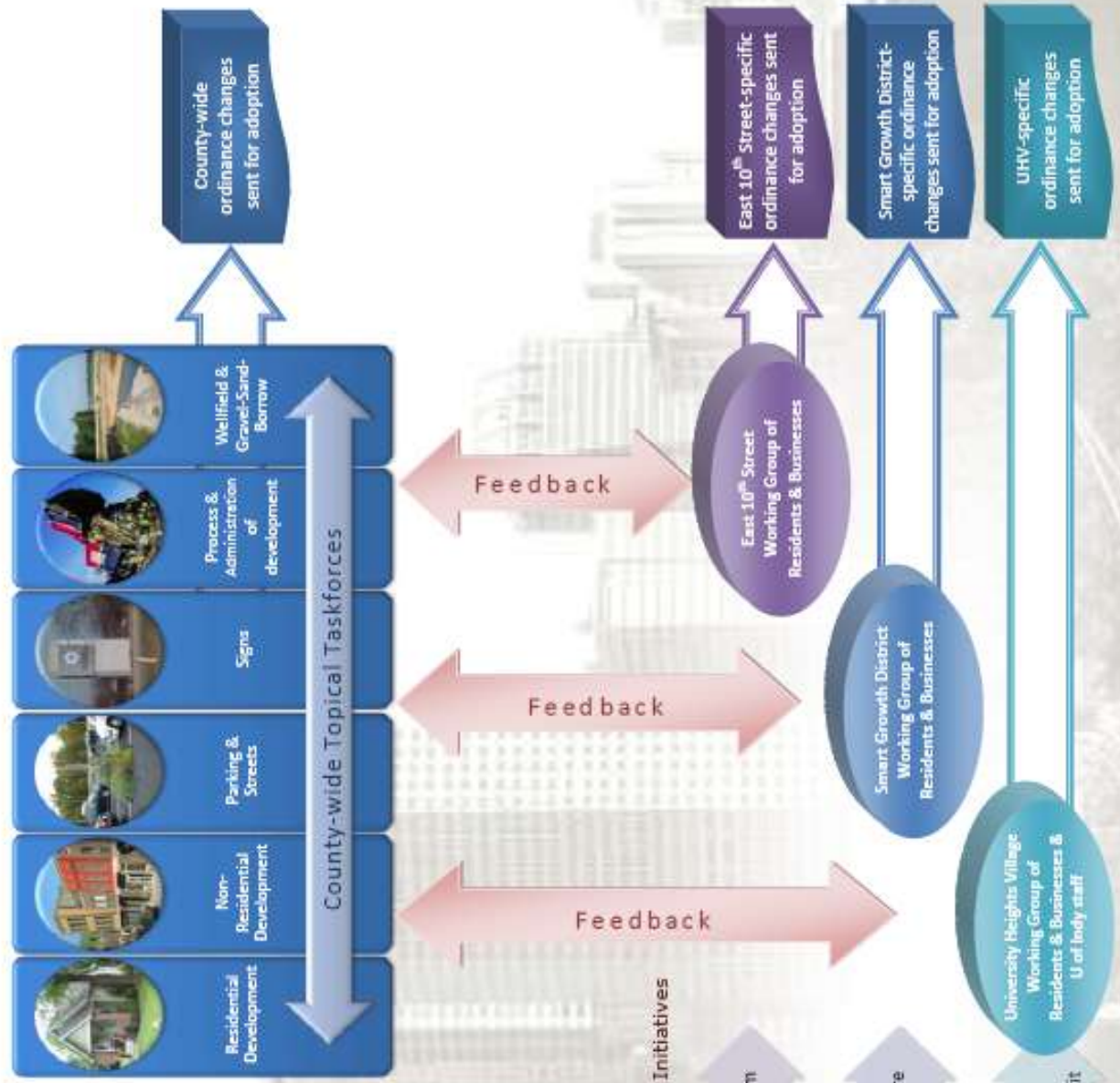
Each Neighborhood Invigoration Initiative will have its own core Advisory Group of 3 to 9 people from the area and a Working Group comprised of residents and business people to serve as a forum for detailed discussions of development issues. The Advisory Group will develop its outreach & education strategy that best fits their neighborhood. The Advisory Group plus the Core team will implement their outreach strategy. Each Neighborhood Invigoration Initiative will then embark upon a series of workshops (at least four plus a community reveal event) for detailed discussions of development issues.

The three prototype areas are: Smart Growth Redevelopment District (SGRD), University Heights Village (UHV), and East 10<sup>th</sup> Street corridor.

Smart Growth Redevelopment District (SGRD) Neighborhood Invigoration Initiative. One selected neighborhood, which is located in the SDAT/Smart Growth Redevelopment District, will feature industrial sites that are available for re-use or redevelopment. These sites include both contaminated brownfield sites and sites with no known contamination. The location would be conducive to both industrial re-use and non-industrial reuses. Specifically, the proposed area for study is bounded on the north by 25<sup>th</sup> Street, on the south by 16<sup>th</sup> Street, on the west by Cornell Avenue and Bellefontaine Street, and on the east by Dr. Andrew J. Brown Avenue.

# County-wide Education & Outreach

- Why we need to change?
  - ✓ Environmental impact
  - ✓ Economic impact
  - ✓ National security
- How should we change?
  - ✓ More Choices
  - ✓ Better Health
  - ✓ Sustainability
  - ✓ Enhanced Quality of Life
  - ✓ Restore Economic Vitality
  - ✓ Safer Neighborhoods
  - ✓ Increased Property Values



This location was selected to expand on the SDAT work already completed in the area as well as the anticipated planning work that will be undertaken in the next two years as part of its designation as an EPA Partnership for Sustainable Communities Pilot Project. Those efforts have focused on engaging the neighborhood residents to embrace a broad approach. Indy Rezone effort will focus on specific industrial locations and the changes required in the zoning ordinances and building development standards needed to trigger new development.

The end result from studying this area is expected to be a series of recommended changes to the zoning ordinances that will encourage reuse of old industrial sites and buildings, which may include elements of urban agriculture and improvements to storm water drainage solutions. The other key element is a revision in the types of uses permitted on these sites.

University Heights Village (UHV) Neighborhood Invigoration Initiative. Another selected neighborhood features a first-generation suburban commercial area with transit potential and is located in the vicinity of the Hanna Avenue and Shelby Street intersection. Specifically, the proposed area for study is bounded on the north by Sumner Avenue, Castle Avenue on the south, East Street on the west, and Shelby Street on the east. This area is served by multiple bus routes and is near an existing rail line that has been identified in the IndyConnect study as a corridor that has the potential to serve as a rail transit line. For exploring rail transit potential, it was important that the site not be located on the Northeast Corridor that is currently under study as the location of Indy's initial rail transit line.

This location was selected because of a recently completed corridor plan, South Shelby Street Corridor Plan, that identified the redevelopment opportunities for mixed use development at this location, the proximity to the University of Indianapolis, and the long-range Indy Connect Study recommendation of a rail based transit line following the existing rail corridor.

The end result from studying this area is expected to be a series of recommended changes to the zoning ordinances that allow for mixed use development with a transit orientation, updated parking requirements for commercial districts that have multi-modal options, and new residential density standards. This effort is likely to yield a form-based district that could be used as a model for other first-generation suburban commercial nodes.

East 10th Street corridor Neighborhood Invigoration Initiative. The third selected neighborhood features a commercial corridor common to the inner city with nearby residential with a mix of building types that include single family detached, two-family attached, and multi-family structures. The area is an older neighborhood located on the near east side of Indianapolis close to the central business district with its multitude of employment opportunities. Specifically, the area is bounded on the north by 10<sup>th</sup> Street, on the south by Michigan Street, on the west by Tecumseh Street, and on the east by Rural Street.

The East 10th Street corridor was selected to complement the recent infusion of Neighborhood Stabilization Program funds that are targeted to neighborhoods that are troubled, but do have a viable residential market. This near east side location is also the focus of reinvestment by the Super Bowl 2012 Committee. The area includes a diverse array of housing types and prices, ranging from large Victorian mansions in nearby Woodruff Place Historic District to modest cottages in other locations. There are also a considerable number of multi-family structures in this area. The near eastside location is well served by three existing IndyGo bus routes and is generally well served by sidewalks.

The end result from studying this area is expected to be a series of recommended changes to the zoning ordinances that will allow for more efficient use of lots for residential purposes, mixed use development, updated parking requirements for commercial districts, single family and multi-family units, redevelopment incentives, and improved building standards, particularly for energy-efficiency.

The Topical Taskforces. In the county-wide, parallel track of Indy Rezone, the City of Indianapolis will assemble a group of task forces that will examine specific aspects of Indy's development regulations as well as establishing a Steering Committee of 9-12 people who keep task forces focused; select

Taskforce Conveners; facilitate communication and feedback; and ultimately makes the call if taskforces or advisory groups cannot.

The task forces will be organized into six topical areas:

1. Residential Development
2. Non-Residential Development (Commercial, Industrial and Mixed Use)
3. Parking & Streets
4. Signs
5. Process & Administration of Development
6. Wellfield & Gravel-Sand-Borrow

These task forces will review existing regulations and consider changes that will improve the sustainability and livability of the community. While these task forces will take a county-wide perspective, they will receive feedback gained through each of the three Neighborhood Invigoration Initiatives.

Each topical taskforce will have a Taskforce Convener (maybe on Steering Committee) and Recorder. The taskforces will include community leaders, elected officials, topical experts, industry representatives and neighborhood representatives as well as representation from agencies within city government that exert considerable influence over the development regulations. At a minimum, these include: The Indianapolis Metropolitan Planning Organization (MPO), the Indianapolis Department of Public Works, the Indianapolis Department of Code Enforcement, IndyGo (the local transit company).

Each Taskforce will:

1. Profile and analyze their topic from all perspectives, such as current status of regulation and review best practices.
2. Develop possible solution scenarios (set of ordinance changes)
3. Recommend ideal scenario to the Steering Committee

Steering Committee will have a Public Reveal of all taskforces change recommendations. Final proposals passed to Steering Committee for preparation for adoption by MDC.

The Steering Committee will also undertake a considerable public outreach effort to first educate and then to solicit input. A critical level of public education & outreach effort must initially be undertaken to capture and engage the public and to increase the probability for success. This community-wide outreach effort will focus on why we need to change and how should we change.

As we learn more about the development issues, a web-based site will be created to share this information with the public. In addition, the site will also present the proposed changes to ordinances and regulations, as well as explain how the changes can affect the community. This web-based site is a key component in the effort to share this knowledge with a wider audience than is typically the case for ordinance revisions.

The proposed project will also target the local Hispanic community. In the past, this population has played limited role in the local planning process. In the last twenty years the size of the local Hispanic population has increased substantially and it is critical to draw them into the planning process. Funding of this project will allow the Division of Planning to translate the documents and materials into Spanish. In addition, the outreach efforts for participation will feature specific efforts aimed at the Hispanic community.

### **Performance Measures**

A planning effort of this magnitude is intended to address numerous different needs in the community. It also addresses issues with short-term impacts, mid-term impacts and long-term impacts. Consequently the measures of success must be divided into groupings that reflect the variable returns on the effort.

During the three year term of the proposed project there are potential measures of success. The proposed short-term measures of the project are:

1. The number of recommended changes to zoning ordinances, development regulations, and street standards that result from this planning process.
2. The number of individuals that participate in the three year planning effort.
3. The number of "hits" on an interactive website created to educate the public on the need for change and voice an opinion on the preferred options.

The proposed mid-term measures of the project (within two years after completing the three year effort):

1. The number of brownfield sites redeveloped within the SDAT/Smart Growth area.
2. The number of sites redeveloped within each of the prototype neighborhood areas.
3. The % change in permit activity recorded in each of the prototype neighborhood areas.

The proposed long-term measures of the project (within 10 years of completing the three year effort):

1. A measurable slowing in the growth of annual vehicle miles travelled (VMT) for the region.
2. A 5% increase in the gross residential density of Marion County by 2020.
3. A 10% increase in transit ridership by 2020.

Each of these measures is intended to demonstrate tangible progress in community improvement that is a result of the proposed planning project. It is anticipated that short-term measures of success will lead to the accomplishment of mid-term and long-term success.

### **Applicant Capacity**

The Indianapolis Division of Planning has a long history of undertaking multi-year planning efforts to address major issues. A recent example was the latest update of the Regional Center Plan 2020, completed in 2004. This three year effort was a collaboration led by the Division of Planning. Participants included Ball State University College of Architecture and Planning Indianapolis Center, Indianapolis Downtown, Inc., and The Greater Indianapolis Progress Committee. The planning effort included multiple advisory committees and public meetings.

A second result of the multi-year planning effort was the creation of the Indianapolis Regional Center Design Guidelines. This was completed in 2008 and established specific design criteria for the downtown area. The Indianapolis Regional Center Design Guidelines received the 2008 Hoosier Planning Award – Excellence in Planning for Outstanding Project from the Indiana Chapter of the American Planning Association and the 2010 National Planning Excellence Award for Best Practices from the American Planning Association.

Another example of the Indianapolis Division of Planning's established reputation for multi – year planning efforts is the 2000–2006 update of the Comprehensive Land Use Plan. This effort spanned six years, with approximately 160 public meetings. It included collaborations with neighborhood organizations and final adoption by the Indianapolis Metropolitan Development Commission in 2006.

The project proposed in this grant application will span three years and include a collaborative effort with the residents of the prototype areas, the Indianapolis MPO, the Indianapolis Department of Public Works, and the development community. The list of initial partners sending in letters of support and committing to cooperation and assistance illustrate strong community support (see listing in attachment ATTACH5.)

An important focus of this three year planning effort is to improve the capacity of local organizations to understand sustainability and livability issues and to incorporate those principles into local development regulations. The capacity building will occur at two levels: County-wide level through the composition of the topical task forces and at the neighborhood level through the composition of the neighborhood work groups.

The county-wide topical task forces will have representatives from a wide array of local organizations. These will include staff from the MPO, the Indianapolis Department of Public Works and the Department of Code Enforcement, key organizations in shaping local development. Equally important is the expected participation of the Builders Association of Greater Indianapolis (BAGI) that is a key player in local development. As these organizations participate with the task force they will gain greater knowledge about the sustainability principles and how to enact them into daily operations.

Similarly, the key participants in the neighborhood work groups include the local LISC, neighborhood CDCs, the Indianapolis Neighborhood Housing Partnership (INHP), and the Indianapolis Neighborhood Resource Center (INRC) are frontline agencies in the redevelopment of neighborhoods. (See listing in attachment ATTACH5.) As they learn more about the sustainability and livability issues in each of the prototype neighborhoods, they will gain the capacity to address these issues in other neighborhoods throughout Indianapolis.

As the project unfolds in each of the three prototype neighborhoods, one of the participating partners, Ball State University, is available to help translate the proposed ordinance changes into predicted impacts. As part of their participation Ball State University can also devise specific measures of the neighborhood impact that will be tracked over time. These include the mid-term measures highlighted in the previous section of this application.

Over the course of the proposed three year project, community-wide education and outreach is an essential ingredient. As we learn more about the development issues, a web-based site will be created to share this information with the public. In addition, the site will also present the proposed changes to ordinances and regulations, as well as explain how the changes can affect the community. This web-based site is a key component in the effort to share this knowledge with a wider audience than is typically the case for ordinance revisions.

The proposed project will also target the local Hispanic community. In the past, this population has played limited role in the local planning process. In the last twenty years the size of the local Hispanic population has increased substantially and it is critical to draw them into the planning process. Funding of this project will allow the Division of Planning to translate the documents and materials into Spanish. In addition, the outreach efforts for participation will feature specific efforts aimed at the Hispanic community.

A final means of sharing the policy lessons is through the diverse composition of the county-wide task force and the neighborhood work groups. As was previously noted, these groups include representatives from a number of agencies and their participation will provide the opportunity to better understand the issues of sustainable development and improved livability. By helping to forge the solutions, these agencies will have a strong motivation to implement these principles through their daily activities. That is critical to making effective change throughout the community.

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