Velocity is a co-created, five-year strategic action plan for Downtown Indianapolis guided and activated by collaborating organizations. The project is led by Indianapolis Downtown, Inc., a nonprofit organization dedicated to ensuring Downtown Indianapolis is a vibrant place to live, work and visit.

Progressive Urban Management Associates (P.U.M.A.) served as the facilitator of this Velocity planning process. Based in Denver, Colorado, P.U.M.A. is a consulting firm providing management, marketing and financial services to advance downtown and community development. P.U.M.A. has provided services to more than 200 clients in 34 states, the District of Columbia, Canada, Jamaica and the Bahamas. Their clients include downtown management organizations, local governments, community development corporations and private firms. For more, go to www.pumaworldhq.com.
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   ■ Why Velocity?
   ■ Executive Summary of Plan

2 COMMUNITY OUTREACH & PRIORITIES  p.10 – p.22
   ■ Overall Themes
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3 MARKET PROFILE  p.23 – p.39
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   ■ Key Sectors: Office, Retail, Attractions, Quality of Life

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   ■ Framework Maps and Explanation
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6 IMPLEMENTATION  p.54 – p.59
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Indeed, Downtown Indianapolis is at a crossroads and once again, poised to advance. There is movement. There is magnitude. And as a result of this plan, there is direction.

Over the past four decades, Downtown Indianapolis has fortified its position as Indiana’s center of commerce, government, medicine and education. Downtown has become a national success story with its growth of tourism, sports, arts and entertainment. Now, building upon a legacy of thoughtful leadership, wise planning and public/private investment, Downtown is emerging as a collection of multi-dimensional neighborhoods offering a variety of choices for living, innovating and celebrating.

So enters Velocity — a strategic, yet tactical plan that recognizes a changing environment, mobilizes resources and sets a path of action. A diverse array of passionate community stakeholders has contributed their time and energy to set our course. Velocity aims to refresh the vision for Downtown, and then accelerate implementation — movement with direction — guided by a shared roadmap.
KEY BENEFITS

- Maximize efforts, leverage existing research and reduce overlap: Velocity culled input, studies, plans and data from local organizations and initiatives large and small in order to be best poised for immediate response and action.
- Facilitate an inclusive, participatory process: More than 4,000 diverse voices contributed to Velocity through a combination of committees, open forums and surveys during 2013. From the visionaries who led this city over the past 40 years, to a new generation of emerging leaders, Velocity gathered multiple perspectives throughout Downtown, its business sector and adjacent neighborhoods, as well as the city.
- Forge enduring partnerships and relationships: Velocity gathered organizations, neighborhood groups, public agencies, businesses and individuals to set the stage for a new generation of problem-solving. The future of Downtown requires bridging the knowledge and gravitas of current organizations with the energy and innovation from entrepreneurial ideas.
- Realign Indianapolis Downtown, Inc. (IDI): Velocity is sponsored by Indianapolis Downtown, Inc., the business leadership organization for Downtown that is entering its 21st year. Velocity provides an up-to-date blueprint for refocusing and, in some cases, realigning IDI’s agenda and programs to create new partnerships and implement actions that will continue to improve Downtown.

THE TIMING IS RIGHT

- Cities are desirable: National trends in demographics, lifestyles and global competition all support the development of thriving urban areas in America. Two generations dominating our economy — younger Millennials and older Baby Boomers — share a growing preference for living in vital compact communities near urban cores. Lifestyles placing a premium on mobility and health options are resulting in households choosing to live in walkable and bikeable neighborhoods. The nature of job creation is changing and competitive cities are nurturing entrepreneurship and innovation.
- Attract/retain human capital: Cities are increasingly competing over a limited supply of young, skilled workers who are best matched to the job opportunities created by an innovation economy. These eager and motivated younger workers, the raw material of the next economic cycle, are attracted to environments that foster diversity, social interaction and sustainability. Place is beginning to matter first.
- Indianapolis has a strong economic foundation: Downtown Indianapolis is fortunate to already be a regional center for the medical and education sectors. While prospects for these anchors are bright, they need to continue to attract a young skilled workforce. The evolution of Downtown into a place that embodies the lifestyles and values of this next generation workforce ensures that Indianapolis secures its competitive position as a great and growing Midwestern city already recognized on the national stage.
- Livability of Downtown: Perhaps the most profound mind shift resulting from Velocity is the recognition that Downtown needs to be seen in a new way. For the past 40 years, Downtown has been planned to be a center for jobs and entertainment — a commuter downtown that efficiently brings people in and out. Today, moving forward, Downtown should also be viewed as a collection of multi-dimensional neighborhoods by adding desirable livability amenities, calming key streets and enhancing sustainability efforts.

SO THE MOVEMENT BEGINS

As Velocity ensued, those leading the process determined a set of values through which each discussion about Downtown should be viewed. These values articulate a combination of either who Downtown is and/or who it wants to be. Therefore, when viewing the possibilities for a co-created strategic action plan for Downtown Indianapolis, what emerges is a plan that communicates a Downtown that is:

- **Thriving**: Energetic, prosperous, innovative
- **Inclusive**: Participatory, multicultural, vibrant
- **Connected**: Engaged, relational, active
- **Welcoming**: Attractive, safe, hospitable
- **Distinctive**: Bold, authentic, smart
MARKET PROFILE HIGHLIGHTS

Velocity includes an updated market profile, providing a snapshot of economic opportunities that can help direct and inform Downtown’s next cycle of planning and investment. Market indicators were developed for two geographic areas — the core of Downtown and a larger Velocity study area that embraces adjacent neighborhoods.

Key indicators from the market profile include:

- Downtown remains the economic hub of Indiana. Anchored by world class medical, technology and educational institutions, Downtown Indianapolis offers an enviable combination of economic strengths that bodes well for the future. Downtown is home to 37% of the region’s office space. Post-recession retail and office vacancy rates remain stubbornly high, but offer nationally competitive price points that can lure innovative businesses.

- Downtown has emerged as the region’s hub for arts, culture and sports. With more than 260 restaurants and 200 shops, the strategy to create downtown vitality around sports and hospitality sectors is paying big dividends. Downtown continues to build momentum as a visitor destination, increasing convention attendance by 65% from 2008 through 2012 and absorbing 25% more hotel rooms.

- The residential potential for downtown is significant. The marketplace is already responding to the demand for living, with the largest number of units currently under construction in recent memory. Downtown’s existing employee base offers an untapped market — nearly 99% of the 73,000 employees in the core currently do not live here, and 94% of the 173,000 employees in the larger Velocity study area currently do not live here.

- Downtown households bring needed income to Indianapolis. Among 9,000 existing residents within the Downtown core, per capita incomes exceed those of the greater Indianapolis/Carmel region — $28,639 vs. $26,605. Attracting more residents to Downtown and the center city will build the tax base, providing benefits for all of Indianapolis.

- More households will bring additional vitality to Downtown. Increasing the number of residents offers the most immediate and marketable opportunity to add to Downtown’s overall vitality. Jobs, culture, dining and retail — critical elements needed to support a community — are already in place. Additional amenities to attract and support residents, including active green space, transportation and mobility options, quality schools and neighborhood-serving retail, are attainable in the next investment cycle.

SUMMARY OF OUTREACH

The Velocity strategic planning process invited extensive community input from a variety of community stakeholders. Nearly 4,000 individuals participated in one or more of the following outreach methods during the first six months of 2013:

- The Velocity Steering Committee, composed of 35 downtown stakeholders representing a variety of civic and business interests, was charged with general plan oversight and creative input to help weave the plan together. The Steering Committee included leaders from the organizational partners that will be working on the plan’s implementation.

- Advisory Groups were organized around the six action constructs, or gears, of Velocity. Nearly 200 downtown stakeholders participated in a series of three Advisory Group workshops, broadening creative input into the process.

- A Downtown Open House was convened in April, inviting Downtown stakeholders to provide input and establish priorities. A keynote presentation by Lee Fisher, CEO of CEOs for Cities, offered inspiration from changing demographics and lifestyles that are favorable for downtowns. Those attending were then invited to indicate their priorities through a mapping process during an interactive session.

- Neighborhood Forums were convened by Ball State’s College of Architecture and Planning Indianapolis Center in May and June of 2013. The five neighborhood Open Houses were conducted in adjacent neighborhoods and more than 150 residents participated in the interactive forums.

- Key Stakeholder Interviews were held with 36 leaders and influencers, encompassing former mayors and current civic and business leadership.

- A Community Online Survey drew more than 3,000 responses from a wide variety of Downtown employees and Indianapolis residents.

CONSISTENT THEMES

From the community outreach process, consistent themes to improve Downtown Indianapolis included the following:

- Viewing Downtown as a “neighborhood,” with more residential, dining, retail and services and woven together by pedestrian-friendly streets that connect to the river and adjacent neighborhoods, emerged as a primary theme.

- Improving public green spaces by activating them with recreational sports, arts, playgrounds, events and other activities.

- Creating a more walkable Downtown with alternatives to vehicles, including supporting transit and bikes.

- Recruiting new businesses, especially to retail storefronts and vacant office space.

- Encouraging a range of diverse housing options including market rate, affordable, work-force and housing for the homeless.
ONLINE SURVEY RESPONSES — The Consumer’s View

The 3,000+ responses to the online survey provide insight into the perceptions of Downtown from a variety of consumer groups, including residents, employees and visitors. Key findings from the online survey included:

- Clean and safe services, restaurants and physical improvements such as the Cultural Trail and Canal are credited with most improving Downtown over the past five years.
- In the next five years, top improvements are transportation options, a cleaner and more beautiful Downtown and safety.
- When asked to describe their vision for Downtown’s future, respondents emphasized the words “Safe, Vibrant and Clean.”
- To achieve their vision for Downtown, respondents rated the following improvements as the most important:
  - Support more transit and alternatives to cars (22.4%) 
  - Recruit and incubate new businesses (11.9%) 
  - Reduce homelessness and panhandling (11.2%)
THE PHYSICAL FRAMEWORK

Velocity creates a new way of looking at Downtown Indianapolis as a multi-dimensional collection of neighborhoods. To realize this vision, the Velocity Action Plan recommends that resources and energy be concentrated on building from and connecting to the existing activity centers and capitalizing on the investment cycle that is gaining momentum in Indianapolis. The Velocity Framework helps guide, leverage and make the most of public and private investment over the next five to seven years by concentrating on physical improvements that are essential to Downtown’s transformation.

The fundamental principles that underpin the Velocity Framework include:

- Identify improvements to specific streets, green spaces and other places that can accelerate the Velocity vision.
- Build on existing and emerging market strengths over the next five to seven years.
- Concentrate investment geographically and strategically to maximize impact.
- Expand outward from and connect areas of existing strength and activity.
- Maximize synergies between public and private sector investments.

The Velocity Framework includes a series of maps that add layers of suggested improvements. The sequencing of Framework maps includes the following:

- Existing green space, including the Cultural Trail, provides the initial layer of the Framework.
- Existing activity centers are added, illustrating employment centers and civic destination attractions – the economic anchors for the next five to seven years.
- Approved residential and mixed-use development is added, depicting the most significant increase in Downtown residential investment in generations.
- Main connectors of the activity centers and investment are identified — key high-volume streets that should be evaluated for conversion from one-way to two-way movement.
- Secondary connectors offer opportunities for walkable and bikeable streets within Downtown.
- Barriers and gateways pinpoint options for improving connections between Downtown and its adjacent neighborhoods.
- Green space improvements identify existing spaces that could be better activated, and a network of new small green spaces that could help transform Downtown into a fully functioning neighborhood.
THE ACTION PLAN

The Velocity Action Plan is strategic as well as tactical, identifying a series of actions that can take place over the next five years to advance Downtown’s evolution to a collection of multi-dimensional neighborhoods. Each action is supported by a detailed program that includes:

- How the action relates to Velocity’s core values
- Goal of each action and why it is important
- Strategies, both for quick wins and five-year time horizons
- Implementation strategies, including partners, role of IDI and tools

The following grid provides a summary of the Action Plan.

<table>
<thead>
<tr>
<th>Action Area</th>
<th>Description</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ECONOMIC DEVELOPMENT</strong></td>
<td>Encourage innovation and foster entrepreneurial businesses and sites.</td>
<td>Improve, enhance and expand Downtown’s core industries (e.g., research, medical, office, tourism, retail, etc.).</td>
</tr>
<tr>
<td><strong>HOUSING, NEIGHBORHOODS &amp; LIVABILITY</strong></td>
<td>Drive Downtown as a collection of multi-dimensional work, live and play neighborhoods.</td>
<td>Strengthen connections to neighborhoods surrounding Downtown.</td>
</tr>
<tr>
<td><strong>ENVIRONMENT &amp; EXPERIENCE</strong></td>
<td>Maintain a clean and safe Downtown experience.</td>
<td>Offer and articulate a vibrant experience day and night for residents and visitors.</td>
</tr>
<tr>
<td><strong>MULTI-MODAL TRANSPORTATION</strong></td>
<td>Promote and enhance public transit options that better connect Downtown to surrounding neighborhoods.</td>
<td>Increase awareness and promote all options for getting around Downtown, especially walking and biking.</td>
</tr>
<tr>
<td><strong>PUBLIC SPACES &amp; ACTIVATION</strong></td>
<td>Utilize new and existing public/green spaces to engage a diverse range of users and stimulate new development.</td>
<td>Collaborate to create and maintain beautiful and safe public spaces and assets within Downtown.</td>
</tr>
<tr>
<td><strong>ARTS, CULTURE, SPORTS &amp; ATTRACTIONS</strong></td>
<td>Promote stronger co-marketing and collaborating that will cultivate participation in events and experiences.</td>
<td>Build a stronger network and more collaborative infrastructure to support arts, culture, sports and attractions.</td>
</tr>
</tbody>
</table>
OVERVIEW OF COMMUNITY OUTREACH

The *Velocity* strategic planning process invited extensive input from a variety of community stakeholders. Nearly 4,000 individuals participated in one or more of the following outreach methods:

<table>
<thead>
<tr>
<th>Outreach Method</th>
<th>Participation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Velocity Plan Steering Committee:</strong></td>
<td>The project management team met with the <em>Velocity</em> Steering Committee monthly throughout the process.</td>
</tr>
<tr>
<td><strong>Advisory Groups:</strong></td>
<td>Nearly 200 Downtown stakeholders participated in one of six Advisory Groups. Advisory Groups met in April and May 2013.</td>
</tr>
<tr>
<td><strong>Downtown Open House:</strong></td>
<td>More than 200 Downtown stakeholders participated in the Open House held in April 2013.</td>
</tr>
<tr>
<td><strong>Neighborhood Forums:</strong></td>
<td>150 individuals participated in the five Neighborhood Open Houses in June 2013.</td>
</tr>
<tr>
<td><strong>Community Online Survey:</strong></td>
<td>More than 3,000 individuals participated in the online survey that was conducted from late April through the end of June 2013.</td>
</tr>
<tr>
<td><strong>IDI Board of Directors:</strong></td>
<td>The project management team met with the IDI board periodically throughout the process.</td>
</tr>
<tr>
<td><strong>Key Stakeholder Interviews:</strong></td>
<td>36 one-on-one interviews were conducted with key leaders and influencers.</td>
</tr>
</tbody>
</table>

CONSISTENT THEMES

From the community outreach process, consistent themes to improve Downtown Indianapolis included the following:

- Viewing Downtown as a collection of multi-functional neighborhoods with more residential, dining, retail and services, and woven together by pedestrian-friendly streets that connect to the river and adjacent neighborhoods, emerged as a common theme.
- Improving public green spaces by activating them with recreational sports, arts, playgrounds, events and other activities.
- Creating a more walkable Downtown with alternatives to vehicles, including supporting transit and bikes, was favored by many participants.
- Recruiting new businesses, especially to retail storefronts and vacant office space.
- Encouraging a range of diverse housing options including market rate, affordable, work-force and housing for the homeless.
ADVISORY GROUPS

Nearly 200 Downtown stakeholders participated in one of six different Advisory Groups, which were convened to brainstorm the following topics:

- **Vibrant Economic Development**
- **Housing, Neighborhoods & Livability**
- **Downtown Environment & Experience**
- **Multi-modal Transportation**
- **Public Spaces & Activation**
- **Arts, Culture, Sports & Attractions**

These groups were facilitated through a participatory process that probed stakeholder perceptions of Downtown Indianapolis, as well as their vision for the future of Downtown. Participants were asked to share their general impressions regarding the challenges, opportunities and improvements that currently exist. The highlights from these discussions are summarized in the table below:

<table>
<thead>
<tr>
<th>Challenges</th>
<th>Opportunities</th>
<th>Improvements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education K-12</td>
<td>Infill development</td>
<td>Downtown transit</td>
</tr>
<tr>
<td>Retaining employees</td>
<td>Downtown public spaces and buildings</td>
<td>Create strong identity for Downtown</td>
</tr>
<tr>
<td>Connecting to neighborhoods</td>
<td>Anchor institutions</td>
<td>Activate public spaces</td>
</tr>
<tr>
<td>Crime and panhandling</td>
<td>Walkable/bikeable/Cultural Trail</td>
<td>Neighborhood connections</td>
</tr>
<tr>
<td>Lack of active public spaces</td>
<td>Livability — walkable, affordable</td>
<td>Affordable housing/increase density</td>
</tr>
<tr>
<td>Empty office/commercial spaces</td>
<td>Residential development</td>
<td>Complete streets</td>
</tr>
</tbody>
</table>

Advisory Group participants were asked to list actions and investments that need to occur to improve Downtown. Stakeholders were asked to prioritize these items by placing dots representing energy and financial resources on priority improvements. The top three (or four in case of a tie) priorities have been summarized by category in the table below with the number of priority votes received listed in parentheses:

1. **ECONOMIC DEVELOPMENT**
   - Marketing/brand/identity (11)
   - New financing strategies (9)
   - Attract new creative businesses (8)

2. **HOUSING, NEIGHBORHOODS & LIVABILITY**
   - Improve quality of schools (16)
   - Promote walkable village patterns (14)
   - Address homelessness (10)

3. **ENVIRONMENT & EXPERIENCE**
   - Downtown transit (9)
   - Support & cross promote attractions (8)
   - Tactical urbanism (6)

4. **MULTI-MODAL TRANSPORTATION**
   - Support Indy Connect (12)
   - More amenities for bikes and peds (12)
   - Improve pedestrian connections (8)

5. **PUBLIC SPACES & ACTIVATION**
   - Create more public spaces (12)
   - Kid & family activities (10)
   - Program on and around White River (8)

6. **ARTS, CULTURE, SPORTS & ATTRACTIONS**
   - Activate and program public spaces (18)
   - Collaboration & cross-market (16)
   - Create more experiences (8)
STEERING COMMITTEE

Throughout the process, the Velocity project management team met with the Steering Committee and shared findings and observations. The Steering Committee provided input and community perspective to the team, and it included representatives from agencies, organizations and companies that provide the foundation for public/private partnerships to guide implementation.

Krista Skidmore (chair)
FlashPoint

Aman Brar
Apparatus

Dave Lawrence
Arts Council of Indianapolis

Dennis Dye
Browning Investments

Jennifer Dzvonar
Borrowed

Vop Osili
City-County Councillor, District 15

Mark Pratt
Denison Parking, Inc.

Adam Thies
Department of Metropolitan Development

David Lewis
Eli Lilly and Company

David Flaherty
Flaherty & Collins

Ted Boehm
Former Justice of the Indiana Supreme Court

Matt Gutwein
Health and Hospital Corporation of Marion County

Bill Harris
Huntington Bank

Keira Amstutz
Indiana Humanities

Allison Melangton
Indiana Sports Corporation

Michael Huber
Indy Chamber

Sherry Seiwert
Indianapolis Downtown, Inc.

Melissa Todd
Indy Chamber

Molly Chavers
IndyHub

Dawn Rhodes
IUPUI

Kristian Andersen
KA+A

Dave Forsell
Keep Indianapolis Beautiful

Miriam Acevedo Davis
La Plaza

Bill Taft
Local Initiatives Support Corporation (LISC) Indianapolis

Malina Jeffers
Mosaic City

Ryan Vaughn
Office of Mayor Greg Ballard

Michael Wells
REI Real Estate Services, LLC

Brian Sullivan
Shiel Sexton

Leonard Hoops
Visit Indy

Karin Sarratt
WellPoint

The Steering Committee determined the following core values to guide the Velocity Vision Plan:

- **Thriving**: Energetic, prosperous, innovative
- **Inclusive**: Participatory, multicultural, vibrant
- **Connected**: Engaged, relational, active
- **Welcoming**: Attractive, safe, hospitable
- **Distinctive**: Bold, authentic, smart

A priority setting exercise, similar to that undertaken by the Advisory Groups, was held with the Steering Committee in April 2013. The top three improvement priorities for Downtown (with votes in parentheses) that emerged include:

- Improve transportation options (12)
- Activate public spaces (9)
- Transform the image of Indy (8)
OPEN HOUSE

Priorities identified at the Advisory Group meetings provided the basis for further community discussion and priority-setting at an Open House held in April 2013. The meeting began with a keynote address by Lee Fisher of CEOs for Cities that discussed the importance of downtown planning and community engagement, as well as opportunities afforded Downtown areas by changing demographics and lifestyles.

Following the presentation, Downtown stakeholders were asked to visit six different stations, each addressing a different focus area for Downtown Indianapolis. Each station had a list of priorities/improvements regarding how resources may be allocated. Local experts were present at each station to answer questions, help foster a dialogue and provide any background information necessary for participants to familiarize themselves with the six different focus areas. Participants were asked to engage in a priority setting exercise by placing dots on priorities/improvements representing their preferences as to how to allocate energy and resources. Attendees were also encouraged to write in their own priorities and/or any comments if they felt strongly about an issue that was not already listed.

The Open House on April 23 had more than 200 participants. The top three priorities have been summarized by category in the table below with the number of priority votes received listed in parentheses:

<table>
<thead>
<tr>
<th>Category</th>
<th>Priority</th>
<th>Votes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economic Development</td>
<td>Methods to fill vacant retail with long-term solutions</td>
<td>18</td>
</tr>
<tr>
<td></td>
<td>Focus strategic investments to increase economic development</td>
<td>13</td>
</tr>
<tr>
<td></td>
<td>Define what’s next in jobs and develop a strategy to recruit those businesses</td>
<td>8</td>
</tr>
<tr>
<td>Housing, Neighborhoods &amp; Livability</td>
<td>Develop residential amenities (e.g., day care, play, grocery)</td>
<td>29</td>
</tr>
<tr>
<td></td>
<td>Encourage range of housing options serving all incomes including homeless</td>
<td>25</td>
</tr>
<tr>
<td></td>
<td>Strategies to support K-12 education</td>
<td>14</td>
</tr>
<tr>
<td>Environment &amp; Experience</td>
<td>Vibrant atmosphere night and day</td>
<td>21</td>
</tr>
<tr>
<td></td>
<td>Fill vacant retail with creative interim uses</td>
<td>15</td>
</tr>
<tr>
<td></td>
<td>Create the framework for a strong Downtown brand</td>
<td>10</td>
</tr>
<tr>
<td>Multi-Modal Transportation</td>
<td>Downtown transit</td>
<td>46</td>
</tr>
<tr>
<td></td>
<td>Develop amenities that encourage bikeability/walkability</td>
<td>26</td>
</tr>
<tr>
<td></td>
<td>Connectivity</td>
<td>22</td>
</tr>
<tr>
<td>Public Spaces &amp; Activation</td>
<td>Create more public spaces</td>
<td>21</td>
</tr>
<tr>
<td></td>
<td>Maintenance of cultural assets and spaces</td>
<td>11</td>
</tr>
<tr>
<td></td>
<td>Reconfigure zoning and permitting issues</td>
<td>5</td>
</tr>
<tr>
<td>Arts, Culture, Sports &amp; Attractions</td>
<td>Attraction trolley for visitors</td>
<td>19</td>
</tr>
<tr>
<td></td>
<td>Collaborate and cross-market</td>
<td>12</td>
</tr>
<tr>
<td></td>
<td>Provide diverse programming and better access</td>
<td>11</td>
</tr>
</tbody>
</table>
NEIGHBORHOOD FORUMS

Ball State’s College of Architecture and Planning Center facilitated five Neighborhood Forums. The purpose of the meetings was to determine how the neighborhoods viewed Downtown and to improve the connection between Downtown and the neighborhoods. The five meetings were based on the four quadrants of Downtown (Near South, Near East, Near North, Near West) and one central meeting. Overall, residents enjoy the proximity to Downtown that their neighborhood affords. They appreciate the cultural, historical and social amenities of their community and Downtown. Residents view their neighborhoods as family-oriented alternatives to the Downtown core. They’d like to see more residential amenities, like grocery and retail, offered. Residents see the need for improvements in addressing abandoned properties, crime, investments in parks and schools and attracting retail services.

Neighborhood Priorities

- More family-oriented residential amenities (i.e., school quality, improved safety, access to green space)
- Complete neighborhoods (i.e., retail, restaurants, grocery, parks, walkability)
- Improved connectivity to Downtown
- Continued growth in the economic, cultural and entertainment base of Downtown

KEY STAKEHOLDER INTERVIEWS

Thirty-six key stakeholders and influencers representing a broad array of Indianapolis interests were interviewed. Participants in the interviews included former mayors, long-time business leaders, members and former members of the City-County Council, and leaders of Downtown nonprofit organizations. Also represented were new and long-time residents, small business owners, college students, real estate developers and a member of the clergy. The format was informal, unscripted and open-ended.

Common themes from the key stakeholder interviews included:

- Downtown needs to do a better job of activating public spaces that already exist. Key areas of concern included Monument Circle, Georgia Street, the Canal and City Market.
- Improved transportation options were mentioned by virtually all participants, including an emphasis on a “Downtown circulator.”
- Creating jobs and creating an environment for tech-savvy young employees.
- Additional retail, with an emphasis on more unique local retail and restaurant options.
- Concern over growing perceptions that Downtown might not be safe, despite data to the contrary. Panhandlers were mentioned often as a deterrent to people visiting Downtown.
ONLINE SURVEY RESULTS

The online survey provided insight into the perceptions of Downtown from a variety of consumer groups, including residents, employees and visitors. The survey examined important improvements made to Downtown Indianapolis over the past five years, enhancements needed in the next five years, a vision for the future and actions that are most important to achieving that vision. As of July 3, 2013, 3,019 people responded to the survey.

Key Findings

- 74% of respondents saw clean and safe services as a very important factor in improving Downtown Indianapolis over the past five years. Restaurants (63%) and physical improvements (63%), such as the Canal, were also seen as very important.
- 71% of respondents saw improved transportation options as a very important improvement to enhance Downtown Indianapolis over the next five years. A cleaner and more beautiful downtown (67%) and improved safety (64%) were also considered very important.
- The three most common words used to describe respondents’ vision for the future of Downtown Indianapolis were “safe”, “vibrant” and “clean.”
- The top actions respondents said were very important to achieving their vision were: supporting more transit and alternatives to cars (67%), creating a circular or shuttle between attractions (58%), reducing homelessness and panhandling (55%), and improving maintenance design and beautification of public spaces (53%).
- When asked to list the most important action to achieve their vision for the future, the greatest percentage of respondents (22.4%) said supporting more transit and alternatives to cars. The next most cited actions were recruiting and incubating new businesses (11.9%), reducing homelessness and panhandling (11.1%) and supporting quality K-12 schools Downtown (7.2%).

Profile of Survey Results

- The top two reasons respondents listed for why they were interested in Downtown Indianapolis were that they were a Downtown employee (57%) and/or they lived in greater Indianapolis (46.5%).
- 52% of the respondents were female, 88% were white, and 64% were between the ages of 25 and 49.
- 36% of households had annual incomes of $50,000 to $99,999, 40% of households reported incomes of $100,000 or more, and 24% of households reported incomes of less than $50,000.
- The three most common zip codes for respondents’ primary residence were 46202, 46220 and 46203.
- Results were cross-tabulated by interest in Downtown, age, gender and household income.
SURVEY RESULTS
The following questions examine respondents’ desires for Downtown Indianapolis by asking what has been successful in the past and what improvements and actions are needed in the future to achieve their vision of Downtown.

Factors that have improved Downtown Indianapolis: Respondents were asked which factors were important in improving Downtown Indianapolis over the past five years. The large majority of respondents considered all of the factors below to be either important or very important. The factors that were considered by the greatest percentage of people to be very important were clean and safe services, restaurants, and physical improvements such as the Cultural Trail and the Canal.

<table>
<thead>
<tr>
<th>Over the past five years, which factors have been important in improving Downtown Indianapolis?</th>
<th>Very Important</th>
<th>Important</th>
<th>Somewhat Important</th>
<th>Not Important</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clean and safe services</td>
<td>74%</td>
<td>22%</td>
<td>4%</td>
<td>1%</td>
</tr>
<tr>
<td>Restaurants</td>
<td>63%</td>
<td>30%</td>
<td>6%</td>
<td>1%</td>
</tr>
<tr>
<td>Physical improvements such as the Cultural Trail and the Canal</td>
<td>63%</td>
<td>27%</td>
<td>9%</td>
<td>2%</td>
</tr>
<tr>
<td>New business and jobs</td>
<td>54%</td>
<td>35%</td>
<td>10%</td>
<td>1%</td>
</tr>
<tr>
<td>More walking and biking choices</td>
<td>52%</td>
<td>31%</td>
<td>14%</td>
<td>3%</td>
</tr>
<tr>
<td>Downtown housing</td>
<td>49%</td>
<td>33%</td>
<td>14%</td>
<td>4%</td>
</tr>
<tr>
<td>Shopping choices</td>
<td>48%</td>
<td>38%</td>
<td>12%</td>
<td>2%</td>
</tr>
<tr>
<td>Easy and affordable parking</td>
<td>48%</td>
<td>32%</td>
<td>16%</td>
<td>4%</td>
</tr>
<tr>
<td>Nightlife and entertainment</td>
<td>44%</td>
<td>39%</td>
<td>15%</td>
<td>2%</td>
</tr>
<tr>
<td>Festivals and special events</td>
<td>44%</td>
<td>43%</td>
<td>12%</td>
<td>1%</td>
</tr>
<tr>
<td>Museums and educational/cultural experiences</td>
<td>40%</td>
<td>44%</td>
<td>15%</td>
<td>2%</td>
</tr>
<tr>
<td>Sporting events and venues</td>
<td>38%</td>
<td>37%</td>
<td>20%</td>
<td>5%</td>
</tr>
</tbody>
</table>

Improvements needed in Downtown Indianapolis: Respondents were asked which improvements are important to enhance Downtown Indianapolis over the next five years. The large majority thought all of the improvements below were either important or very important but those seen by the greatest percentage of people as very important were improved transportation options, a cleaner and more beautiful Downtown, and improved safety.

<table>
<thead>
<tr>
<th>In the next five years, which improvements are important to enhance Downtown Indianapolis?</th>
<th>Very Important</th>
<th>Important</th>
<th>Somewhat Important</th>
<th>Not Important</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improved transportation options</td>
<td>71%</td>
<td>17%</td>
<td>8%</td>
<td>4%</td>
</tr>
<tr>
<td>Cleaner and a more beautiful Downtown</td>
<td>67%</td>
<td>27%</td>
<td>6%</td>
<td>0%</td>
</tr>
<tr>
<td>Improved safety</td>
<td>64%</td>
<td>27%</td>
<td>8%</td>
<td>1%</td>
</tr>
<tr>
<td>More parks and active green spaces</td>
<td>53%</td>
<td>31%</td>
<td>14%</td>
<td>3%</td>
</tr>
<tr>
<td>More pedestrian and bike friendly</td>
<td>51%</td>
<td>30%</td>
<td>15%</td>
<td>4%</td>
</tr>
<tr>
<td>More jobs and businesses in Downtown</td>
<td>50%</td>
<td>37%</td>
<td>12%</td>
<td>1%</td>
</tr>
<tr>
<td>More convenient and affordable parking</td>
<td>46%</td>
<td>31%</td>
<td>18%</td>
<td>5%</td>
</tr>
<tr>
<td>Better K-12 education</td>
<td>44%</td>
<td>27%</td>
<td>20%</td>
<td>9%</td>
</tr>
<tr>
<td>More shopping choices</td>
<td>42%</td>
<td>35%</td>
<td>20%</td>
<td>3%</td>
</tr>
<tr>
<td>Better information about Downtown</td>
<td>38%</td>
<td>37%</td>
<td>21%</td>
<td>3%</td>
</tr>
<tr>
<td>More arts and culture</td>
<td>37%</td>
<td>41%</td>
<td>19%</td>
<td>3%</td>
</tr>
<tr>
<td>More festivals and events</td>
<td>37%</td>
<td>40%</td>
<td>20%</td>
<td>3%</td>
</tr>
<tr>
<td>More downtown housing</td>
<td>35%</td>
<td>34%</td>
<td>25%</td>
<td>6%</td>
</tr>
<tr>
<td>More restaurants</td>
<td>35%</td>
<td>40%</td>
<td>22%</td>
<td>3%</td>
</tr>
<tr>
<td>Improved access to and use of White River</td>
<td>34%</td>
<td>34%</td>
<td>25%</td>
<td>7%</td>
</tr>
<tr>
<td>More child-friendly amenities/activities</td>
<td>33%</td>
<td>36%</td>
<td>23%</td>
<td>7%</td>
</tr>
<tr>
<td>More nightlife and entertainment options</td>
<td>30%</td>
<td>40%</td>
<td>26%</td>
<td>5%</td>
</tr>
</tbody>
</table>
FUTURE VISION FOR DOWNTOWN INDIANAPOLIS:
Respondents were asked to offer three words that best captured their vision for the future of Downtown Indianapolis by the year 2020. The top words were:

- Safe
- Vibrant
- Clean
- Accessible
- Fun
- Friendly
- Affordable
- Transportation
- Diverse
- Green

ENHANCEMENTS
Enhancements that will be important to achieve the vision: More transit and alternatives to cars were seen by the greatest number of respondents (67%) as being very important to achieving their vision for Downtown Indianapolis. Also related to transportation, respondents thought creating a shuttle or circulator to connect attractions and making Downtown more walkable/bikeable was important. The two actions that garnered the greatest response for important and very important combined were improving maintenance, design and beautification of public spaces (90%) and recruiting and incubating new businesses (89%). 55% of respondents also thought reducing homelessness and panhandling were very important. These actions resonate with several of the top words from the previous question including: Safe, Clean, Accessible, Transportation and Friendly (pedestrian).
To achieve your vision for Downtown Indianapolis, which of the following actions will be important? (Please select from the menu below)

<table>
<thead>
<tr>
<th>Action</th>
<th>Very Important</th>
<th>Important</th>
<th>Somewhat Important</th>
<th>Not Important</th>
</tr>
</thead>
<tbody>
<tr>
<td>Support more transit and alternatives to cars</td>
<td>67%</td>
<td>18%</td>
<td>9%</td>
<td>5%</td>
</tr>
<tr>
<td>Create a shuttle or circulator to connect attractions</td>
<td>58%</td>
<td>25%</td>
<td>12%</td>
<td>5%</td>
</tr>
<tr>
<td>Reduce homelessness and panhandling</td>
<td>55%</td>
<td>26%</td>
<td>15%</td>
<td>4%</td>
</tr>
<tr>
<td>Improve maintenance, design and beautification of public spaces</td>
<td>53%</td>
<td>37%</td>
<td>9%</td>
<td>1%</td>
</tr>
<tr>
<td>Make Downtown more walkable and bikeable</td>
<td>51%</td>
<td>30%</td>
<td>14%</td>
<td>4%</td>
</tr>
<tr>
<td>Recruit and incubate new businesses</td>
<td>49%</td>
<td>39%</td>
<td>10%</td>
<td>1%</td>
</tr>
<tr>
<td>Market Downtown events and attractions</td>
<td>45%</td>
<td>40%</td>
<td>13%</td>
<td>2%</td>
</tr>
<tr>
<td>Create public spaces with events and more recreation</td>
<td>45%</td>
<td>40%</td>
<td>13%</td>
<td>1%</td>
</tr>
<tr>
<td>Activate the Canal and waterways</td>
<td>44%</td>
<td>35%</td>
<td>17%</td>
<td>4%</td>
</tr>
<tr>
<td>Support quality schools in Downtown (K-12)</td>
<td>42%</td>
<td>20%</td>
<td>20%</td>
<td>9%</td>
</tr>
<tr>
<td>Create additional retail and shopping options</td>
<td>37%</td>
<td>20%</td>
<td>20%</td>
<td>3%</td>
</tr>
<tr>
<td>Increase culturally diverse activities</td>
<td>36%</td>
<td>21%</td>
<td>21%</td>
<td>7%</td>
</tr>
<tr>
<td>Create new financing options to spur and support development</td>
<td>35%</td>
<td>17%</td>
<td>17%</td>
<td>3%</td>
</tr>
<tr>
<td>Build more housing of all types</td>
<td>28%</td>
<td>28%</td>
<td>28%</td>
<td>3%</td>
</tr>
<tr>
<td>Create and promote a fresh identity or brand</td>
<td>27%</td>
<td>28%</td>
<td>28%</td>
<td>9%</td>
</tr>
<tr>
<td>Promote more residential amenities (e.g., day care)</td>
<td>26%</td>
<td>29%</td>
<td>29%</td>
<td>9%</td>
</tr>
<tr>
<td>Install more art and unique furnishings</td>
<td>25%</td>
<td>31%</td>
<td>31%</td>
<td>9%</td>
</tr>
</tbody>
</table>

Most important action that will help to achieve the vision: Respondents were asked to identify the most important action to achieve their vision for Downtown Indianapolis. Respondents selected support more transit and alternatives to cars (22.4%) most frequently, followed by recruiting and incubating new businesses (11.9%), and reducing homelessness and panhandling (11.1%).
Respondents were asked to suggest one specific improvement that would enhance Downtown. The word cloud below illustrates common themes seen throughout the responses.

The greatest number of respondents suggested some form of better public transportation system/transportation options/mass transit as their specific improvement to Downtown. Affordability was a theme woven into many of the transportation suggestions.

“Make it more accessible to a diverse population by providing convenient and cost-effective mass transit.”

“Reliable, safe and clean transit system that allows those from outlying areas of Marion County to get Downtown to work and enjoy the social aspects of the area. The current bus system is way too expensive and unreliable to get to work and to bring the family Downtown.”

“Many of these improvements hinge on transit reform. Ultimately, I think attracting new, exciting business is the most important thing, but new, exciting businesses don’t want to come to a city that doesn’t value an effective transit program.”

Parking was also a common suggestion, although opinions varied among respondents with some calling for more parking options and others wanting to reduce parking options. Parking affordability was also a debated topic.

“Less (not more) parking lots, as well as parking garages that do more than store cars. Shops on the first floor, pedestrian-friendly exteriors. Parking lots are dead spaces that zap Downtown’s energy.”

“Better parking options. Often street parking is bagged off during events and finding affordable parking can be a challenge in attracting people Downtown.”

“Raise parking prices to incentivize walking, biking and transit.”

“Make parking affordable — it isn’t anymore!”

Other notable suggestions included:

More affordable and safe housing options.

“Increase the availability of affordable housing for middle-income residents, and work to decrease crime in residential neighborhoods.”

Need for more shopping and restaurant options as well as events in Downtown.

“Give me a reason to be Downtown...just being Downtown isn’t enough...shopping, restaurants, events...it doesn’t matter which one...we just need a reason!”

“Create a better environment for Downtown residents — convenient shopping and retail, better schooling options, more event and festival attractions.”

Improving safety, specifically with respect to panhandling.

“I work Downtown and minimize my shopping and restaurant use to avoid panhandlers, some of whom are aggressive.”
Survey results were cross-tabulated by the following:

**Cross-tabulation by: Interest in Downtown Indianapolis**

The following attributes were noted among the highest response groupings with respect to interest in Downtown: Downtown employees (57%), those who live in greater Indianapolis (46.5%), Downtown residents (27%) and Downtown visitors (28%).

- Downtown employees, those who live in greater Indianapolis and Downtown visitors all saw clean and safe services as the most important factor in improving Downtown Indianapolis over the past five years. Downtown residents, however, saw physical improvements (such as the Cultural Trail and the Canal) and Downtown housing as the most important factors.
- In general, Downtown employees and those who live in greater Indianapolis had fairly similar responses, typically diverging by just a few percentage points. Larger diversions were seen between the views of Downtown residents and Downtown visitors.
- Downtown residents are more likely than other groups (particularly Downtown visitors) to think Downtown housing, more shopping choices, pedestrian and bike friendly improvements and better K-12 education options are very important improvements to be made to Indianapolis over the next five years.
- Downtown visitors are more likely than other groups (particularly Downtown residents) to think easy and affordable parking, improved safety, better information about Downtown, and more festivals and events are very important improvements to be made to Indianapolis over the next five years.
- All four groups had the greatest percentage of people (20-25%) say that supporting more transit and alternatives to cars is the most important action to achieve their vision for Downtown Indianapolis.

**Cross-tabulation by: Age**

The following attributes were noted by respondent age in the highest response groupings of 35 to 49 (33%), 25 to 34 (31%) and 50 to 64 (27%).

- Respondents ages 25 to 34 thought physical improvements, such as the Canal and Cultural Trail, were the most important factors that improved Indianapolis over the past five years. Respondents ages 35 to 49 and 50 to 64 think clean and safe services were the most important factors.
- Easy and affordable parking is more often considered very important by respondents ages 50 to 64 than by respondents in the other age groups, particularly those 24 to 34.
- The top pick for future enhancements to the city by respondents ages 25 to 34 and 35 to 49 was improved transportation options. Respondents ages 50 to 64 also view this as a very important improvement, but their top pick was improved safety.
- Respondents ages 50 to 64 and 24 to 34 have a greater desire for a circulator/shuttle to connect attractions than respondents age 35 to 49 (61% vs. 51%).
- All three age groups had the greatest percentage of people (19% to 26%) say supporting more transit and alternatives to cars were the most important actions to achieving their vision. The next most common response was recruiting and incubating new businesses.
- Respondents ages 50 to 64 were more concerned with reducing homelessness and panhandling than the other age groups.
Cross-tabulation by: Gender
The following attributes were noted by respondent gender.

- Among both men and women, the greatest percentage of respondents said clean and safe services were very important to improving Downtown Indianapolis over the past five years; although the response was stronger among women, 78.7%, compared to men, 68.8%.

- Both men and women most frequently cited improved transportation options and a cleaner and more beautiful Downtown as very important improvements for the future, but the response from women was greater than men (76% vs. 66% and 71% vs. 62%).

- Women are more likely than men to think improved safety, more parks and active green spaces, convenient and affordable parking, and better information about Downtown are very important.

- Men are more likely to think Downtown housing is very important.

- Women are more likely than men to think creating a shuttle or circulator to connect attractions is a very important action to achieve their vision for Downtown Indianapolis (63% compared to 51%).

- The greatest percentage of both men and women chose supporting more transit and alternatives to cars as the most important actions to achieving their vision for Downtown (21% and 24% respectively).

- Men more often than women selected recruiting and incubating new businesses as their most important action (16% vs. 8%).

Cross-tabulation by: Annual Household Income
The following attributes were noted by respondent annual household income.

- All household income groupings had the greatest percentage of people say clean and safe services were a very important factor in improving Downtown Indianapolis over the past five years.

- Respondents with incomes below $24,000 were more likely than other income groups to think more parks and active green spaces are very important improvements to make to Downtown over the next five years.

- Respondents with household incomes below $200,000 saw improved transportation options as the top pick for improvements to Downtown, particularly those with incomes below $24,000, of which 81% listed this as very important. Respondents with household incomes above $200,000 cited improved safety and a cleaner and more beautiful Downtown as their top picks for very important improvements.

- The highest percentage of people in each household income group, except those greater than $200,000, chose support more transit and alternatives to cars as the most important actions for achieving their vision of Downtown Indianapolis. Respondents with a household income greater than $200,000 most frequently selected recruiting and incubating new businesses as their top action, and improved transit was their second most selected action.
MARKET PROFILE
MARKET PROFILE

The Indianapolis market profile looks at three distinct areas: the Metropolitan Statistical Area (region), the Velocity study area (26.6 square-miles bounded by 30th Street, Rural Street/Keystone Avenue, Raymond Street and Tibbs Avenue) and Downtown Indianapolis.

Indianapolis has a history rooted in transportation and manufacturing. The city was home to the first Union Station rail passenger terminal in the United States and rivaled Detroit as a major automobile manufacturer in the early 1900s. However, rapid suburban flight in the second half of the 20th Century left the city struggling with decay and prompted a period of planning and revitalization of the urban core. Substantial investments such as the expanded hotel and convention center, a new airport terminal at Indianapolis International Airport and construction of Lucas Oil Stadium have positioned Indianapolis as a major transportation hub and tourist destination.

Downtown Indianapolis has seen a significant increase in population and number of households since 2000, in contrast with the Velocity study area which has seen a decline in population and number of households.

Downtown demographic trends between 2000 and 2012:

- Smaller household size
- A more youthful population, with fewer children
- Households and populations within the Indianapolis MSA reported substantial growth between 2000 and 2012, by comparison to the entire Velocity study area where populations and households decreased by 13% and 9% respectively.

Employment in Downtown and the Velocity study area increased nearly 6% between 2002 and 2011.

Primary employment sectors within Downtown include:

- Government services
- Professional, technical and scientific services
- Finance and insurance

Primary employment sectors within the Velocity study area include:

- Health care
- Education
- Manufacturing
- Government

Downtown has traditionally been a jobs driver with 11.2% of the highest paying jobs in Indiana located within the Indianapolis urban core. Downtown occupations consist primarily of white collar and services jobs. In both Downtown and the Velocity study area, the large majority of employees do not live in the area where they work. Of the 73,267 workers employed in Downtown, 98.9% live outside of Downtown and of the 173,353 workers employed in the Velocity study area, 94.2% live outside of the study area. However, most of the commutes are less than 10 miles.
Indiana has received good press for its business environment. Chief Executive Magazine ranked Indiana as the fifth best state in the nation, and best in the Midwest, to do business. Downtown accounts for 37% of the office market in the Indianapolis region, totaling more than 11.4 million square feet. Downtown enjoys a higher occupancy rate than its suburban counterpart, with vacancy rates for Class A, B and C office buildings hovering around 18.5%. The average asking rental rate for all classes of Downtown office buildings was $18.16 per square foot in Q2 2013, slightly behind the U.S. average lease rate of $23.23.

Downtown Indianapolis has more than 260 restaurants and more than 200 shops. The Circle Centre mall, owned by Simon Property Group and anchored by national retailer Carson Pirie Scott, is the backbone of the Downtown retail market, with more than 125 shopping, dining and entertainment options. According to the Cassidy Turley 2013 Retail Market Report, there is reason for Indianapolis to be “cautiously optimistic” about the year ahead. Growth is occurring in both the luxury market and value-oriented market, although growth in the mid-priced market is slower. National indicators such as healthy household finances, the level of the Consumer Confidence Index and increases in single-family home prices also point to a brighter future for retail.

Downtown has gained an increasing number of visitors over the past 5 to 10 years. Cultural attractions such as White River State Park — the nation’s only cultural urban state park — and state-of-the-art sports facilities and meeting space have been a boon for Indianapolis hospitality and tourism.

- Visitation to annually surveyed major attractions increased more than 80% since 1994.
- Convention Center attendance grew by 65% between 2008 and 2010.
- The number of hotel rooms increased nearly 25% between 2008 and 2010.
BACKGROUND

The Indianapolis area was originally inhabited by Native American people including the Miami and Delaware tribes, however they were displaced by the early 1820s. In 1820, Indianapolis, the county seat of central Marion County, was selected as the site of the new state capital, the old state capital having been Corydon, located in southern Indiana, since the formation of the state in 1816. The name Indianapolis was an invention of a former judge of the Indiana Supreme Court, who joined Indiana with polis, the Greek word for city. The capital moved from Corydon to the newly designed “one square mile” capital city in 1825; Monument Circle stands currently where the capital’s center commons was located.

The first railroad to serve Indianapolis began operation in 1847, and subsequently Indianapolis became the home of the first Union Station rail passenger terminal in the United States, part of a regional hub of roads that facilitated transport to Chicago, Louisville, Cincinnati, Columbus, Detroit, Cleveland and St. Louis, as well as future access to suburban areas. By the turn of the 20th Century, Indianapolis had become a major automobile manufacturer, rivaling the city of Detroit. City population grew rapidly through the first half of the 20th Century, followed by rapid suburban flight during the latter half of the century, thus accelerating the decay of the city itself. Unigov, a consolidation of city and county government, was proposed in the late 1960s by then Mayor Richard Lugar to address these problems and a number of other related issues.

This unification of the city and its immediate suburbs led to a period of planning and revitalization of the urban core during the 1970s and 1980s, strengthening the city’s role as a major transportation hub and tourist destination. Downtown revitalization began in the 1990s, including the opening of the Circle Centre shopping mall. Improvement projects including an expanded hotel and Convention Center, an upgraded I-465 beltway, construction of a new terminal for the Indianapolis International Airport and construction of the Lucas Oil Stadium, home to the Indianapolis Colts football team, are the results of recent substantial city and state investment.

The city is home to numerous higher education facilities; cultural features including cultural districts, the second largest number of war monuments after Washington, D.C., the Cultural Trail; and collegiate, major and minor league sports and motor racing events and facilities.

STUDY AREA DEFINITIONS

References will be made to the Metropolitan Statistical Area (MSA) or the region, the Velocity Study Area and the Downtown Indianapolis Core throughout the market profile.

Indianapolis Metropolitan Statistical Area (MSA)

The 10 county Indianapolis Metropolitan Statistical Area (MSA) includes Boone, Hamilton, Putnam, Hendricks, Marion, Hancock, Morgan, Johnson, Shelby and Brown counties. Indianapolis is the closest capital in the United States to being placed in the exact center of its state.

Central Business District

Downtown Indianapolis, or Zone 1 of the Velocity Study Area, is a 1.5 square mile area roughly bounded by West 11th Street/East 10th Street on the north, College Avenue on the east, South Street on the south and Indiana Avenue/and the Canal Walk on the west.
An estimated 1.7 million people lived in the metropolitan statistical area during 2012, and the city of Indianapolis’ population was 822,100, making it the nation’s 13th largest city. During 2012, 9,059 persons lived in 4,993 households within the downtown core (zone 1), and 86,202 persons lived in 35,133 households within the broader study area. Downtown Indianapolis is centrally located within the Indianapolis MSA.

Households and populations within the Indianapolis MSA reported substantial growth between 2000 and 2012, by comparison to the entire Velocity study area where populations and households decreased by 13% and 9% respectively. The Downtown Indianapolis Core posted the largest percentage increase in households during that period (32.5%). Households grew smaller within Downtown and the study area between 2000 and 2012. Between 2000 and 2012, the median age for Downtown residents decreased by 7.6% to 31.7 years of age; Downtown residents tend to be the most youthful in the region. Downtown residents are more frequently male (61.2%), although female residents increased by 18.3% between 2000 and 2012. Downtown household incomes in 2012 were below those of the region, increasing at a similar pace as the region between 2000 and 2012, while Downtown’s per capita incomes were above those of the region in 2012. The median household income for the United States was $56,895 during 2012.
### Downtown Indianapolis Demographics: 2000-2012

<table>
<thead>
<tr>
<th></th>
<th>Downtown Core (Zone 1)</th>
<th>Study Area</th>
<th>Indy MSA</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2012</td>
<td>% Change from 2000</td>
<td>2012</td>
</tr>
<tr>
<td>Population</td>
<td>9,059</td>
<td>+9.3%</td>
<td>86,202</td>
</tr>
<tr>
<td>Households</td>
<td>4,993</td>
<td>+32.5%</td>
<td>35,133</td>
</tr>
<tr>
<td>Average Household Size</td>
<td>1.32</td>
<td>-7.7%</td>
<td>2.30</td>
</tr>
<tr>
<td>Median Age</td>
<td>31.7</td>
<td>-76%</td>
<td>32.4</td>
</tr>
<tr>
<td>Median Household Income</td>
<td>$30,028</td>
<td>+11.6%</td>
<td>$25,692</td>
</tr>
<tr>
<td>Per Capita Income</td>
<td>$28,639</td>
<td>+11.9%</td>
<td>$16,358</td>
</tr>
</tbody>
</table>

### Gender

<table>
<thead>
<tr>
<th></th>
<th>Downtown Core (Zone 1)</th>
<th>Study Area</th>
<th>Indy MSA</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>61.2%</td>
<td>-8.9%</td>
<td>52.2%</td>
<td>48.9%</td>
</tr>
<tr>
<td>Female</td>
<td>38.8%</td>
<td>+18.3%</td>
<td>47.8%</td>
<td>51.1%</td>
</tr>
</tbody>
</table>

### Race and Ethnicity (%)

<table>
<thead>
<tr>
<th></th>
<th>Downtown Core (Zone 1)</th>
<th>Study Area</th>
<th>Indy MSA</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>White</td>
<td>64.3%</td>
<td>+20.0%</td>
<td>54.4%</td>
<td>+0.2%</td>
</tr>
<tr>
<td>African American</td>
<td>26.4%</td>
<td>-35.1%</td>
<td>33.8%</td>
<td>-14.9%</td>
</tr>
<tr>
<td>American Indian &amp; Alaska Native</td>
<td>0.2%</td>
<td>0.0%</td>
<td>0.5%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Asian &amp; Pacific Islander</td>
<td>5.9%</td>
<td>1.8%</td>
<td>1.8%</td>
<td>+100.0%</td>
</tr>
<tr>
<td>Other</td>
<td>3.2%</td>
<td>18.5%</td>
<td>9.7%</td>
<td>+94.0%</td>
</tr>
<tr>
<td>Hispanic Latino</td>
<td>4.4%</td>
<td>51.7%</td>
<td>11.7%</td>
<td>+82.8%</td>
</tr>
</tbody>
</table>

### 2012 Age Distribution

Compared to the larger study area, Downtown Indianapolis displays an absence of children and the prevalence of residents in the 18 to 24 and 25 to 34 year age cohorts.

<table>
<thead>
<tr>
<th></th>
<th>Downtown Core (Zone 1)</th>
<th>Study Area</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Population</td>
<td>9,059</td>
<td>86,202</td>
</tr>
<tr>
<td>Under 18</td>
<td>3.8%</td>
<td>21.8%</td>
</tr>
<tr>
<td>18 to 24</td>
<td>21.0%</td>
<td>13.6%</td>
</tr>
<tr>
<td>25 to 34</td>
<td>32.7%</td>
<td>19.0%</td>
</tr>
<tr>
<td>35 to 49</td>
<td>19.7%</td>
<td>19.7%</td>
</tr>
<tr>
<td>50 to 64</td>
<td>17.1%</td>
<td>17.0%</td>
</tr>
<tr>
<td>Over 65</td>
<td>5.7%</td>
<td>8.9%</td>
</tr>
<tr>
<td>Median Age</td>
<td>31.7%</td>
<td>32.4%</td>
</tr>
</tbody>
</table>

### Unemployment

The number of unemployed people in the MSA peaked at more than 88,500 in March 2010. From a recent trough of 72,100 unemployed in March 2012, MSA unemployment has risen above the national rate to 8.3% in March 2013.
EMPLOYMENT

Health care, education and manufacturing make up the bulk of private sector employment in the study area. Federal and local government are also a major employer in the study area. The life sciences industry includes disciplines in higher education, pharmaceuticals, medical devices, agricultural biotech, laboratories, health information technology enterprises and philanthropy.

EMPLOYEES

Recent estimates from the U.S. Census reported that 73,267 people were employed within Downtown Indianapolis in 2011, an increase of 5.6% more than the 69,349 employed during 2002. By comparison, study area employment increased by 5.8% from 163,826 to 173,353 during the same period. These figures are based on primary jobs, or the highest paying job for an individual worker for the year. The count of primary jobs is the same as the count of workers, as opposed to the number of jobs in Downtown Indianapolis.

51% of Downtown workers were in white collar occupations, led by professional, scientific and technical services (15.4%) and finance and insurance (14.4%). Professional, scientific and technical services jobs increased by more than 25% between 2002 and 2011. Although health care and social assistance jobs accounted for only 5.4% of Downtown jobs during 2011, they increased by more than 217% between 2002 and 2011. Government is the largest industry sector in Downtown Indianapolis, employing 21.4% of employees.

52.5% of all study area workers were employed in services occupations during 2011, with health care and social assistance jobs (18.3%) increasing by more than 245% since 2002. Government jobs were held by 13.5% and educational services jobs were held by 10.7% of workers. Study area manufacturing jobs employed 10.6% of all workers during 2011, a decrease of 42%, or 13,311 jobs, since 2002.

2011 Occupations of Downtown Indianapolis Employees

<table>
<thead>
<tr>
<th>Occupations</th>
<th>Downtown Core (Zone 1)</th>
<th>Velocity Study Area</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>White Collar</strong></td>
<td>50.9%</td>
<td>32.7%</td>
</tr>
<tr>
<td>Professional, Scientific and Technical Services</td>
<td>15.4%</td>
<td>7.9%</td>
</tr>
<tr>
<td>Finance and Insurance</td>
<td>14.4%</td>
<td>7.3%</td>
</tr>
<tr>
<td>Administration &amp; Support, Waste Management and Remediation</td>
<td>7.2%</td>
<td>5.6%</td>
</tr>
<tr>
<td>Information</td>
<td>4.1%</td>
<td>3.0%</td>
</tr>
<tr>
<td>Management of Companies and Enterprises</td>
<td>3.0%</td>
<td>1.5%</td>
</tr>
<tr>
<td>Retail Trade</td>
<td>2.0%</td>
<td>2.6%</td>
</tr>
<tr>
<td>Arts, Entertainment and Recreation</td>
<td>1.9%</td>
<td>1.2%</td>
</tr>
<tr>
<td>Real Estate and Rental and Leasing</td>
<td>1.9%</td>
<td>1.5%</td>
</tr>
<tr>
<td>Wholesale Trade</td>
<td>1.0%</td>
<td>2.1%</td>
</tr>
<tr>
<td><strong>Services</strong></td>
<td>48.0%</td>
<td>52.5%</td>
</tr>
<tr>
<td>Government</td>
<td>21.4%</td>
<td>13.5%</td>
</tr>
<tr>
<td>Educational Services</td>
<td>8.1%</td>
<td>10.7%</td>
</tr>
<tr>
<td>Accommodation and Food Services</td>
<td>7.9%</td>
<td>5.1%</td>
</tr>
<tr>
<td>Health Care and Social Assistance</td>
<td>6.4%</td>
<td>18.3%</td>
</tr>
<tr>
<td>Other Services (excluding Government)</td>
<td>5.1%</td>
<td>3.8%</td>
</tr>
<tr>
<td>Utilities</td>
<td>1.0%</td>
<td>1.1%</td>
</tr>
<tr>
<td><strong>Blue Collar</strong></td>
<td>1.1%</td>
<td>14.8%</td>
</tr>
<tr>
<td>Construction</td>
<td>0.7%</td>
<td>2.3%</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>0.2%</td>
<td>10.6%</td>
</tr>
<tr>
<td>Transportation and Warehousing</td>
<td>0.2%</td>
<td>1.9%</td>
</tr>
<tr>
<td>Mining, Quarrying, Oil and Gas Extraction</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Agriculture, Forestry, Fishing and Hunting</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Total Employees</td>
<td>73,267</td>
<td>173,353</td>
</tr>
</tbody>
</table>

2011 Employee Demographics

More than half of the study area’s workers are female (53.5%), and the majority of employees fall within the age 30 to 54 cohort (61.9%). 80.1% of study area employees are white, 16.2% are African American and 3.0% are Hispanic or Latino. More than 53% of study area employees earn more than $3,333 per month. 30% of study area employees have earned a bachelor’s or advanced degree, compared to 29.8% for Downtown employees, however, the percentages may be higher due to the limitations of the data, which has been produced only for workers older than 30 years of age.
### 2011 Jobs by Worker Age

<table>
<thead>
<tr>
<th>Age</th>
<th>Downtown Core (Zone 1)</th>
<th>Velocity Study Area</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age 29 or younger</td>
<td>19.9%</td>
<td>17.6%</td>
</tr>
<tr>
<td>Age 30 to 54</td>
<td>60.8%</td>
<td>61.9%</td>
</tr>
<tr>
<td>Age 55 or older</td>
<td>19.5%</td>
<td>20.5%</td>
</tr>
<tr>
<td><strong>Total Employees</strong></td>
<td><strong>73,267</strong></td>
<td><strong>173,353</strong></td>
</tr>
</tbody>
</table>

### 2011 Jobs by Gender

<table>
<thead>
<tr>
<th>Gender</th>
<th>Downtown Core (Zone 1)</th>
<th>Velocity Study Area</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>45.3%</td>
<td>46.5%</td>
</tr>
<tr>
<td>Female</td>
<td>54.7%</td>
<td>53.5%</td>
</tr>
<tr>
<td><strong>Total Employees</strong></td>
<td><strong>73,267</strong></td>
<td><strong>173,353</strong></td>
</tr>
</tbody>
</table>

### 2011 Jobs by Monthly Earnings

<table>
<thead>
<tr>
<th>Monthly Earnings</th>
<th>Downtown Core (Zone 1)</th>
<th>Velocity Study Area</th>
</tr>
</thead>
<tbody>
<tr>
<td>$1,250 per month or less</td>
<td>13.6%</td>
<td>12.1%</td>
</tr>
<tr>
<td>$1,251 to $3,333 per month</td>
<td>34.7%</td>
<td>34.2%</td>
</tr>
<tr>
<td>More than $3,333 per month</td>
<td>50%</td>
<td>53.7%</td>
</tr>
</tbody>
</table>

### 2011 Jobs by Worker Race and Ethnicity

<table>
<thead>
<tr>
<th>Race and Ethnicity</th>
<th>Downtown Core (Zone 1)</th>
<th>Velocity Study Area</th>
</tr>
</thead>
<tbody>
<tr>
<td>White</td>
<td>80.1%</td>
<td>12.1%</td>
</tr>
<tr>
<td>African American</td>
<td>16.7%</td>
<td>34.2%</td>
</tr>
<tr>
<td>American Indian &amp; Alaska Native</td>
<td>0.3%</td>
<td>53.7%</td>
</tr>
<tr>
<td>Asian &amp; Pacific Islander</td>
<td>2.1%</td>
<td>12.1%</td>
</tr>
<tr>
<td>Other</td>
<td>0.9%</td>
<td>34.2%</td>
</tr>
<tr>
<td><strong>Hispanic Employees</strong></td>
<td>3.0%</td>
<td>53.7%</td>
</tr>
<tr>
<td><strong>Total Employees</strong></td>
<td><strong>73,267</strong></td>
<td><strong>173,353</strong></td>
</tr>
</tbody>
</table>

### 2011 Jobs by Worker Educational Attainment

<table>
<thead>
<tr>
<th>Educational Attainment</th>
<th>Downtown Core (Zone 1)</th>
<th>Velocity Study Area</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than high school</td>
<td>5.5%</td>
<td>5.9%</td>
</tr>
<tr>
<td>High school or equivalent, no college</td>
<td>18.8%</td>
<td>20.5%</td>
</tr>
<tr>
<td>Some college or Associate degree</td>
<td>26.1%</td>
<td>26.9%</td>
</tr>
<tr>
<td>Bachelor's degree or advanced degree</td>
<td>29.8%</td>
<td>29.1%</td>
</tr>
<tr>
<td>Educational attainment not available</td>
<td>19.8%</td>
<td>176%</td>
</tr>
<tr>
<td><strong>Total Employees</strong></td>
<td><strong>73,267</strong></td>
<td><strong>173,353</strong></td>
</tr>
</tbody>
</table>
2011 Employment Distribution

Clusters of Downtown Indianapolis’ 73,267 jobs are shown immediately below and then within the context of the total study area’s 173,353 jobs.

**Downtown Core (Zone 1)**

```
Jobs per square mile
5 – 3,649
3,650 – 14,582
14,583 – 32,805
32,806 – 58,316
58,317 – 91,117

1 – 14 jobs
15 – 210 jobs
211 – 1,063 jobs
1,064 – 3,359 jobs
3,360 – 8,200 jobs
```

**Velocity Study Area**

```
Jobs per square mile
5 – 3,700
3,701 – 14,666
14,667 – 32,993
32,994 – 58,651
58,652 – 91,640

1 – 24 jobs
25 – 372 jobs
373 – 1,880 jobs
1,881 – 5,940 jobs
5,941 – 14,501 jobs
```
2011 Employment Inflow/Outflow

Of the 73,267 workers who are employed in Downtown Indianapolis, 98.9% (72,490) live outside of Downtown and 1.1% (777) live and work within Downtown. 3,289 workers with primary jobs live in Downtown, and 76.4% of those workers (2,512) are employed outside of Downtown Indianapolis.

Downtown Core (Zone 1)

Of the 173,353 workers employed in the Velocity study area, 94.2% (163,385) live outside of the study area and 5.7% (9,968) live and work within the study area. 29,475 workers with primary jobs live in the study area, and 66.2% of those workers (19,507) are employed outside of the Velocity study area.

Velocity Study Area

Note: Overlay arrows do not indicate directionality of worker flow between home and employment locations.
2011 Outflow, Inflow and Interior Flow Job Characteristics (Primary Jobs)

A comparison of primary jobs held by Downtown and study area residents who work both outside and inside of Downtown and the study area, and internal jobs filled by outside workers, reveals that 35.2% of Downtown residents are 29 or younger and work outside of Downtown. In addition, 62.2% of jobs within the study area are filled by workers ages 30 to 54 who live outside of the study area. 57.1% of Downtown workers who are also Downtown residents earn $3,333 or more per month. 27.9% of study area residents have jobs in the “Trade, Transportation and Utilities” industry class that are located outside of study area. More than 95.0% of workers have jobs in the “All Other Services” industry class (government, finance, insurance, real estate, management, accommodation and food services, health, education, personal services, etc.) that are located within Downtown Indianapolis.

**Downtown Core (Zone 1) and the Velocity Study Area**

<table>
<thead>
<tr>
<th></th>
<th>OUTFLOW</th>
<th></th>
<th>INFLOW</th>
<th></th>
<th>INTERIOR FLOW</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Downtown</td>
<td>Study Area</td>
<td>Downtown</td>
<td>Study Area</td>
<td>Downtown</td>
<td>Study Area</td>
</tr>
<tr>
<td><strong>Total Primary Jobs</strong></td>
<td>2,512</td>
<td>19,507</td>
<td>72,490</td>
<td>163,385</td>
<td>777</td>
<td>9,968</td>
</tr>
<tr>
<td>Workers ages 29 or younger</td>
<td>35.2%</td>
<td>30.9%</td>
<td>19.7%</td>
<td>17.1%</td>
<td>30.0%</td>
<td>25.3%</td>
</tr>
<tr>
<td>Workers ages 30 to 54</td>
<td>51.5%</td>
<td>54.3%</td>
<td>60.8%</td>
<td>62.2%</td>
<td>53.9%</td>
<td>56.5%</td>
</tr>
<tr>
<td>Workers ages 55 or older</td>
<td>13.4%</td>
<td>14.7%</td>
<td>19.5%</td>
<td>20.7%</td>
<td>16.1%</td>
<td>18.2%</td>
</tr>
<tr>
<td>Workers earning $1,250 per month or less</td>
<td>18.2%</td>
<td>29.1%</td>
<td>13.6%</td>
<td>11.7%</td>
<td>13.1%</td>
<td>18.4%</td>
</tr>
<tr>
<td>Workers earning $1,251 to $3,333 per month</td>
<td>32.6%</td>
<td>47.1%</td>
<td>34.8%</td>
<td>33.5%</td>
<td>29.7%</td>
<td>44.5%</td>
</tr>
<tr>
<td>Workers earning more than $3,333 per month</td>
<td>49.2%</td>
<td>23.8%</td>
<td>51.8%</td>
<td>54.7%</td>
<td>57.1%</td>
<td>37.1%</td>
</tr>
<tr>
<td>Workers in the “Goods Producing” industry class</td>
<td>13.7%</td>
<td>13.3%</td>
<td>0.9%</td>
<td>13.2%</td>
<td>0.8%</td>
<td>8.8%</td>
</tr>
<tr>
<td>Workers in the “Trade, Transportation, and Utilities” industry class</td>
<td>20.0%</td>
<td>27.9%</td>
<td>3.3%</td>
<td>7.5%</td>
<td>3.7%</td>
<td>9.5%</td>
</tr>
<tr>
<td>Workers in the “All Other Services” class</td>
<td>66.3%</td>
<td>58.9%</td>
<td>95.8%</td>
<td>79.3%</td>
<td>95.5%</td>
<td>81.7%</td>
</tr>
</tbody>
</table>
2011 Jobs By Distance and Direction — Work Census Block to Home Census Block

50.7% of Downtown Indianapolis employees and 47.8% of study area employees live in the city of Indianapolis. The majority of employees travel less than 10 miles from work to home.

Jobs by Distance — Work Census Block to Home Census Block

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>Share</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Primary Jobs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Less than 10 miles</td>
<td>35,014</td>
<td>47.8%</td>
</tr>
<tr>
<td>10 to 24 miles</td>
<td>25,053</td>
<td>34.2%</td>
</tr>
<tr>
<td>25 to 50 miles</td>
<td>4,601</td>
<td>6.3%</td>
</tr>
<tr>
<td>Greater than 50 miles</td>
<td>8,599</td>
<td>11.7%</td>
</tr>
</tbody>
</table>

2011 Jobs By Distance and Direction — Home Census Block to Work Census Block

3,314 workers with primary jobs (Downtown residents) live in the Downtown study area, and 76.4% of those workers (2,512) are employed outside of Downtown Indianapolis. 74.7% of Downtown residents and 71.1% of study area residents work within Indianapolis city limits. 69.2% of Downtown residents and 68.2% of study area residents travel less than 10 miles from home to work.

Jobs by Distance — Home Census Block to Work Census Block

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>Share</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Primary Jobs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Less than 10 miles</td>
<td>78,221</td>
<td>45.1%</td>
</tr>
<tr>
<td>10 to 24 miles</td>
<td>61,375</td>
<td>35.4%</td>
</tr>
<tr>
<td>25 to 50 miles</td>
<td>12,464</td>
<td>7.2%</td>
</tr>
<tr>
<td>Greater than 50 miles</td>
<td>21,293</td>
<td>12.3%</td>
</tr>
</tbody>
</table>

2011 Jobs By Distance and Direction — Home Census Block to Work Census Block

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>Share</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Primary Jobs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Less than 10 miles</td>
<td>2,275</td>
<td>69.2%</td>
</tr>
<tr>
<td>10 to 24 miles</td>
<td>581</td>
<td>17.7%</td>
</tr>
<tr>
<td>25 to 50 miles</td>
<td>121</td>
<td>3.7%</td>
</tr>
<tr>
<td>Greater than 50 miles</td>
<td>312</td>
<td>9.5%</td>
</tr>
</tbody>
</table>

Jobs by Distance — Home Census Block to Work Census Block

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>Share</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Primary Jobs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Less than 10 miles</td>
<td>20,116</td>
<td>68.2%</td>
</tr>
<tr>
<td>10 to 24 miles</td>
<td>5,417</td>
<td>18.4%</td>
</tr>
<tr>
<td>25 to 50 miles</td>
<td>1,064</td>
<td>3.6%</td>
</tr>
<tr>
<td>Greater than 50 miles</td>
<td>2,878</td>
<td>9.8%</td>
</tr>
</tbody>
</table>
Downtown Indianapolis accounts for approximately 37% of the office market in the Indianapolis area and totaled 11.4 million square feet in 2012 compared to 11.9 million square feet in 2011.

Vacancy rates held steady between 2011 and 2012 at 17.5% but rose one percentage point to 18.5% in the second quarter of 2013. This increase is due, in part, to new space added to the tracked office space and swing space coming back on the market. The U.S. office market had a 15.3% vacancy rate in Q2 2013.

Between the end of 2012 and Q2 2013, Class A and Class B office vacancies increased slightly and Class C held relatively steady. Indianapolis has a yield to date negative absorption of 52,317 square feet for Class A, B and C combined.

The average asking rental rate for all classes of Downtown office buildings dipped slightly from $18.27 in 2012 to $18.16 in Q2 2013. However, rates did rise from Q1 2013. The U.S. average lease rate was $23.23 per square foot in Q2 2013.

Indiana has received good press for its business environment. It was recently ranked as the 5th best state in the nation to do business (up from #6 in 2011) and the best state in the Midwest to do business by Chief Executive Magazine.
**DOWNTOWN RETAIL**

Downtown Indianapolis has more than 260 restaurants and more than 200 shops, with rents ranging from $14 to $60 per square foot. Circle Centre mall, anchored by national retailer Carson Pirie Scott, is the backbone of the Downtown retail market, with more than 125 shopping, dining and entertainment options. The Indianapolis Star is eyeing space in the mall and may soon occupy the former Nordstrom location.

Indianapolis Downtown, Inc.’s Biennial Downtown Business Survey found that 59% of Downtown businesses reported increased sales from 2010 to 2011, which is 25 percentage points higher than reports from 2008 to 2009.

**WALKABILITY**

Indianapolis is considered to be the 45th most walkable large city in the United States, with a Walk Score of 37.4 out of 100. Downtown Indianapolis and northern study area neighborhoods falling within zip codes 46204 and 46202 rank first (Walk Score 89) and second (Walk Score 67), respectively, out of all of Indianapolis’ neighborhoods in terms of proximity to local amenities such as restaurants, parks or stores, and the ability of residents to accomplish errands without the need to drive a car.

**GREATER INDIANAPOLIS RETAIL**

According to the Cassidy Turley 2013 Retail Market Report, there is reason for Indianapolis to be “cautiously optimistic” about the year ahead. Growth is occurring in both the luxury market and value-oriented market, although growth in the mid-priced market has been slower. National indicators such as healthy household finances, the level of the Consumer Confidence Index and increases in single-family home prices also point to a brighter future for retail.

Vacancy rates for all retail types in Indianapolis were 7.0% in 2012, lower than the national average of 10.8%.

In the second half of 2012, Indianapolis saw the best period of net occupancy gains for all retail types in more than two years, helping net absorption for the year increase to 508,380 square feet.

The average asking rental rate for all retail types was $11.80 per square foot in Q4 2012, down slightly from $11.95 per square foot in Q4 2011.

**HOSPITALITY AND TOURISM**

The Indiana Convention Center’s convention and meeting attendance grew by 65.0%, and the number of room nights grew by 39.9% between 2008 and 2012. 2012 figures were impacted by the NFL Super Bowl. Visit Indy documented that sports were the largest market segment of their bookings between 2009 and 2012, comprising 26% of market share, followed by education (17%), business-trade (13%) and government (10%). Projections for 2013 and beyond reveal that business-trade (22%), education (17%) and sports (17%) will be the leading visitor market segments. To date, 16 conventions with projected attendance of more than 10,000 are scheduled during 2013.

*Figures reflect only events and meetings directly booked by Visit Indy.
Sources: Visit Indy, IDI

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**Retail Metrics by Type:**

<table>
<thead>
<tr>
<th></th>
<th>Vacancy</th>
<th>2012-2011 Change</th>
<th>Net Absorption</th>
<th>2012-2011 Change</th>
<th>Avg. Asking Rate PSF</th>
</tr>
</thead>
<tbody>
<tr>
<td>All Retail Types</td>
<td>Q412: 7.10%</td>
<td>Q411: 7.50%</td>
<td>Q412: 336,079</td>
<td>Q411: 314,874</td>
<td>Q412: $11.80</td>
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<tr>
<td>Neighborhood Centers</td>
<td>Q412: 11.50%</td>
<td>Q411: 12.00%</td>
<td>Q412: 46,682</td>
<td>Q411: 52,617</td>
<td>Q412: $10.95</td>
</tr>
<tr>
<td>Community Centers</td>
<td>Q412: 10.90%</td>
<td>Q411: 10.90%</td>
<td>Q412: (5,443)</td>
<td>Q411: 177,651</td>
<td>Q412: $11.34</td>
</tr>
<tr>
<td>Power Centers</td>
<td>Q412: 6.70%</td>
<td>Q411: 6.50%</td>
<td>Q412: 6,971</td>
<td>Q411: 30,679</td>
<td>Q412: $16.42</td>
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<tr>
<td>Strip Centers</td>
<td>Q412: 10.40%</td>
<td>Q411: 13.10%</td>
<td>Q412: 56,460</td>
<td>Q411: (4,140)</td>
<td>Q412: $13.97</td>
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<tr>
<td>Malls</td>
<td>Q412: 7.40%</td>
<td>Q411: 7.30%</td>
<td>Q412: 5,202</td>
<td>Q411: 26,315</td>
<td>Q412: $10.76</td>
</tr>
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</table>
**HOTELS**

Downtown Indianapolis had 6,937 hotel rooms in 2012, a year-over-year decrease of 4%, and a 23.9% increase from 5,599 hotel rooms in 2008. Downtown’s hotels averaged a 68.5% occupancy rate during 2012, an increase of 4.9% over 2010. Room rates rose to the highest level of the five-year period. RevPar increased from $83.28 in 2011 to $93.77 in 2012*. By comparison, citywide hotel occupancy increased from 57.3% in 2011 to 59.6% in 2012, while room rates increased from $84.74 to $92.29 during the same period.

**ATTRACTIONS**

Downtown Indianapolis is a regional center for the arts and entertainment, offering a variety of cultural and sports venues where visitors and residents can experience museums, music and the performing arts, professional sports, parks and recreational activities, and historic sites. Eight million visitors attended Downtown’s 24 top attractions during 2012, a 4% increase over 2011. Visitation to the annually surveyed attractions has increased by 81.6% since 1994.

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*Figures reflect only events and meetings directly booked by Visit Indy. Sources: Visit Indy, IDI*
Visitation

A recent survey revealed that 83% of Marion County residents visited Downtown Indianapolis during 2012, compared to 80% in 2010. Visitation to Downtown by Indianapolis suburban residents beyond Marion County increased to 80% during 2012 compared to 77% in 2010. In addition, 2012 leisure visits to Downtown Indianapolis during a six-month period increased to 22.3 trips in 2012 from 12.8 in 2010. Total trips to Downtown, which include leisure, work and other increased to 30.4 trips during 2012 from 17.4 trips during 2010.

Source: IDI Biennial Downtown Perception Survey – 2012

Downtown Beautification

Indianapolis has engaged in a number of activities to make Downtown an attractive and inviting place. Initiatives include landscaping gardens and gateways and installing planters and trees along Downtown public rights of way. Based on a survey of Central Indiana residents, the overwhelming majority (82%) viewed Downtown as a clean place.
SAFETY

The majority of Central Indiana residents (71%), who were surveyed in the 2012 Downtown Perception Survey, perceived Downtown as a safe place. This is an 18% increase compared to the response in 1998.

### Residents’ Perceptions of Downtown Safety

<table>
<thead>
<tr>
<th>Year</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Don’t Know</th>
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</thead>
<tbody>
<tr>
<td>1998</td>
<td>60%</td>
<td>25%</td>
<td>9%</td>
<td>5%</td>
</tr>
<tr>
<td>2000</td>
<td>72%</td>
<td>19%</td>
<td>8%</td>
<td>1%</td>
</tr>
<tr>
<td>2002</td>
<td>71%</td>
<td>18%</td>
<td>9%</td>
<td>2%</td>
</tr>
<tr>
<td>2004</td>
<td>73%</td>
<td>19%</td>
<td>7%</td>
<td>3%</td>
</tr>
<tr>
<td>2006</td>
<td>72%</td>
<td>20%</td>
<td>6%</td>
<td>4%</td>
</tr>
<tr>
<td>2008</td>
<td>62%</td>
<td>28%</td>
<td>7%</td>
<td>3%</td>
</tr>
<tr>
<td>2010</td>
<td>69%</td>
<td>23%</td>
<td>7%</td>
<td>2%</td>
</tr>
<tr>
<td>2012</td>
<td>71%</td>
<td>20%</td>
<td>7%</td>
<td>1%</td>
</tr>
</tbody>
</table>

Source: IDI

Actual total crimes remained relatively stable between 2011 and 2012 and have decreased 10% since 1998.

### Downtown District Part 1 Crime

- **Total Number of Crimes**
- **Crimes Against Person**
- **Crimes Against Property**

<table>
<thead>
<tr>
<th>Year</th>
<th>Total</th>
<th>Crimes Against Person</th>
<th>Crimes Against Property</th>
</tr>
</thead>
<tbody>
<tr>
<td>1998</td>
<td>2,481</td>
<td>231</td>
<td>2,250</td>
</tr>
<tr>
<td>1999</td>
<td>2,117</td>
<td>211</td>
<td>1,906</td>
</tr>
<tr>
<td>2000</td>
<td>1,780</td>
<td>171</td>
<td>1,609</td>
</tr>
<tr>
<td>2001</td>
<td>2,217</td>
<td>197</td>
<td>2,020</td>
</tr>
<tr>
<td>2002</td>
<td>2,481</td>
<td>206</td>
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<tr>
<td>2003</td>
<td>2,251</td>
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<td>2,048</td>
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<tr>
<td>2004</td>
<td>2,077</td>
<td>195</td>
<td>1,882</td>
</tr>
<tr>
<td>2005</td>
<td>2,164</td>
<td>194</td>
<td>1,970</td>
</tr>
<tr>
<td>2006</td>
<td>2,142</td>
<td>194</td>
<td>1,948</td>
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<tr>
<td>2007</td>
<td>2,280</td>
<td>205</td>
<td>2,075</td>
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<tr>
<td>2012</td>
<td>2,298</td>
<td>205</td>
<td>2,093</td>
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</table>

Source: IDI
PHYSICAL FRAMEWORK
INTRODUCTION

Velocity creates a new way of looking at Downtown Indianapolis as a multi-dimensional neighborhood. To realize this vision, the Velocity Action Plan recommends that resources and energy be concentrated on building from and connecting to the existing activity centers and capitalizing on the investment cycle that is gaining momentum in Indianapolis. The Velocity Framework helps guide, leverage and make the most of public and private investment over the next five years by concentrating on physical improvements that are essential to Downtown’s transformation.

The fundamental principles that underpin the Velocity Framework include:

- Identify improvements to specific streets, green spaces and other places that can accelerate the Velocity vision.
- Build on existing and emerging market strengths over the next five years.
- Concentrate investment geographically and strategically to maximize impact.
- Expand outward from and connect areas of existing strength and activity.
- Maximize synergies between public and private sector investments.

The physical Framework relates to and informs each of the action areas of Velocity, as follows:

- **Economic Development:**
The Framework shows existing established and emerging areas of employment and visitor activity. Mapping these areas of economic activity helps determine where to prioritize business recruitment and retention efforts in order to strengthen established activity centers and grow emerging centers.

- **Housing, Neighborhoods & Livability:**
The Framework identifies exiting residential centers and new residential development activity in Downtown Indianapolis, to help inform where investments in new residential-serving amenities are most needed.

- **Environment & Experience:**
The Framework depicts the existing established and emerging areas of employment, visitor and residential activities, and where investments can be prioritized to create inviting gateways into Downtown and connections between destinations.

- **Multi-modal Transportation:**
The Framework selects streets for enhancement for improved vehicular circulation, as well those streets that would improve pedestrian and bicycle circulation.

- **Public Spaces:**
The Framework depicts a system of park and public spaces and trails in Downtown, regardless of ownership. The Framework identifies properties and priority areas to consider for adding and improving parks and resident-serving green spaces.

- **Arts, Culture, Sports & Attractions:**
The Framework features the existing established arts, culture and attractions activity center in the Warehouse District, which includes both sporting and cultural venues and identifies opportunity zones that can enhance connections within this district and to other parts of Downtown.
1. EXISTING GREEN SPACE
This layer illustrates the street grid in Downtown as well as existing park and green space in the Downtown study area. Downtown Indianapolis has an enviable array of green space compared to many peer cities.

Ownership of these spaces is varied; the minority is City-controlled. The Indianapolis Cultural Trail is included because it acts as a connective linear park.

Many of the larger areas shown as green space (American Legion Mall and White River State Park) are controlled by multiple entities, and/or are largely occupied by memorials and buildings, many of which have entrance fees.

Many of these spaces lack amenities that would make them more attractive to families, such as public rest rooms, playgrounds, water play areas and food service.

2. ACTIVITY CENTERS
This layer shows the major existing primary employment, residential and educational clusters in Downtown.

These areas are hubs of activity that support and generate economic investment. The activity centers provide focus areas for new investment and improvements. Different sized circles indicate the approximate geographic area of the activity, while darker colors represents more density or intensity of activity.

3. DEVELOPMENT ACTIVITY
This layer depicts the current wave of residential and mixed-use construction that is either recently completed, permitted or in the permitting pipeline, or under construction. Historically unprecedented residential and mixed use development is adding more than 3,500 new homes and apartments, representing more than $417 million in new investment in Downtown.

While Downtown will remain a commuter destination for employment and entertainment, this wave of new residents will propel Downtown to also serve as a more functional neighborhood.

Residential development will bring new users of public spaces, streets, transit, retail, and other amenities, including during the week.
4. MAIN CONNECTORS

This layer depicts opportunities to improve vehicular circulation within Downtown, by better connecting activity centers and neighborhoods that surround Downtown. Converting high volume streets from one-way to two-way movement typically slows traffic slightly at peak times, while promoting livability, walkability, multi-modal use and economic activity.

Some downtown routes were designed as one-way primarily to move commuter traffic in and out of Downtown in prior decades. Current technology such as timed lights can continue to move traffic efficiently on two-way streets.

Michigan and New York streets conversions can enhance connectivity between primary activity centers and to neighborhoods east and west of downtown.

College Avenue conversion from Virginia Avenue to Massachusetts Avenue provides connectivity from Fountain Square Cultural District and Fletcher Place to Cole Noble, Lockerbie Neighborhood, Chatham Arch and Mass Ave Cultural District.

East Street conversion to two way north of Washington Street provides north-south connectivity on the east side of Downtown and better connections to neighborhoods north and south of downtown.

West Street is depicted to continue as an important existing two-way connector on the west side of downtown.

5. SECONDARY CONNECTORS

This layer depicts neighborhood scale, two-way streets that, if enhanced with more pedestrian and bicycle friendly treatments, would improve pedestrian and bike circulation and safety and enhance multi-modal share.

St. Clair Street connects Indiana Avenue Cultural District, IUPUI and Ransom Place with the American Legion Mall, the Library, the Cultural Trail, Lockerbie Neighborhood, Arsenal Tech High School and the Near Eastside Legacy neighborhoods. An existing bridge provides a connection across the Canal; there is an existing underpass at the Interstate.

Vermont Street connects IUPUI to the American Legion Mall, University Park, the Mass Ave Cultural District and the Near Eastside neighborhoods. There is an existing pedestrian connection across the Canal at the Vermont Street plaza and an underpass at the interstate.

Cultural Trail extensions would connect 16 Tech and White River Trail to Ransom Place, and Eskenazi Health to Vermont Street through the IUPUI campus. There is also future potential to extend the trail north along the planned Fall Creek Greenway.
Market Street connects the Capitol Building to City Market. Enhancements here help pedestrians visualize this as the center, rather than the edge, of a vibrant activity center.

Meridian Street connects the American Legion Mall, Monument Circle, Georgia Street, Wholesale District, South Street and the neighborhoods south of Downtown. Improvements from St. Clair south to and including the interstate underpass would help invite attendees of sporting events to visit additional places in Downtown.

South Street improvements from the stadium area (Kentucky Avenue) to Virginia Avenue would better connect Lucas Oil Stadium to CityWay, and workers at major employers to the Wholesale District.

6. BARRIERS AND GATEWAY OPPORTUNITIES

This layer indicates areas with existing physical barriers that, with pedestrian and bicycle improvements, could better serve as gateways into and within downtown.

West Street presents a barrier for physical connection to IUPUI and White River State Park. Pedestrian bridges, refuge islands, medians, or other intersection improvements at Michigan, Vermont and New York streets would enable these areas to serve as gateways.

The railroad viaduct underpasses are a perceptual and physical barrier to areas south of Downtown that stifles circulation as well as development of adjacent parcels. Underpasses exist on all north-south roads from West Street to College Avenue, as well as Market and Washington. Crumbling infrastructure, poor lighting and unattractive treatments are universal. The bridge at College and Washington is seen as particularly problematic due to pedestrian and vehicle flow restrictions and mode conflicts.

The interstate underpasses at New York, Vermont, Michigan and St. Clair streets could be enhanced to address aesthetics and perceptions of safety. Green space flanking the interstate corridor has the potential to provide added beauty.

Bridge decks at New York, Michigan and 10th streets that cross the White River could be redesigned to better accommodate pedestrian and bicycle safety and comfort, and to better connect downtown to the existing trail network and neighborhoods to the west.

7. GREEN SPACE IMPROVEMENTS

This layer depicts opportunity areas for new and re-imagined resident and employee-serving green spaces that will continue to transform downtown Indianapolis into a fully functional neighborhood.

Potential areas for adding small, resident-serving green spaces are indicated both on specific parcels, an in general locations indicated as circles.

Key larger parcels Downtown (i.e., the City-County Building Plaza and University Park) appear to have potential to be redesigned and programmed to cater to new residential populations including families with young children.

Some privately owned parcels are indicated; public-private approaches could be explored to provide green space that serves employees as well as residents.

As the GM site is redeveloped, there may be an opportunity to extend public green space and trails south along White River.

An off-leash dog park is envisioned in the northeast Interstate interchange.
TRANSFORMATIONAL VELOCITY TACTICS

The following renderings are potential views that help visualize three of Velocity’s bold tactics.

CONSIDER: VERMONT STREET ENTRANCE
CONNECTING NEIGHBORHOODS TO DOWNTOWN

Imagine what simple cleaning, painting, plantings and artistic lighting could do to enhance some of the key entry ways into our Downtown from the surrounding neighborhood. Where the invitation to connect is obvious and the ability to do is made effortlessly. Whether approaching by foot, bike or car, addressing these portals could and would go a long way to expanding the sense of openness, community and inclusion — and broaden our connectivity to our neighborhoods.

CONSIDER: WEST STREET BRIDGE
CONNECTING STUDENTS TO DOWNTOWN

Think about how adding a bike and pedestrian bridge over West Street would open up Downtown to the thriving energy of IUPUI — connecting students, faculty, residents and visitors to the Cultural Trail, Canal and new developments coming online in the northwest quadrant. And going the other way — allowing Downtowners the ability to easily cross a heavily traveled street to gain access to more trails, green space, the White River and our neighbors on the near Westside — where a bridge goes from being a noun to a critically important verb for Downtown.
**CONSIDER: UNIVERSITY PARK**

**ENHANCING PUBLIC SPACES FOR ALL DOWNTOWN USERS**

Envision the growing residential population of Downtown having a central place to bring children to swing, play, run and pretend in a central park where they’re safe from chasing a ball into a downtown street and where waterplay is inviting and welcomed. A place along the Cultural Trail where friends can meet to relax, play Bocce or challenge a co-worker to chess all under a canopy of shade trees while enjoying a beverage or a snack from a nearby vendor. A place that includes a fenced-in dog park, too. Envision an oasis of recreation in the heart of Downtown.
Attracting, growing and retaining Downtown jobs, businesses and investment is critical to the long-term viability of Downtown Indianapolis, the region and the state. For successful economic development, such issues as office space, retail use, hospitality, life sciences, education and other investment sectors must be addressed to insure a vibrant 21st Century Downtown. How does Indianapolis attract the necessary talent? How can Indianapolis best integrate with its higher education assets such as IUPUI? What roles do technology and innovation, in the life sciences and other sectors, play in enhancing economic competitiveness? And what strategies have the greatest potential for securing Downtown Indy’s place as an economic hub for the city and state?

**ED1**: Encourage innovation and foster entrepreneurial businesses and sites.

*Why it’s important:* Job creation in the future will be increasingly driven by small independent firms. Becoming a hotbed of small business innovation that includes business improvements, land use reforms, amenities, infrastructure, social networking and marketing will help Indianapolis attract and retain young, highly skilled workers

**Short term tactics** (*1 – 18 months*)
- Develop an inventory/database of catalytic sites to house entrepreneurial businesses.
- Create a development opportunity analysis for areas that are not yet master planned.
- Create an entrepreneur summit to convene and encourage innovative ideas.
- Develop and execute a branding plan to promote the Market District (Downtown’s first green/sustainable neighborhood).

**Long term tactics** (*18 months – 5 years*)
- Connect small business with existing education, technology and medical industry anchors.
- Investigate possible locations and plan live-work spaces for startups in key commercial nodes.
- Match pop-up retail (i.e., interim, seasonal uses) and new concept stores with vacant locations.
- Create a micro-grant fund for innovative startups.
- Investigate feasibility of creating a nonprofit development entity that can mobilize private/public capital and partnerships.

**ED2**: Improve, enhance and expand Downtown’s core industries (e.g., research, medical, office, tourism, retail, etc.).

*Why it’s important:* Currently, 3.8% of all jobs and 11.2% of the highest paying jobs in the state of Indiana are located Downtown. The majority of these jobs, 61%, are in the important economic clusters of life science, government, education and finance. For the period from 1990 to 2012, $9.3 billion has been invested in projects in the Regional Center.

**Short term tactics** (*1 – 18 months*)
- Develop new marketing tools to better position Downtown for new businesses.
- Create a case for Downtown sustainability (including composting).
- Create a retail opportunities plan for Downtown.
- Create real estate task force to gather market information in order to better retain and recruit businesses.
- Continue to promote/market attraction of high growth industries to Downtown (e.g., life sciences, biomedical, IT, etc.).
- Create free Wi-Fi zones within Downtown core.

**Long term tactics** (*18 months – 5 years*)
- Investigate other locations that could be branded as unique districts/zones/areas.
- Create a physical link over/under West Street to connect IUPUI to Downtown.
- Ensure Capital Improvement Board funding necessary to maintain public facilities and fund marketing.
- Identify, prioritize and evaluate choice “class C” office space to convert to residential, start-up space and/or other alternative uses.
- Develop a plan for Indiana Avenue to celebrate the culture and heritage of the area and encourage additional investment along the corridor.
Indianapolis is experiencing an all-time high in the demand for Downtown living, especially among young professionals and empty-nesters. To sustain this momentum within the urban core, the livability of Downtown and its connectedness to adjacent neighborhoods remains critical. Strategies must exist to encourage a variety of housing options to meet demand and to provide ease of access from neighborhoods into the Mile Square, to jobs, and to amenities. Which amenities and improvements can sustain and even stimulate housing demand and welcome and attract residents to Downtown? What role does quality K-12 education play? How can IUPUI’s proximity to Downtown be leveraged? How does Downtown Indy rate in terms of its health and wellness and opportunities for active recreation as it seeks to attract and retain the creative class? And where is the greatest potential for investment within existing residential centers?

HNL1: Drive Downtown as a collection of multi-dimensional work, live and play neighborhoods.

**Why it’s important:** Downtown Indianapolis offers a compact, vibrant and quality living environment that especially appeals to Millennials and retirees, and increasingly to young families. It will continue to be important to attract and retain a young innovative workforce as well as to retain high-earning residents that contribute strongly to the income tax rolls. One aspect of attracting young families is quality school options, which will increase the likelihood that Downtown residents who are starting families will remain in Downtown.

**Short term tactics (1 – 18 months)**
- Identify eight sites in residential neighborhoods to create micro-parks, community gardens, play spaces, dog parks, etc.
- Gather and disseminate data to inform public officials on policies that support the livability of Downtown.
- Create a promotional toolkit for recruiters, realtors and Downtown workers about Downtown’s current livability assets (housing, shopping, fitness, education, etc.).

**Long term tactics (18 months – 5 years)**
- Create and distribute informational materials for neighborhood residents to build awareness, as well as advocate for greater quantity/higher quality of schools, day care and preschool.
- Identify, prioritize and evaluate under utilized office space to convert to day care primarily for infant and preschool ages.
- Investigate feasibility of an additional public K-8 school in the Downtown core.
- Create a community enhancement fund to leverage resident-serving amenities, including public art and green spaces.

HNL2: Strengthen connections to neighborhoods surrounding Downtown.

**Why it’s important:** Downtown is an employment, cultural and entertainment destination for the neighborhoods that surround it. In neighborhood forums, residents voiced both a need and desire to improve connections to Downtown physically, economically and socially.

**Short term tactics (1 – 18 months)**
- Gather and utilize market data to inform Downtown developers on residential and employee needs at all income levels.
- Target and enhance underpasses at key gateways that connect to surrounding neighborhoods (incorporate lighting, murals, etc.).
- Create a welcome-dinner program for new residents to Downtown neighborhoods.

**Long term tactics (18 months – 5 years)**
- Create additional greenways connecting neighborhoods, including IUPUI, to Downtown.
- Create and distribute marketing materials to promote specific Downtown neighborhoods to prospective residents.
- Create a Downtown residents’ association to support the needs of residents and provide loyalty benefits with local businesses.
Ideally, the “vibe” of Downtown Indy is active and engaging, authentic and real, and of course, clean and safe. But what must happen to ensure a positive Downtown experience for Downtown residents, those who live nearby AND for the millions of visitors who enjoy Downtown each year? An active, vibrant Downtown requires attention to infrastructure improvements in public spaces, greater event activation and creativity and civility in addressing homelessness and other social issues. What collaborations need to exist between the public, private, and nonprofit sectors? What role does effective branding play to broaden the exposure of the experience? How can Indy retain its outstanding hospitable reputation among visitors while still addressing social services for those in need?

**EE1:** Maintain a clean and safe Downtown experience.

**Why it’s important:** A clean and safe experience is the foundation for a successful downtown. The more people perceive that a place is clean and safe, the more likely they are to visit, live and do business. Safety was named the number one improvement for making Downtown more vital by the 3,000+ respondents to the Velocity online survey.

**Short term tactics (1 – 18 months)**
- Drive the passage of a panhandling ordinance and develop/execute communications plan.
- Launch an education campaign citing safety statistics of Downtown.
- Increase the Downtown tree canopy to increase sustainability and beautification.
- Create a sidewalk cleanliness recognition program.
- Institute street-level ambassadors on Georgia Street to improve safe and clean initiatives.

**Long term tactics (18 months – 5 years)**
- Create an awareness campaign to connect private supporters (e.g., churches, businesses, visitors) with social service providers on how to provide aid to the Downtown homeless population.
- Identify areas of need to install more street-level lighting to reduce crime and increase beautification.

**EE2:** Offer and articulate a vibrant experience day and night for residents and visitors.

**Why it’s important:** Downtown needs to articulate a strong brand identity/image that is reflective of the Downtown experience. Increased activities and greater participation will aid the economy and create a safer perception of downtown. Activating parks and other public spaces will invite an even wider range of users, including residents and families. Temporary and quick wins create excitement, which helps improve the image of Downtown and its vibrancy as an exciting place to be.

**Short term tactics (1 – 18 months)**
- Assess, articulate and activate a refreshed branding campaign that reinforces what’s distinct, compelling, and authentic about the Downtown experience.
- Leverage IDMI to activate/reinforce Downtown’s brand messages beyond individual events, attractions, organizations, etc.
- Partner on a Downtown visitor center to connect visitors with attractions.
- Create promotional materials for businesses to encourage/facilitate more outdoor dining.

**Long term tactics (18 months – 5 years)**
- Create packaged experiences for visitors and residents (e.g., brewery trail, local shopping trail, neighborhood trails, etc.).
- Advocate for enforcement of urban design guidelines (e.g., street-level window transparency).
- As Downtown’s brand evolves, expand marketing, public relations and communications to increase exposure and identity.
- Create a campaign to promote local artisans (e.g., PUP seats, local foods, artwork, etc.).
MULTI-MODAL TRANSPORTATION

Getting to and around Downtown is increasingly important as density grows and a commitment to sustainability is advocated. Transit and other mobility options must be addressed within Downtown that includes pedestrians, bikes, vehicles, transit and parking management. As an urban core, Downtown plays the role of a transit hub for the region. In doing so, what streets are ripe for enhancement and/or alterations for improved vehicular circulation? What thoroughfares are needed to provide greater access for bikes and pedestrians? What needs to be done to encourage improved access to and from Downtown by residents in surrounding neighborhoods via gateways that are both safe and inviting?

TR1: Promote and enhance public transit options that better connect Downtown to surrounding neighborhoods.

Why it’s important: Mobility and transit options are key to the long-term economic health and prosperity of Indianapolis and the region. Transportation and land use are inextricably connected, and transit access and choice will attract private investment throughout the region. Mobility options are key to attracting young skilled workers, a critical demographic that Indianapolis must retain and attract in order to remain competitive.

Short term tactics (1 – 18 months)
- Mobilize Downtown stakeholders to advocate for public transit improvements.
- Participate in the rollout of and promote the new electric car share program for Downtown residents, employees and visitors.
- Investigate a plan to convert key/selected one-way streets to two-ways (focused first on Michigan Street and College Avenue).

Long term tactics (18 months – 5 years)
- Continue supporting Indy Connect and the future of transit.
- Gather and share data on parking supply and demand, as well as how Downtown Indianapolis compares to peer cities.
- Increase incentives to encourage more ride-sharing (e.g., Commuter Connect, carpooling, etc.).

TR2: Increase awareness and promote all options for getting around Downtown, especially walking and biking.

Why it’s important: A more walkable and bikeable Downtown is a key component to encouraging the evolution of a more holistic neighborhood. It’s a key amenity for attracting more residents, and will appeal to young skilled workers who are critical to Downtown’s future economic fortunes.

Short term tactics (1 – 18 months)
- Investigate a plan to convert Vermont Street as primarily a pedestrian and bike corridor (connecting the east and west sides of Downtown).
- Participate in the rollout of and promote the new bike share program/routes in and around Downtown.
- Implement a campaign with local businesses and attractions to share all mobility options (e.g., bike, bus, walking directions).

Long term tactics (18 months – 5 years)
- Enhance existing bike route/increase safety by improving mid-block crossings, increasing signal timing, path painting, etc.
- Incentivize and/or encourage more employers to offer showering facilities and secure, enclosed bike storage facilities.
- Install more bike racks at key locations and develop a bike demand plan.
Downtown Indianapolis as an urban core is much more than buildings, sidewalks and streets. Public/green spaces allow for revitalization, recreation, education and artistic creativity. How these public/green spaces are activated is a growing concern for both residents and visitors. Parks and open space, connectivity, legacy assets, historic preservation and urban design all play roles in the energy and vitality of Downtown. What public space enhancements are needed to activate and connect Downtown and its neighborhoods? Are there opportunities to create new investment along catalytic corridors and sites? What properties and priority areas should be considered for adding and improving parks and resident-serving green spaces, such as along the White River, the Canal, American Legion Mall, Georgia Street and Monument Circle?

**PS1:** Utilize new and existing public/green spaces to engage a diverse range of users and stimulate new development.

Why it’s important: Indianapolis has an ample amount of public/green spaces compared to peer cities. Many are used for events and serve important historical/memorial functions. Some physical aspects limit the functionality of these spaces to many user groups, while other spaces lack engagement opportunities. Targeted enhancements can optimize community engagement.

**Short term tactics (1 – 18 months)**
- Enhance programming at key public spaces (Military Park, American Legion Mall, etc.).
- Connect developers with designers/artists to enhance projects near public spaces with artistic amenities, public art, etc.

**Long term tactics (18 months – 5 years)**
- Create a fully functioning urban park (University Park) including safe/fenced play area, interactive water features, opportunities for food/beverage, recreational activities (e.g., Bocce, dog park, etc.).
- Enhance Monument Circle supporting a vibrant café and retail destination.
- Explore feasibility of the Canal as a unique fitness amenity, adding fitness stations, programming with fitness-related events, etc.
- Once the sanitary sewer conversion improves water quality on White River, promote more activities on the waterfront and the river.

**PS2:** Collaborate and maintain beautiful and safe public spaces and assets within Downtown.

Why it’s important: Poorly maintained infrastructure detracts from the Downtown experience. Where deterioration is substantial, it reduces the beneficial impact of significant public investments. A lack of public trust and less support for new publicly funded projects may result.

**Short term tactics (1 – 18 months)**
- Develop a public spaces asset map.
- Advocate for installation/maintenance of public restrooms.
- Create a plan to improve Downtown underpasses (repairing concrete, upgrading lighting, general beautification, murals, etc.).

**Long term tactics (18 months – 5 years)**
- Assess maintenance/repair needs of public spaces and identify potential financing tools.
- Organize the community to collaborate on shared solutions for public space maintenance problems.
- Develop/implement management plan for public spaces and funding. Introduce system of storm water credits so that developers can make off-site improvements in the parks as part of enhancing the parks.
The culture of Downtown Indianapolis maintains a rich mixture of arts, sports and entertainment-based attractions that provide opportunities for recreation, engagement, relaxation and creativity for Downtown residents and visitors. How can Downtown support existing and new cultural institutions, including the arts, museums and theaters? What roles do sporting events and other visitor attractions such as the Indiana Convention Center play in building on Indy’s culture? How can collaborations add to synergies to leverage Downtown’s appeal as a regional center for sports, arts, culture and tourism? What additional marketing solutions are needed to expand awareness and participation? And how can new, engaging and diverse cultural experiences build on the participatory nature that already exists Downtown for both its residents and visitors?

**ACSA1:** Promote stronger co-marketing and collaborations that will cultivate participation in events and experiences.

**Why it’s important:** Participating in Downtown Indianapolis provides a stronger connection to place and unique experiences for participants. These participants create critical mass and stimulate the Downtown economy. Cross-marketing will help broaden exposure and awareness leading to greater buzz, increased attendance and a more diverse audience base.

**Short term tactics** *(1 – 18 months)*
- Initiate a two-week Indianapolis Arts Festival, launching with Start with Art, to showcase the diversity of our local arts scene and generate buzz.
- Expand “Arts Passport” to university students.
- Promote resident opportunities for participation and volunteerism in high profile national and international sports events (NCAA Basketball Final Four, Olympic Trials, etc.) and community-based sports events (500 Mini Marathon, etc.).
- Encourage guerrilla-style street events (i.e. Chalk Fest) that surprise people and utilize public assets.

**Long term tactics** *(18 months – 5 years)*
- Partner with universities to create a “Collaboratory” where students will help to address challenges/solutions for Downtown.
- Connect artists and property owners to better utilize vacant spaces and store windows for temporary or permanent uses (e.g., pop-up galleries, micro-museums, window fun Downtown facts, etc.).
- Create loyalty program that engages residents in professional sports franchise events and activities with retail and event discounts.
- Create a comprehensive database of Downtown event spaces.

**ACSA2:** Build a stronger network and more collaborative infrastructure to support arts, culture, sports and attractions.

**Why it’s important:** Collaboration will enhance, expand and enrich Downtown’s arts, culture, sports and attractions through sharing best practices, resources and creativity.

**Short term tactics** *(1 – 18 months)*
- Assess the needs of Cultural Districts to develop plans for enhancement.
- Investigate feasibility for subsidized artist live-work spaces and small venues to showcase work.
- Encourage arts/cultural/sports organizations to include new amenities such as outdoor seating, cafes, etc. at or near their facilities.
- Create a plan and select key sites to encourage participation in pop-up entertainment (e.g., films, music, sports, chalk, magic, etc.).

**Long term tactics** *(18 months – 5 years)*
- Execute a plan for enhancing and better connecting Downtown Cultural Districts.
- Establish an awareness campaign to draw attention to arts, culture sports and attractions Downtown (i.e., Big Red Arrow 2.0).
- Identify funding mechanisms to ensure that sporting and events can continue.
IN FIVE YEARS, IMAGINE...

More visitors (both nearby and those traveling from afar) will come to EXPERIENCE our Downtown. They will want to stay LONGER and return more often. You will see a SURPRISE around every corner and regularly hear a passerby say, “No way, that’s COOL.” Entrepreneurs will discover a Downtown that’s RIPE for starting and growing their INNOVATIVE businesses. It will be a VIABLE option for you NOT to own a car, and it will be even easier to get around Downtown. Our Downtown workers will benefit from a CLEAN and SAFE environment, along with a TIGHT-KNIT network of colleagues who want to STAY after work to make new connections. Our residents who choose to call Downtown their home will feel a special bond to their neighborhood and be ENGAGED in shaping its FUTURE.
ORGANIZATIONAL COMMITMENT

After months of planning and discussion by hundreds of individuals, the Velocity plan emerged as the strategic action plan for Downtown. The intent from the start has been to activate the plan by collaborating organizations, not just Indianapolis Downtown, Inc. (IDI).

As strategies and tactics were discussed, priorities were set based partially on which Indy-based organization would take the lead and/or commit to human and financial resources in order to execute the pieces of the plan.

Since its mission is solely focused on developing, managing and marketing the geographic perimeters of downtown, IDI will have the majority of the responsibility. Other civic organizations that have agreed to assist and steward through the execution phases of Velocity include the Arts Council of Indianapolis, City of Indianapolis, Indiana Sports Corporation, Indy Chamber, IndyHub, IUPUI, Keep Indianapolis Beautiful, LISC and Visit Indy.

Leadership from these organizations will serve as an ad-hoc Velocity Implementation Team and meet periodically over the next five years to continue the refinement, development and prioritization exercises required of the plan.

Along the way, subject matter experts and individuals and organizations interested in guiding, collaborating and partnering will be called upon as they have been throughout the process. The following Indianapolis-based organizations, businesses and companies have all provided input into the Velocity plan:

500 Festival
A2SO4 Architecture
Achieve
Acorn Group, Inc.
ActiveIndy Tours
American Armadillo
Anderson Bohlander
Arts Council of Indianapolis
Asante Children’s Theatre
Asthmatic Kitty Records
Ball State University
Bicycle and Pedestrian Coordinator/ Office of Sustainability
Big Car Gallery
BioCrossroads
Borshoff
Buckingham Companies
Business Ownership Initiative of Indiana
Butler University – Center for Urban Ecology
Center for Urban Policy and the Environment
Central Indiana Regional Transportation Authority (CIRTA)

CHIP
Circle Centre
Citizens Energy Group
City Dept. of Metropolitan Development
City Dept. of Public Works
City-County Council
CityWay Discovery Center
Da Vinci Pursuit
DORIS, LLC
Dreamapolis
Eclipse Real Estate
Eiteljorg Museum of American Indians & Western Art
Eli Lilly and Company
Faegre Baker Daniels
Farm Works Indy
FlashPoint
Gallery 924 at the Arts Council
Ginovus
Growing Places Indy
Habitat for Humanity of Greater Indianapolis
Harrison Center for the Arts
Health and Hospital Corporation of Marion County
Health by Design
Home Health Depot
Horizon House
Horizon League
Ice Miller LLP
IDADA
Imus Group
Indiana Association for Community Economic Development
Indiana Dept. of Administration
Indiana Economic Development Corp.
Indiana Historical Society
Indiana Housing & Community Development Authority
Indiana Humanities
Indiana Landmarks
Indiana Sports Corp
Indiana State Museum
Indiana University-Purdue University Indianapolis (IUPUI)
Indiana War Memorials Commission
Indianapolis City Market
Indianapolis Colts
Indianapolis Cultural Trail, A Legacy of Gene & Marilyn Glick Office
Indianapolis Downtown, Inc.
Indianapolis Local Public Improvement Bond Bank
Indianapolis Metropolitan Planning Organization
Indianapolis Monthly
Indianapolis Motor Speedway Corporation
Indianapolis Public Schools
Indianapolis Symphony Orchestra
Indianapolis Zoo
Indianapolis-Marion County Public Library
Indy Chamber
Indy Parks & Recreation
Indy Reads
INDYCOG
IndyFringe Theatre
IndyGo
International Center of Indianapolis
IPS Crispus Attucks Museum
IU School of Physical Education & Tourism Management
IUPUI Ball Hall
John Bragg Photography, Inc.
Keep Indianapolis Beautiful, Inc.
Know No Stranger
Latino Youth Collective
LISC
Madame Walker Theatre
Maribeth Smith & Associates
Metropolitan Indianapolis Board of REALTORS®
Office of Mayor Greg Ballard
Outreach Inc.
Pacers Sports & Entertainment
ParkIndy
People for Urban Progress
Progressive Urban Management Associates (P.U.M.A.)
Ratio Architects, Inc.
REI Real Estate Services, LLC
Schmidt Associates
Shrewsberry & Associates, LLC
Silver in the City
Simon Property Group
SmallBox
St. Elmo Steak House
State of Indiana
Storrow Kinsella Associates, Inc.
Sun King Brewery
The Cabaret at The Columbia Club
The Children’s Museum of Indianapolis
The Goods Life
The Indianapolis Star
The Libertine
The Mind Trust
The Speak Easy
United Way of Central Indiana
Urban Indy
Urban Initiatives
Visit Indy
Wallack Somers & Haas, P.C.
White River State Park Development Commission
Yelp
“Thanks to decades of planning and great leadership, Downtown Indianapolis serves as a model for urban revival across the country. *Velocity* charts a path forward to ensure that Indy remains a safe, clean and beautiful place for people to live, work, visit and raise a family.”

**Greg Ballard, Mayor — City of Indianapolis**

“*Velocity* is important because it generates a plan for everyone, not just an individual organization or a single initiative. *Velocity* brings many people together for a common goal and that is to make our community better. So many times, organizations do a strategic plan for themselves that they hope will also have a larger impact. *Velocity* starts with that larger impact in mind and allows organizations and individuals to plug in and be part of the solutions. I’m excited to have our Downtown continue to grow as a center for vibrancy, one that connects people, entertainment, events and business.”

**Allison Melangton, President — Indiana Sports Corporation**

“*Velocity* has been an incredible process. To see community leaders of all walks and perspectives come together is inspiring. We are reminded of the many stakeholders and partners we have invested in our city’s success and interested in making this community a better place.”

**Molly Chavers, President — IndyHub**

“Plans help communities codify and express ambition – and the *Velocity* Strategic Plan is no exception. This plan casts an ambitious, inclusive, and wholly attainable vision for not only what Indy could be… but for what it should be.”

**Kristian Andersen, Owner — KA+A**

“Indianapolis has done a great job in previous decades of building the bones of a great Downtown. Now the *Velocity* plan lays out a plan for fleshing out this framework with an exciting mix of targeted improvements and activity that will create a 24-hour Downtown.”

**Bill Taft, Executive Director — LISC**

“As I think about *Velocity*, I am really excited about all the opportunities that will help enrich our Downtown. We work hard every day to attract and retain talent within our company. The proposals within the *Velocity* plan will create live, work and play experiences that will help WellPoint and other Downtown employers give candidates a compelling story about life in Indianapolis.”

**Karin Sarratt, Vice President – Talent Management and Chief Diversity Officer — WellPoint**

“*Velocity* represents an effort that is at the heart of one of Indianapolis’ national brands, that is, a brand of public private partnerships where government, nonprofit, and for-profit sectors roll up their sleeves and get to the business of making our city the most competitive and livable place it can be”

**Adam Thies, Director – DMD — City of Indianapolis**

“For more than a generation, investing in the connections between places has been an important focal point of our Downtown development strategy. The Downtown Canal, the Cultural Trail and Georgia Street are just a few of our most striking achievements. Indianapolis must continue to invest in its connections in order to attract a new generation of residents, students and workers.”

**Michael Huber, President & CEO — Indy Chamber**
Over the past year, thousands of people from across Indianapolis and Central Indiana have come together to participate in Velocity, a COLLABORATIVE effort to envision the future of Downtown Indianapolis. Now, after dozens of Advisory Group meetings, interviews and roundtable sessions, we’re releasing a five-year strategic action plan for Downtown. We are overwhelmed by a sense of GRATITUDE and APPRECIATION for every person who contributed passion, energy, time, resources and ideas to shape this plan.

When we set out to develop this plan, we were very intentional about two key aspects: First we took a STRENGTHS-BASED APPROACH to our planning, purposefully building on the solid foundation that leaders in Indianapolis have laid over the past 40 years as they’ve worked to create a vibrant Downtown. We also decided to focus our energy on WHAT WE SHARE IN COMMON instead of our differences. As it turns out, we have similar aspirations for how our Downtown should look and feel; though we are a diverse community, our vision is STRATEGICALLY ALIGNED.

In the Velocity plan, you’ll see a push to make Downtown an even more ENGAGING and EXCITING place for residents, workers and visitors alike. You’ll notice a call for more CONNECTIVITY, via public transportation, biking and walking. You’ll find proposals to make Downtown MORE ACCESSIBLE to entrepreneurs and innovators. We invite you to read the plan in depth and we think you, too, will see Downtown Indianapolis as a PLACE OF POSSIBILITIES.

We realize that the Velocity plan is just the beginning and that the real work lies ahead. Given the passion, energy and time we’ve seen so far, however, we’re convinced that EVEN GREATER THINGS lie in store for Downtown Indianapolis. Our city is committed to success, and by ACCELERATING OUR VISION AND EXECUTING THE VELOCITY PLAN we’ll ensure that Downtown achieves its potential and remains a place of choice for generations to come.

Krista Skidmore, Principal — FlashPoint
Sherry Siewert, President — Indianapolis Downtown, Inc.
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