Revitalize Indiana Avenue

FINAL REPORT

Strategic Action Planners of the Indiana Avenue District

Prepared by:

Rosa New

Mallory Malczewski

Alexandria Edmondson

Kahfii King

Quintin Lee

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CONTACT INFORMATION

S.A.P.I.D.

Rosa New
Rjnew@imail.iu.edu
510.417.0472

Mallory Malczewski
Mallory.Malczewski@indy.gov
219.771.3033

Kahfii King
Ktking2090@gmail.com
773.505.0851

Alexandria Edmondson
Aeedmond@imail.iu.edu
317.603.7610

Quintin Lee
qulee@umail.iu.edu
317.496.6621

Course Instructors

Teresa Bennett, MPA
tkbennet@iupui.edu
(317) 278- 9173

Seth Payton, Ph. D.
sbpayton@iupui.edu
(317) 278-4898

Partner Organization Contact
Paula Brooks
Haizlip@gmail.com
317.331.4095

EXECUTIVE SUMMARY

Indiana Avenue is located in downtown Indianapolis and has a history as a thriving small business and minority cultural hub. In January 2014 a group of advocates came together to focus on and improve the Indiana Avenue Cultural District and called themselves Indiana Avenue Civic Association (IACA) (P. Brooks, personal communication. January 10, 2015). The IACA members Paula Brooks and Phyllis Boyd submitted a proposal to the Indiana University Purdue University Indianapolis (IUPUI), School of Public and Environmental Affairs (SPEA) Graduate Capstone class for the Spring 2015 semester, seeking assistance for the development of a revitalization plan for Indiana Avenue. The Capstone is a semester long experience in which the students take what they have previously learned in their respective graduate courses and apply that knowledge to assist their client in developing recommendations for future project planning. The group of five graduate students who worked with the IACA under the name Strategic Action Planners of the Indiana Ave District (S.A.P.I.D.) was comprised of Rosa New, Mallory Malczewski, Alexandria Edmondson, Kahfii King and Quintin Lee. (See Appendix A for the full Statement of Work)

The S.A.P.I.D. team conducted research to gather a collective understanding of the needs and desires of the primary stakeholders of Indiana Avenue and used this data to fulfill the following goals and objectives. S.A.P.I.D.'s goals and objectives included researching best practices from previous successful revitalization projects around the country, and provide the IACA a step by step plan based on the research which aligns with the organization's plan to revitalize Indiana Avenue. Based on the analysis from key informants and case studies, the S.A.P.I.D. team developed the project goal of developing a set of recommendations for the Indiana Avenue Civic Association to use as a reference guide for the future revitalization efforts of Indiana Avenue.

In order to determine the best approach to assist the Indiana Avenue Civic Association, the S.A.P.I.D. team utilized several research methodologies, including:

- ❖ A literature review, focused on the history of the area and best practices for revitalization, developing community relationships and positive urban renewal strategies.
- ❖ Case studies, focused on successful revitalization efforts in the Indianapolis area, and areas of a similar structure as Indiana Avenue with an urban university.
- ❖ Demographic data collection, focused to help the team understand the makeup of the area residents.
- ❖ Key informant interviews, focused on the discussion of community needs and requirements from area residents and key stake holders in the Indianapolis area.

The S.A.P.I.D. group identified in the report specific concerns from area residents from key informant interviews, benefits from a partnership with an urban university, the discussion of area

resident makeup and consistencies in the research based off of prior revitalization projects. The S.A.P.I.D. team concluded from the findings a specific list of primary and secondary goals can help the Indiana Avenue Civic Association to move forward with a successful revitalization plan based on best practices supported by the research conducted. The recommendations include:

- ❖ **Short Term Recommendations (within 6 months from start)**
    - o Conduct a strategic planning session for organization development.
    - o Develop communication with IUPUI.
    - o Include area residents in executive level planning.
    - o Develop a partnership with an anchor organization.

- ❖ **Long Term Recommendations (6 months and forward)**
    - o Apply for a grant.
    - o Connect with key partners.
    - o Consider additional funding options.

The S.A.P.I.D. group included in the report a discussion on the importance of future research which may be required in order to move forward with a viable revitalization plan. In addition, the team included information on six different grants the Indiana Avenue Civic Association can apply for (along with a description of their application process) (See Appendix B), the demographic data used to determined statistics of area resident make up (See Appendix E), and a list of works referenced in team research (See Appendix F).

PROJECT OVERVIEW

From the 1930s to the 1940s Indiana Avenue was the Bourbon Street of Indiana and was home to a vibrant jazz culture and thriving black businesses (Black History: Indiana Avenue, 2013). Within the past 50-60 years, Indiana Avenue has struggled to maintain such a flourishing culture (Black History: Indiana Avenue, 2013). Indiana Avenue is located just northwest of the downtown Indianapolis Area. In the past decade, the Avenue community has transitioned to include more student living, big businesses, and diverse neighborhoods (Black History: Indiana Avenue, 2013).

Image SEQ Image * ARABIC 1. Identifying street sign of the Avenue. Photo taken by Mallory Malczewski.

In January 2015, the Indiana Civic Association approached the Indiana University Purdue University Indianapolis (IUPUI) Capstone Graduate course with expressed concern on how to revitalize the Indiana Avenue area. The problem posed to the group involves the declining viability of Indiana Avenue area as a distinguishable neighborhood. The Indiana Avenue Civic Association conveyed their belief in the decline of the area has been attributed to the presence of IUPUI, a high student population and minimal efforts to maintain the history and culture of the area. For a full account of the problem presented, please see the Statement of Work in Appendix A.

In Indianapolis, the neighborhood of Indiana Avenue has historically been a cultural hotbed with a regional pull for minority populations (Black History: Indiana Avenue, 2013). However, the community leaders contacted by the team believed that in recent years, the prosperity and economic opportunity in the area has declined significantly. These community leaders and the Indiana Avenue Civic Association representatives stated that small businesses have found it hard to succeed, IUPUI has been purchasing more land and has funded developments with minimal involvement of area residents. As a result, the Indiana Avenue Civic Association felt that no support for the area by the urban university has been able to be established and this has fueled the greater issue of a lack of stable communication.

Through a contract with the Indiana Avenue Civic Association in January of 2015 (see Appendix A: Statement of Work), S.A.P.I.D. worked to understand the processes that revitalized neighborhoods have gone through in Indianapolis and other areas similar in structure to the Indiana

Avenue neighborhood. These processes provided a baseline from which steps could be recommended to revitalize the Indiana Avenue area. S.A.P.I.D. conducted primary research interviews with key informants to provide insight into the perceptions of issues and opportunities for developing the area in downtown Indianapolis. Secondary research involved case studies of successfully revitalized neighborhoods, an analysis of relevant area demographics and a review of current literature on the considerations that accompany neighborhood revitalization

In response to the request for help from the Indiana Avenue Civic Association, this report was developed for the purpose of supporting future revitalization efforts for the neighborhoods along Indiana Avenue and its surrounding areas in downtown Indianapolis, Indiana. The report consists of the research done by group members and the set of focused recommendations S.A.P.I.D. developed to help the Indiana Avenue return to its former liveliness. Included in the report is a step by step one year plan to help develop goals for the organization and build a sustainable revitalization plan.

The S.A.P.I.D. team outlined through a Statement of Work (Appendix A) the specific expectations the team had for the continuation of the project and research methods used. Any individual interested in working to develop Indiana Avenue into an economically and residentially desirable neighborhood is welcome to review and expand on the research included in this report. Following the summary of research findings and conclusion of the research, the S.A.P.I.D. team presented the proposed plan for moving forward with a successful revitalization plan to our client, the IACA.

Throughout the project, it became apparent to the team that the Indiana Avenue Civic Association would need additional help in the future to secure appropriate funding options for a revitalization plan. As a result, the team included supplemental information on the specific application process to grants available for a revitalization plan in the Indianapolis area (reference Appendix B: Grant Information).

METHODOLOGY

In order to develop recommendations for a future revitalization plan, the S.A.P.I.D. team collected data and information from the following methods:

- ❖ Secondary Research
    - o Literature Review
    - o Case Studies
    - o Demographic Research
- ❖ Primary Research
    - o Key Informant Interviews

These four methods allowed the team to collect enough data to complete a comprehensive analysis of the current demographic makeup of the Indiana Avenue area, the previous challenges the area has faced and enabled us to suggest evidence-based practices best suited to help revitalize the Indiana Avenue area.

LITERATURE REVIEW

The use of a literature review helped the S.A.P.I.D. team to establish what type of previous research had been conducted, establish the position of prior projects, identify key themes relevant to the development and success of a project and identify previous challenges to other research works. This allowed the team to be able to determine which questions needed to be addressed in the project development. The team members were able to establish the following themes in prior research as it related to revitalization efforts of a neighborhood:

- ❖ Historic impact surrounding the develop of the Indiana Avenue area
- ❖ Establishment of community relationships between urban universities and surrounding communities
- ❖ Principles for development in order to prevent negative neighborhood gentrification or displacement
- ❖ Best practices for positive economic revitalization of a neighborhood
- ❖ Best practices to establish the needs and personality of a neighborhood

CASE STUDIES

The S.A.P.I.D. team researched prior revitalization efforts in areas similar to the development and makeup of the Indiana Avenue. The team members focused case study research on areas involving an urban college university and the surrounding neighborhood. In addition, team members researched local revitalization efforts in neighborhoods around the Indianapolis area. The case studies assisted in establishing key points for recommending how to move forward with a

positive revitalization experience between an urban university and its surrounding neighborhood. The case studies were placed in a matrix analysis which helped to identify multiple common themes, including:

- ❖ Relationship between Neighborhood and University
- ❖ Importance of political involvement
- ❖ Whether or not there was an established non-profit in place
  Whether or not grant funding had been established
- ❖ Availability of a clear plan of action
- ❖ Existence of implemented policies in the designated neighborhood

The team members examined prior revitalization efforts in the following cities around the country: Chicago, IL; Shreveport, LA; Bossier, LA; Minneapolis, MN; Indianapolis, IN;   Baltimore, MD; Washington, D.C.;   Buffalo, NY; Worchester, MA; Columbus, OH. These case studies highlighted the involvement of the following urban universities: University of Chicago, John Hopkins University, Clark University, Howard University, Ohio State University and Daemon College.

DEMOGRAPHIC RESEARCH

The S.A.P.I.D. team members gathered demographic data based on census data tracts to determine connections between data sets. In addition, the demographic data showed the changes in residential makeup along the Indiana Avenue area and impact IUPUI has. The team also included information about current housing options in the form of apartment complexes along the Indiana Avenue area and the type of residential makeup of the complexes.

KEY INFORMANT INTERVIEWS

The S.A.P.I.D. team members conducted key informant interviews with both internal and external key informants. The interviews assisted in highlighting the current perspective of area residents regarding the existing state of the Indiana Avenue area and previous experience from members in other revitalization projects. The interviewees were asked questions with similar general themes, including:

- ❖ History of the Indiana Avenue area
- ❖ Previous imitations of revitalization projects in other areas
- ❖ Future potential development in the Indiana Avenue area
- ❖ Experience in and with neighborhood organizations
- ❖ Possible limitations the Indiana Avenue could face

Internal key informants. The S.A.P.I.D. team members selected members from within the Indiana Avenue area in order to understand the resident perspective and attitude towards previous revitalization efforts and future plans. The team members were put in contact with the internal key informants through the client contact who is a current resident in the Ransom Place neighborhood along Indiana Avenue.

External key informants. The S.A.P.I.D. team members selected individuals who were involved in community organizations and projects in other revitalization efforts around the Indianapolis area. This helped the team to gather advice, options, concerns, and experiences from prior projects. In addition, this provided information on resources within the Indianapolis area available for revitalization projects.

SECONDARY RESEARCH

The S.A.P.I.D. team performed secondary research which included an examination of multiple sources in the form of a literature review, case studies, and an analysis of demographic data. The team chose to perform a literature review in order to establish what current literature had to say on the topics of area history, urban renewal, university-community relationships, and revitalization strategies. These topics were chosen in order to provide S.A.P.I.D.'s research collection with a general direction in which to begin. From initial discussions with the client, problems stemming from urban renewal and a poor relationship between the university and the community were issues that had heavily impacted the area in the past and needed to be understood before moving forward with recommendations. In addition, the team wanted understand what leading revitalization experts believed was the best way to implement revival strategies. These strategies formed the basis from which the team was able to begin developing our recommendations.

S.A.P.I.D. determined that the best possible way to collect real-world revitalization strategies was to perform case studies, targeted on neighborhoods and organizations that experienced similar challenges to those Indiana Avenue is currently facing. To this end, three case studies were conducted that underscored the positive impact that a university had on a nearby community. The final two case studies conducted focused on communities with economic disadvantages and the methods employed to revive each.

The team's final piece of secondary research is an in-depth analysis of the demographic statistics for the Indiana Avenue neighborhood. The team performed this research with the belief that no revitalization strategy should be proposed without being founded upon a firm understanding of the make-up of the neighborhood. The area demographics are drawn from the 2012 census tracts off of the SAVI database (www.savi.org).

The secondary research section is structured to provide the reader with a full copy of the team's literature review and each individual case study. The analysis of the case studies immediately follows. Finally, the team's reporting and analysis of the demographic data concludes the report of S.A.P.I.D.'s secondary research.

LITERATURE REVIEW

History. The history of Indiana Avenue is full of a vibrant African American culture. In the 1930s and the 1940s, a rich jazz aurora and a booming nightlife spread from New York Street northwest to the old City Hospital near the White River (Black History: Indiana Avenue). This area was known as "Funky Broadway," "The Yellow Brick Road," and "The Grand Ol' Street," and was home to many black businesses (Black History: Indiana Avenue). At any given time the likes of Count Basie's Orchestra, Lionel Hampton, B.B. King, Eddie Vinson and other big bands could be found playing blues music along the Sunset Terrace (Black History: Indiana Avenue, 2013). At a time where segregation was still prevalent, and African Americans were banned from shopping and receiving services in white neighborhoods, Indiana Avenue was a place where they could find doctors, lawyers, restaurants, and leisurely shopping (Black History: Indiana Avenue). Indianapolis, the crossroads capital of the state, was a destination that African Americans just had to visit during The Great Migration, and Indiana Avenue was at the forefront of that visit (Johnson, 2012).

During a period known as The Great Migration, many African Americans traveled from the south to the north and as they settled into the state of Indiana (Johnson, 2012). Indiana Avenue became a hot spot for downtown Indianapolis. The avenue was home to many big businesses such as The Recorder around 1920, and the Walker building in 1927 (Mullins, 2008). A change in the segregation laws pushed many middle class residents out of the area as they were free to settle into other neighborhoods and Indiana Avenue struggled not to become blighted (Mullins, 2008). During the 1950s, eastern neighborhoods became commercialized and the newly formed IUPUI campus spread west throughout the Indiana Avenue neighborhood (Mullins, 2008). In 1965 the Madame Walker building was shut down and abandoned and several of the old buildings were demolished and replaced by more modern structures (Black History: Indiana Avenue). The 1980s and 1990's seemed to be the turn of events for the historic district during what seemed to be a boom in downtown development and many upscale and luxury apartments were built along the canal (Mullins, 2008). Brick buildings begin to grace the streets of the Avenue

Image SEQ Image * ARABIC 3. Madame Walker Theater at the corner of Indiana Avenue and West Street. Photo taken by Mallory Malczewski

and although many buildings were torn down, the Madame Walker Theater was saved from demolition (Mullins, 2008).

In an autobiography by Rev. C. Nickerson Bolden (2009), it is asked, "What does a great community lack or possess that contributes to the concept of greatness?" Bolden (2009) attempts to answer this question by tracing Indiana Avenue's cycle from its great contribution to jazz and a prominent African American nightlife, to today where the historic district fought segregation laws and demolition to create the beautiful and vibrant social, commercial, residential, spiritual, educational, and economic community. Today, you can see five bronze sculptures honoring the Avenue's rich history at the intersections of North and Martin Luther King Jr. Streets, the 1867 Bethel African Methodist Episcopal Church (The Mother Church), or enjoy one of the many programs offered at the Madam CJ Walker Theater (Downtown Indy Cultural Districts, n.d.).

Community relationships. Community relationships serve as the lifeline for the health, stability, and development of any given community (Dorfman & Lane, 1997). . The relationship amongst members of a community can strengthen, or hinder, a community's ability to remain stable, and/or develop, enhancing that community's social, and economic state (Dorfman & Lane, 1997). Communities consist of social networks, which provide a framework for that community's infrastructure (Dorfman & Lane, 1997). The prevalence of these social networks directly correlates to that community's prosperity and development, and thus the absence of such networks will stunt such enhancements to that community's growth both socially, and financially (Dorfman & Lane, 1997). . The implication of such knowledge compels initiatives aimed at strengthening community relationships. The following provides guidelines and information for ensuring the success of community sustainability and development by providing information and recommendations for strengthening community relationships and promoting the establishment of robust social networks.

In a report authored by Brett Lane, and Diane Dorfman (1997), the authors seek to establish guidelines for successfully embarking on community renewal initiatives. The authors take an untraditional look into defining what makes a community. According to this publication, a common aspect of a community rarely defined by practitioners are, what the author states as, "linkages" (Dorfman & Lane, 1997). Linkages are defined as consisting the relationships amongst the members of a community that help to identify those who are included within that community (Dorfman & Lane, 1997). One major focus is the direct correlation between the strength of linkages within the social network, and how that strength of linkages directly affects the strength of that community (Dorfman & Lane, 1997). This document also discusses the importance of social capitol, which is directly affected by the prevalence of relationships and trust amongst community members (Dorfman & Lane, 1997). These active relationships develop only after a participative, democratic environment has been established (Dorfman & Lane, 1997).

In an article authored by Kevin J. Swick (2003), the author discusses strengthening community relationships by establishing and enhancing partnerships amongst families, communities, and educational institutions. The author argues communication is vital and serves as the main vehicle of communication amongst members of the human species (Swick, 2003). Thus it serves as a critical factor in making relationships amongst, educational institutions, community

members, and families more robust (Swick, 2003). The empowerment of these family, school, and community partnerships are described as being apparent when the communication process is used (Swick, 2003). One major factor affecting the effectiveness of community strengthening initiatives mentioned in the article is the responsiveness and attitudes held by constituents of the community (Swick, 2003). Communication enhancement is not feasible unless all who are involved, not only have positive perceptions and attitudes towards others within the community, but also have a positive perception of themselves and their significance (Swick, 2003). Nonverbal communication is also discussed as being a major factor in strengthening community partnerships. Practitioners often neglect nonverbal communication, although it stands as the major method in which we communicate (Swick, 2003). A better understanding of nonverbal communication will lead to increases in communication amongst community members thus, enhancing the relationships amongst all members of a given community (Swick, 2003).

The last article focuses on establishing healthy community – campus partnerships. The author discusses the significance of establishing relationships between all constituents of a community to include, residents, community based organizations, students, and campus faculty (Bringle & Hatcher, 2002). There often is a disconnect between educational institutions and community members that can lead to a hostile environment stemming from nothing more than the absence of a relationship (Bringle & Hatcher, 2002). The author discusses how these relationships are established, and how they can be planned, manifest as a result of crisis, or be organized by a third party (Bringle & Hatcher, 2002). No matter the methodology behind establishing the relationships, the crux of this article focuses on the imperativeness that a relationship be established. Both parties have unique resources and experiences that can further develop their shared community.

Urban renewal. Gentrification has no agreed upon definition and is a side effect of revitalization in urban development. In evaluating what process will prove successful in the revitalization of Indiana Avenue, the S.A.P.I.D. group will identify the positive proposals focused on how to counter act or protect the history of the area from gentrification from occurring.

Throughout the multiple sources research, there is no agreed upon definition of the process known as gentrification. Multiple sources identify a study in London, England, as the first author to coin the term in a study in 1964 (Sheppard, n.d.). However, multiple authors identified several key components in their personal description of the definition. All of the authors researched stated the term gentrification applies to a neighborhood with attractive development qualities (Bates, 2013; Townsend, 2002; Atkinson, 2002; Levy, Comey & Padilla, 2006; Sheppard, n.d.). The process is identified by the several authors when higher-income households move into low-income neighborhoods causing an escalation in the area property values (Bates, 2013; Townsend, 2002; Atkinson, 2002; Levy, Comey & Padilla, 2006; Sheppard, n.d.). In addition, Townsend (2002) pinpoints the issue as a social consequence to urban development. Several authors identify a necessary component in identifying gentrification involves the displacement of a specific racial or social class. There is an obvious change in the neighborhood racial composition (Levy, Comey & Padilla, 2006). In addition, several authors identified the African American communities were

disproportionally affected as a consequence of involuntary residential displacement. (Bates, 2013; Townsend, 2002; Atkinson, 2002). There are several indicators a neighborhood has a higher likelihood of displacement occurring: high rate of renters in the area, ease of access to job centers, higher or increasing levels of metropolitan congestion, and increasing architectural value with comparatively low housing values (Townsend, 2002).

While gentrification can be highlighted throughout the literature as a negative, multiple authors suggested specific positive actions by community members, developers and city leaders to prevent it from occurring. Multiple authors agreed that to combat displacement a revitalization plan must state clear community expectations, create community impact reports, have community benefit agreements, utilize inclusionary zoning and focus on education opportunities for residents. Clear community expectations promote positive community impacts (Bates, 2013). Individual development accounts, homeownership education and counseling, limited equity housing co-ops assist with integrating community needs with developmental wants (Levy, Comey & Padilla, 2006). Community impact reports help public funding to define the potential impact, cost / benefit analysis (Bates, 2013). In addition, city-government involvement is crucial (Levy, Comey & Padilla, 2006). Community benefits agreements help private projects create negotiated agreements between developer and community (Bates, 2013). Inclusionary zoning requires developers to provide affordable units to ensure affordable housing (Bates, 2013) is available area residents. This can be achieved by applying for housing trust funds and federal low-income housing tax credits (Levy, Comey & Padilla, 2006). Lastly, the city needs to do more to promote best development practices for mixed income and affordable/workforce housing (Bates, 2013).

Positive and joint action can help the parties involved in a revitalization plan work towards a common goal. The individuals involved need to perform risk analysis before and during a proposed revitalization project in order to anticipate the potential market changes (Bates, 2013). This suggested risk analysis method can be achieved by focusing on a small set of indicators based on residents & vulnerability to displacement, recent demographic changes and housing market conditions (Bates, 2013). The city government and developer can classify neighborhoods into typology that can show the different stages of displacement occurring (Bates, 2013). Also, developers should perform a type of equity analysis to understand the specific change in dynamics of a particular neighborhood (Bates, 2013). This helps to focus the public's response and combat the issue.

Based on the actions suggested and proactive methods to counteract negative side effects, the literate emphasizes specific developmental principles and community partnerships in order for a project to be considered successful. The principles for development include: equitable and inclusive development, public investment and a market-conscious approach. Inclusive and equitable development can provide an overarching guide for policy-making across planning, housing, economic development and infrastructure (Bates, 2013). It assists the invested parties in recognizing the city is healthier with mixed income and racially/ethnically diverse neighborhoods versus growing status gaps (Bates, 2013). In addition, this method decreases poverty and low-income households (Atkinson, 2002). Public investments affect the Market. Public sector

planners need to be involved and public investments need to listen and respond to both new and long-time resident needs (Bates, 2013). Lastly, a market-conscious approach can help anticipate market changes and set definable and achievable goals and create incentives to leverage public support in achieving goals (Bates, 2013). The creative incentives can result in tax relief assistance, housing trust funds and community land trusts (Levy, Comey & Padilla, 2006). When the community is more invested in the development plan, capacity building among partners for participation in anti-displacement works (Bates, 2013). Regardless of the plan, communities need to organize and form partnerships in order to feel engaged and be successful. By building resident assets, strategies will aim to help low-income individuals accumulate wealth instead of ostracizing them (Levy, Comey & Padilla, 2006).

Community revitalization strategies. In recent years, communities have seen a general mood of public divestment from neighborhoods and economic corridors. This is especially true in inner city areas, where divestment has led to abandoned buildings, neglected streets, and a general decrease in the standard of living for residents (FerrE, M, 1987). To combat this problem, many community organizations are opting to invest in community revitalization strategies (Grossman, 2008). These strategies differ depending on the community and the unique needs of each area. Some areas have a stronger sense of community and shared history while others are simply looking for increased opportunities (U.S. White House, 2011). However, despite the differences between communities, there are a number of revitalization strategies and elements that most agree must be included. To develop a revitalization plan for an area, community members must focus on some, if not all of seven strategies and should keep in mind a number of key elements. The strategies examined here address the range of potential problems in the community and should be employed as needed while employing many of the key elements listed here.

Revitalization strategies. There are 7 key issues that, when addressed properly, can promote community revitalization. These are:

- ❖ Availability of affordable housing (Garcia-Eckstein, L., O'Connor, K., & Sesay, A.; U.S. Dept. of Housing and Urban Development, 1996).
- ❖ Workforce and human capital development (Garcia-Eckstein, L., O'Connor, K., & Sesay, A.; FerrE, M., 1987; U.S. Dept. of Housing and Urban Development, 1996).
- ❖ Business development (Garcia-Eckstein, L., O'Connor, K., & Sesay, A.; U.S. Dept. of Housing and Urban Development, 1996).
- ❖ Quality Schools (Garcia-Eckstein, L., O'Connor, K., & Sesay, A.; FerrE, M., 1987).
- ❖ Community health and family advocacy groups (FerrE, M., 1987; U.S. Dept. of Housing and Urban Development, 1996).
- ❖ Community identity formation and place-making (Hou & Rios, 2003).

A healthy community should have good-quality housing available (U.S. Department of Housing and Urban Development, 1996). Specifically, the presence of mixed-income and/or mixed-use apartment buildings encourages diversity and the development of retail business (Garcia-Eckstein, L., O'Connor, K., & Sesay, A). Depending on the community, it may also be beneficial to work

towards the diversification of the types of housing available— apartments, townhouses, homes, etc (Garcia-Eckstein, L., O'Connor, K., & Sesay, A).

In any community, it is beneficial to ensure the area's residents have the opportunity to develop their business skills and engage in opportunities that will make them more desirable to employers. Workforce development and the accumulation of human capital in a community increases the potential for financial stability and incentivizes business development (Garcia-Eckstein, L., O'Connor, K., & Sesay, A). Businesses appreciate a community which houses highly skilled workers because it means the business will not need to search far or recruit employees if it decides to develop a new store in the area (U.S. Dept. of Housing and Urban Development, 1996).

Business development is absolutely critical to community revitalization (U.S. Dept. of Housing and Urban Development, 1996). Making the area attractive to investments allows for communal economic growth. Generally speaking, the stronger the economy in a community, the higher the standard of living will be for residents (U.S. Dept. of Housing and Urban Development, 1996). Additionally, a community with a large number of retail stores, restaurants, and clubs is much more attractive to potential residents and therefore possesses the capability to attract not only businesses but also more residents (Garcia-Eckstein, L., O'Connor, K., & Sesay, A).

With any community, there are certain needs that would be better met within the community (Hou & Rios, 2003). Two of these are schooling and health programs (FerrE, M., 1987). The inclusion of quality schools, health programs or doctors' offices, and advocacy groups within a community helps residents to provide for their families (FerrE, M., 1987).. A quality school system within the community will attract families with children and incentivizes long-term housing and public investment in the community (Garcia-Eckstein, L., O'Connor, K., & Sesay, A). Community health and advocacy groups give residents options for family support without requiring the aid of private or public transportation U.S. Dept. of Housing and Urban Development, 1996). The existence of these groups in a community also indicates a healthier populace and a positive environment childhood growth.

The final key factor in community revitalization is a bit different from the others. While other factors are easily identifiable and implementable, the formation of a community identity is something much harder to visualize. It includes the development of a cooperative spirit and communal pride among residents and key actors in the community (Hou & Rios, 2003). This is something that cannot be simply implemented, forced upon, or given to the residents of a community, but is something which requires the inclusion of residents, community leaders, key organizations, and public officials to work together and bond over their shared community (Hou & Rios, 2003). This kind of place-making is critical to community revitalization as it signals the commitment of all involved actors to strengthen their community.

Key elements. These seven policy strategies or factors in the development of a comprehensive strategy should be developed with a few guiding principles in mind. Experts in community

revitalization have agreed on at least nine principles to consider when mounting a development strategy. These are:

❖ Resident engagement and the inclusion of community leadership greatly increase the chances of success. (U.S. White House, 2011; U.S. Dept. of Housing and Urban Development, 1996; Hou & Rios, 2003).
❖ Develop strategic and accountable partnerships (U.S. White House, 2011).
❖ Maintain a results-driven focus which can be supported by data (U.S. White House, 2011).
❖ Assess, acknowledge, and align available community resources with strategy (U.S. White House, 2011; FerrE, 1987).
❖ Incentivize the area for inclusion in major transit routes (Baltimore City, 2015; Meek, 1987).
❖ Target business investment in arts and entertainment (Baltimore City, 2015; Meek, 1987).
❖ Collaborate with anchor institutions in the area (Baltimore City, 2015).
❖ Facilitate investment in emerging and niche markets of areas of community strengths (Baltimore City, 2015).
❖ Collaborate with ALL involved actors (Hou & Rios, 2003; Vernon & Loggins, 1999).

By including all actors, including residents and community leaders in the revitalization process, the final plan is much more likely to accurately reflect the needs and desires of the community and retain the support of the community (Hou & Rios, 2003; Vernon & Loggins, 1999). The development of partnerships with key regional officials and anchor institutions in the community helps the planning committee gather needed resources, smooth transitions, and acquire needed funding that would otherwise be unavailable (U.S. White House, 2011). Incentivizing inclusion along major transit route brings more traffic and more potential customers through the community while a focus on investing in arts and entertainment in the community strengthens community participation, increases cultural capital, and attracts positive creative forces to the community (Baltimore City, 2015; Meek, 1987).

Business development should be done with an understanding of what the current strengths of the resident workforce is (Hou & Rios, 2003). By uniting these two factors, the effort put into incentivizing business development can achieve maximum effectiveness. Understanding what resources are available and what resources are needed simply aids the community in knowing what they are capable of doing as well as what they need to focus on. This goes hand in hand with maintaining a result-driven and data-proven focus (U.S. White House, 2011). This sort of focus helps the community and the planning committee to recognize where they have succeeded and where they have failed in an objective and logical fashion.

CASE STUDIES

The S.A.P.I.D. team determined case studies to be the most reliable research available in order to provide recommendations based on positive revitalization projects in similar areas. The team members chose specific studies in urban cities with a university being significantly involved in the revitalization plan. The team utilized this approach to personalize the research to areas similar to the Indiana Avenue neighborhood. The description of the case studies researched by the team included the following format:

- ❖ History of the area
- ❖ Challenges and problem layout
- ❖ Management of the problem
- ❖ Outcome of the revitalization plan

The team focused on pulling case studies from major cities with a metropolitan demographic makeup and an urban university embedded in a neighborhood. The cities included: Chicago, IL; Shreveport, LA; Bossier, LA; Minneapolis, MN; Indianapolis, IN; Baltimore, MD; Washington, D.C.; Buffalo, NY; Worchester, MA; Columbus, OH. These case studies highlighted the involvement of the following urban universities: University of Chicago, John Hopkins University, Clark University, Howard University, Ohio State University and Daemon College.

In addition, the case study analysis provides the outcome of the project reviewed. The team members provided an analysis of common themes found from all of the case studies researched in the form of a matrix (*Table 2*). The team found that regardless of where the study or project occurred, each study had similar goals and success based off of the identified themes.

Introduction. Between the mid-1960s and 1970s the city of Minneapolis' residents begin to notice a decline in the city's cultural and economic stability, while crime begins to increase (Filner, 2006). School quality begins and the area became blighted. Those who had the means to do so fled the area and settled in a growing suburbia and left the inner city that once benefited from public and private investments to decay (Filner, 2006).

However, city planning and community engagement rose through national and state sector programs such as bottom-up protests (denouncing centralized control) and call outs for more minority participation in the community (Filner, 2006). Community Action Programs and War on Poverty called for the government to form initiatives that increased resident's participation (Filner, 2006). In 1974, the government adopted the Community Development Block Grant (CDBG) that collected resources to sustain participatory planning (Filner, 2006). By the 1980s community members were looking for a change in the neighborhood, focusing on increasing home ownership, solutions to middle class suburban departure and the increase in crime and blight areas, and the quality of public schools (Filner, 2006).

To address the concerns of the neighborhood, three task forces were put together from 1988 to 1990 with goals of finding the solutions to the urban decline. These task forces included:

1. Neighborhood Housing and Economic Development Task Force-reported that the city was in need of revitalization and estimated that it would cost roughly $3 billion to do so. They also reported that a more structure was needed to secure resources and should be conducted by neighborhood residents (Filner, 2006)

2. Implementation Advisory Committee-suggested diving the neighborhood into "protection areas" that was not at risk of declining and would be preserved, "revitalization areas" which were at risk of decline, but assistance was not urgent, and "redirection areas" which needed urgent actions to reduce decline (Filner, 2006).

3. Technical Advisory Committee-was the governing and administrative committee and stressed the importance of inter-agency coordination (Filner, 2006).

Minnesota Legislation and City Council placed these ideas into law in 1990, and they are now what make up the Neighborhood Revitalization Program (NRP).

Challenges. NRP faced challenges despite the lack of efforts. They received criticism on their lack of inclusiveness and the difficulties they faced with involving minority residents, immigrants, and renters (as opposed to homeowners) in NPR activities (Filner, 2006). NRP was also faced with an extraordinary shift in demographics between 1990 and 2000 as more African-Americans, Asians, and Hispanics became the primary residents of Minneapolis, decreasing the population of whites by 13%, and increased the priority of affordable housing and

minority inclusion on the public agenda that the NRP just could not meet (Fagotto, & Fung, 2005, p. 7).

Other concerns included failing to address the need for affordable housing, providing support to police, and for being inattentive to commercial redevelopment. Neighbor autonomy was one of the bigger criticisms of the NRP failure in meeting the benchmark for housing investments, and leniency the NRP allowed in resource allocation by individual neighborhoods (Filner, 2006). NRP also experienced concerns involving revenue declines because tax law changes reduced the tax-increment funds and resources were less than the projected $200 million (Fagotto & Fung, 2005). Budget cuts were implemented in Minneapolis in the midst of a financial crisis and NPR was funded substantially lower than the $200 million per-year that they were originally promised (Filner, 2006).

In effort to rectify these challenges and concerns, neighborhood mobilized to protect the original funding offered, but despite mobilization, neighborhoods had to come to terms with the resource reductions and most have accepted it as a reasonable outcome due to the financial situation that the city had undergone. (Fagotto & Fung, 2005, p. 9).

Governance and administration. NRP is self-governed and is comprised of five governing jurisdictions: the City of Minneapolis, Minneapolis Public Schools, Hennepin County, Minneapolis Park and Recreation Board, and Minneapolis Public Library. Representatives from these jurisdictions along with local members, business representatives, city councilors and State Legislature sit on this board. The board holds meetings month to discuss anything from action planning to allocation of resources. "The board is the most important decision making body in the program, where the views of all the jurisdictions and interest groups involved in NRP converge-and often clash- to shape NRP's policy decisions" (Fagotto, & Fung, 2005, p. 10) In addition the board also includes a Management Review Team that oversees all management and action plans, consists of a Director and ten staff members, and is located at a central office.

Neighborhood organizations. All neighborhood organizations participate in NRP and consist of a governing body through elections and compose a Participation Agreement that includes how the neighborhood intends to include and involve residents in the developmental strategies of the neighborhood. These organizations do the planning for their individual neighborhoods. These neighborhood organizations include neighborhood action plans which are a collection of concerns and priorities among the neighborhood residents who define the issues of importance, collect information from neighborhood residents, draft plans of action and the process, and go forth in getting the action plan approved (Filner, 2006).

Minnesota's NRP program goes far beyond the gathering of a committee and drawing up an action plan. It also includes different phases of community involvement and relationships with City Departments. "The vast majority of projects in Neighborhood action Plans depend upon coordination with, and cooperation from, various jurisdictions and departments…" (Fagotto, & Fung, 2005, p. 15) Due to these meticulous development strategies in NPR, revitalization in many

parts of Minneapolis improved and has contributed to training individual residents to lead for future planning.

University-Led Community Revitalization

Since World War II there has been a drastic increase in urbanized educational institutions in metropolitan areas. With businesses leaving these urban environments surrounding these educational institutions, and the population steadily declining, depleting the wealth out of the local economy, these city centralized universities found that they were surrounded by poverty stricken neighborhoods that were economically unstable which significantly hindered the ability for social networks to be constructed amongst the university and the members of the community. Prior to recent initiatives aimed at developing relationships between members of the community and university stakeholders, university officials would often ignore the problems and hardships faced by the local communities surrounding their educational institutions. This lack of interest in community affairs often led to robust feelings rendering a negative image of the educational institution and its students and staff that created a huge disconnect between the two community stakeholders.

In recent years however, universities have become more involved in helping the communities around them. They now understand that there is a correlation between the success of a university and the prosperity of the community surrounding it. Universities are now investing billions of dollars in programs and infrastructure aimed at community revitalization and relationship building. Students are now encouraged, and in some instances, rewarded for participating in community-based projects.

Challenges. The educational institutions discussed in this case study faced many challenges when attempting to construct social networks amongst their stakeholders and the members of the community. In revitalizing the areas surrounding them they were compelled to take into consideration the receptiveness of community members. The demographic areas surrounding the educational institutions often consisted of residents who lacked formal education and thus there was a sense of distrust towards the constituents of the educational communities. Though there is not one methodological process that worked in all circumstances, the models that proved most successful were those that included partnerships between the educational institutions and the neighborhoods surrounding them.

Other major challenges faced by these local communities included their inability to attract public and private businesses, a problem that often persisted until these educational alliances were formed. Also, a major problem consistently impeding the development of these local communities was the localities lack of economic capitol. With the wealth of the communities having long since migrated, there remained little to know excess funding to allocate towards community revitalization. In an attempt to combat these challenges, a number of educational institutions established models of

community engagement which sought to establish social networks between educational and community stakeholders and also aided in the revitalization of the surrounding communities.

MODELS OF UNIVERSITY COMMUNITY ENGAGEMENT

	Model	Problem	Solution
John Hopkins University	Campus Expansion	The primary medical school campus was landlocked, surrounded by an area full of poverty	Formed East Baltimore Development Inc.: a partnership with the city of Baltimore and private developers. Enabled the expansion of the medical hospital and medical campus, combatted criminal activity and mended broken windows throughout the surrounding neighborhoods, and created small investment opportunities
Howard University	Neighborhood Housing Improvements	The neighborhood surrounding the campus declined from a once affluent neighborhood to the most poverty-stricken neighborhoods in the city.	Partnership with Fannie Mae and rehabbed 28 homes and constructed 17 new homes. Increase in market value of the area.
Dameon University	Community/Civic Education	The neighborhood surrounding the University was heavily impoverished and had alarming amounts of crime.	Requirement for students to aid in the development of the communities surrounding the university. The University's Center for Sustainable Communities and Civic Engagement also established 3 programs, which are run by professional staff as well as members of the community.
Clark University	Primary Education Partnership	The community surrounding the University was consumed with poverty and uneducated residents. This was drastically contrasted with the elite education the University provided.	The University, local community development corporations and Worchester Public Schools, developed The University Park Campus School. Supplemental educational development for students grades 7-12. Preparatory college courses and was free to neighborhood members who won an admissions lottery

Ohio State University	Joint Venture Development	Increased crime in the community surrounding the University caused mass migration and home degradation	The University and community leaders developed Campus Partners (a community development corporation) which worked to improve rental housing and general quality of life, increase home ownership, revive the retail market, and sustain university-community involvement.

Table 1. Comparison of revitalization models

The case study analysis showed the involvement of an urban university with the revitalization of its surrounding neighborhood can encompass multiple strategies. The research showed common actions taken by both the universities and neighborhoods included:

❖ Development of community based programs run by community experts
❖ Establishment of partnerships with community anchor organizations or businesses
❖ Providing additional education options to neighborhood residents
❖ Mutually beneficial residential development.

Each university developed a model for revitalizing their surrounding communities. The models used were found to be a successful examples. The models were found to be utilitarian in purpose as the achieved both revitalization and a strong relationship between the universities and surrounding neighborhoods.

Within the confines that Riley Area Development Corporation (Riley) has determined of the Massachusetts Avenue neighborhood of downtown Indianapolis, there has been a noticeable uptick in prosperity happening within the last decade. New apartment complexes are being built, businesses are clamoring to get in—the area is a major causeway of foot traffic and socialization. However, it hasn't always been like this. During part of the twentieth century, it was a dirty, destitute area with broken down buildings and dive bars (Riley Area Development Corporation, 2000). What the area went through and what Riley had to accomplish in order to bring the area to its current state involves numerous obstacles and hurdles that had to be surpassed.

Case presentation. When the city was first designed and built in the late nineteenth century, there were four streets in the downtown area that ran diagonally, rather than east-to-west or north-to-south (E. Strickland, personal communication, April 3, 2015). These streets all radiated straight from the center of the city. One was Massachusetts Avenue. Because of this unique placement, Massachusetts Avenue became a thriving area. With multiple story buildings and businesses all over, people flocked to the area.

Over time, as the distinctiveness of the Avenue's situation faded, so too did its popularity. "White Flight" hurt the area as many residents were influenced to move to the suburbs. Businesses moved or closed and apartment buildings lost tenants. This hardship became much worse when Interstate 65 was installed just on the end of the Avenue (E. Strickland, personal communication, April 3, 2015). From all accounts, it cut off much of the access to the Avenue and made travel along the Avenue unnecessary as people could get where they wanted to go faster by using the interstate.

With this new development, most of the traffic to the Avenue died. Buildings were abandoned and the city neglected much of the upkeep. The state of the Avenue was so bad that of those few residents who had not left, a few took it upon themselves to clean the Avenue of trash (Personal communication, April 7, 2015). With its northeast-southwest alignment, the winds commonly blew street trash right down the Avenue and without the city government to clean the area, residents had no other way to keep their neighborhood cleaned up.

In the late 1980's and early 1990's, things began changing. The residents that remained began to make strides at supporting their neighborhood (Riley Area Development Corporation, 2001). What began as a church initiative to create once central group to speak on behalf of the neighborhood developed into what is now the Riley Area Development Corporation (E. Strickland, personal communication, April 3, 2015). As a centralized voice, Riley was able to advocate on behalf of the area residents and businesses to the city and to regional grant writers.

Executive Director Eric Strickland of Riley admits that for the first few years, they were largely ignored by the city and, by association local grant writing organizations. Strickland believes that the turning point when the city began to take notice of Riley and Massachusetts Avenue was after Riley and the neighborhood residents put effort into the landscaping of the Avenue. Once Riley was recognized by the city as more than an impulse start-up, Riley began receiving funding

from the city through the Local Initiatives Support Coalition and things began to move along more quickly (Riley Area Development Corporation, 2001).

Since that kickoff point, Riley has been able to fund home improvements and off-Avenue neighborhood beautification efforts. They have recently expanded into ventures designed to promote the success of small businesses on the Avenue (E. Strickland, personal communication, April 3, 2015). With these endeavors, Riley has been able to help the Massachusetts Avenue neighborhood move from a destitute and empty area to a thriving business corridor with designer condos, landscaped streets, a flourishing art scene, and a united neighborhood of residents.

Management. This change did not happen overnight. To overcome the problem Riley had to enact a multi-stage plan designed to attract small business owners, residents, and donors to the area (Riley Area Development Corporation, 2001). The first piece of this effort was to create a landscaped Avenue. Riley realized that it would be hard to attract people to the area if it was not aesthetically appealing. Once they completed this in the mid-to-late 1990's and were able to begin receiving funding from the city, Riley moved into housing development.

In Riley's housing development movement, they identified and outlined a number of areas within their neighborhood that were self-contained enough to be smaller neighborhoods. An example of this is Woodford Place. Woodford Place is a single street that runs through the area surrounding Massachusetts Avenue and is split by a grassy meridian that runs the length of the street. Riley was able to develop many of larger houses into apartment buildings and worked to beautify and upkeep the grassy meridian (E. Strickland, personal communication, April 3, 2015). Riley currently has ten to twenty of these smaller neighborhoods that they work in.

In the last few years, Riley has moved from primarily working in housing development and neighborhood beautification to a dual interest in housing and economic development. In an attempt to maintain the exceptionality and inclusiveness of the Avenue, Riley has created their Small Business Incubator. This is a program designed to take motivated individuals with a detailed plan in mind and help them to develop it into a successful small business. Riley's charter business is the Pattern store, which was opened in August 2014 and highlights local fashion design. This venture into small business retail has allowed Riley to focus on the Avenue itself and to help diversify the shopping opportunities available (E. Strickland, personal communication, April 3, 2015). This will help to increase the stability and prosperity of the area as well as serve to attract new people to the area.

Outcome. From their efforts to revitalize the Massachusetts Avenue neighborhood, Riley has been instrumental in developing the neighborhood from an empty and dirty area that people avoided to a thriving business district of downtown Indianapolis (E. Strickland, personal communication, April 3, 2015). In all respects, Massachusetts Avenue is a success story of community development.

The third largest city in Louisiana, Shreveport was founded in 1836 and is known as a steamboat and railroad town. Today, Shreveport acts as the economic and cultural center of Northwest Louisiana. However, the collapse of the oil industry in the 1980's affected both Shreveport and Bossier to the point issues of urban sprawl, strengthen commercial areas, and reestablishment of downtowns as cultural and commercial centers became top priorities (Urban Land Institute, 2007). During the panel's research, they felt as though these two cities had an overreliance on gaming revenues, too much focus on greenfield and sprawl development instead of downtown revitalization, and that there was a lack of solid regional leadership which limited cultural and economic opportunities (Urban Land Institute, 2007). The panel hopes that a new focus on leadership groups, caring for older communities, and utilizing of community assets will lead to a vision for change in these two cities.

Management. The following information outline the panel's guiding principles for the revitalization of Shreveport and Bossier.

❖ **Consider the region as a collection of urban villages:** the panel suggests for Shreveport and Bossier that instead of one downtown area that there be smaller urban village centers that provide their immediate areas with identity and a sense of community as this technique will reduce sprawl (Urban Land Institute, 2007).

❖ **Restructure Regulations toward Public/Private Incentives:** In the case of Shreveport and Bossier, the panel suggested that regulations that come from master planning processes should focus on partnerships so that both the public and private sector are included. Regulations should also provide incentives that will result in the type of development that the communities wants verses what they are offered (Urban Land Institute, 2007).

❖ **Emphasize the Public Realm to Connect Neighborhoods:** The panel identified the environmental assets of Shreveport and Bossier such as the Red River, streetscapes, parks, public spaces. They suggest that these areas be made inviting and need to connect neighborhoods together (Urban Land Institute, 2007).

❖ **Brand the Red River Communities:** For the Shreveport/Bossier area, the panel decided that the communities there needed a "brand name" that would unify the region. Solidifying a brand for the region will allow it to market itself internally and externally (Urban Land Institute, 2007).

❖ **Use Bottom-Up Community Involvement:** The panel suggests that for any region to prosper, planning and strategy building must develop from the community and not a select few. This allows for consensus building and will strengthen (Urban Land Institute, 2007).

Commercial and mixed-use districts. The report then turns its attention the commercial and mixed-use districts of Shreveport and Bossier. As previously stated, cities should focus on

constructing multiple commercial districts. The panel identified four major commercial districts for the area:

❖ Red River District (downtown Shreveport and Bossier City waterfront and focused on culture, entertainment, and dining)

❖ Golden Triangle, (includes the hospital and Intertech Science park)

❖ Youree Drive District (specialty and big box shops and services)

❖ Bossier Town Center (specialty and big box shops and services)

Along with the districts they identified several retail strips that were at various stages of economic health. Only a few of these strips were thriving, but most were showing visible signs of deterioration and blight. These visuals presented a strong negative effect on surrounding neighborhoods and hastened their loss of a sense of community and middle class "flight" to outside neighborhoods (Urban Land Institute, 2007). The panel recommends that deteriorating strips be rezoned for higher density residential development or open space, or recreational use, or needed services. The ultimate goal should be to build an image or "brand" that will reflect the role of the market in the area.

Residential communities. Although Shreveport and Bossier City are bountiful in beautiful, unique, livable neighborhoods, some need revitalizing to increase the resident's quality of life (Urban Land Institute, 2007). In order to remedy this problem, the panel suggests that the metro area must value all neighborhoods, old and new. Each neighborhood should have diversity of housing types and avoid creating isolated low-income residential burrows (Urban Land Institute, 2007). Cities should also work to preserve the character of neighborhoods as a whole and not just for individual buildings. Cities should also establish long term programs to restore and maintain infrastructure in neighborhoods to standards of new development areas as well as develop incentives for mixed-income housing (Urban Land Institute, 2007). In order for this to be done, plans should be coordinated by the city, but generated from the bottom up.

Historic preservation. The panel recognized that to diversify a district's tourist attractions, the district should improve upon its visibility of the arts community and strengthen access to that districts historic character. Cities should invest in the districts historic structures and use historical architecture for mixed-use buildings. This creates a sense of place and makes for a lucrative place for developers (Urban Land Institute, 2007). Focusing on reviving culture and arts brings about economic benefits in terms of quality of life enhancement for those in the area (Urban Land Institute, 2007). The panel suggests that districts should create a historic preservation alliance that includes concerned citizens, property owners, architects, developers, investors, lenders, artists, and members of the media. This group would be responsible for creating an inventory of historic structures, raising funds for preservation purposes, and raising awareness about the important of cultural preservation.

Strong organizational leadership and partnerships. In order for the recommendations to take place, the panel pointed out that none of that could be achieved without committed leadership. Leaders should focus on taking care of local needs and from that develop a master plan. However, the master plan only comes together from the vision of a wide cross-section of stakeholders who are committed and empowered to fulfill the vision. This can come about with partnerships civic groups, businesses, and nonprofit leaders. The panel made a final note that economic development initiatives cannot prosper without paying close attention to a district's quality of life issues. Quality of life issues include health, education, housing, welfare, safety, environment, arts, culture, and recreation (Urban Land Institute, 2007). When these areas are addressed in a meaningful way through master planning, the districts desirability for economic development increase.

History. The Hyde Park area in the Chicago, IL has a long history on the south side of the city. The neighborhood was developed in the mid-1800s for affluent families. The University of Chicago was built in the late 1800s over 211 acres (Ehlenz, Birch & Agness, 2014). 53rd street runs through the area and is an old shopping area with store front businesses for both retail and dining institutions. The Hyde Park area is split along the east/west boundary with the eastern portion containing residential houses and apartments and western portion containing more retail and restaurants (Ehlenz, Birch & Agness, 2014). The Hyde Park area is a diverse area with no race taking a majority. Following World War II, the demographic of the neighbor changed from predominantly white following housing shortages (Ehlenz, Birch & Agness, 2014). The area saw a rapid influx of minorities following the civil rights movement looking for housing and employment (Ehlenz, Birch & Agness, 2014). Many of the historic homes were changed into apartments to accommodate the high demand for lower-income housing options (Elejalde-Ruiz, 2014). The original wealthy residents in the area left and the area saw an increase in crime rates and lower incomes.

The Park-Kenwood Community Conference, a neighborhood association, was formed in the 1950s to help bring back the community, reduce crime and revitalize the area (Ehlenz, Birch & Agness, 2014). The neighborhood association worked with the City of Chicago government to develop renewal plans for the Hyde Park area (Ehlenz, Birch & Agness, 2014). However, the plan had negative affects by causing a dramatic gentrification of the area losing 40% of the urban population (Ehlenz, Birch & Agness, 2014). The renewal plan had a negative effect on the area with the history and jazz culture leaving the area (Ehlenz, Birch & Agness, 2014). The Hyde Park area had multiple theaters and community cultural institutions which were abandoned following the plan throughout the last 20th century (Alession & Kozloff, 2011).

A partnership with the neighborhood associations and the University of Chicago began in in 2001 to establish and plan to bring back the neighborhoods culture to help the students who lived in the area but also the long term residents there (Alession & Kozloff, 2011). The renewal project invested over $250 million in the revitalization of the area and has had a positive impact on the surrounding neighborhood (Elejalde-Ruiz, 2014).

Challenge. The civil rights movement and influx of minorities from the south had a negative impact on the Hyde Park area causing an increase in crime and low-income housing (Ehlenz, Birch & Agness, 2014). Multiple historic homes in the area were converted into multi-use homes causing the decrease of value and loss of history from the original residents (Elejalde-Ruiz, 2014). As a result, the population that moved into the area, predominantly African American, developed their own culture surrounded by the arts and jazz music (Ehlenz, Birch & Agness, 2014). The University of Chicago was built into the neighborhood shortly after the neighborhood was established creating its draw as part of the neighborhood rather than apart from it. The neighborhood developed two associations and a partnership with the university in the early 1950s.

The university and the neighborhood worked alongside the city and secured grants and development plans to renew the area. The plan was made possible following the 1954 Housing Act amendments which allowed for the universities to participate in the revitalization efforts (Ehlenz, Birch & Agness, 2014). The tactics used by the renewal plan had a negative effect on the area driving out businesses and residents. Increased crime rates led to fear for the neighborhood residents. In addition, the students and faculty were also in the area living in the neighborhood (Ehlenz, Birch & Agness, 2014).

Management. In the 2000s, the University of Chicago, along with the neighborhood associations, developed a plan that utilized better strategies the tactics used in the late 1950s (Alessio & Kozloff, 2011). The university and neighbor took the approach to integrate both the academic and neighborhood cultures into the revitalization (Alessio & Kozloff, 2011). The project had multiple phases focusing on housing redevelopment through tax incentives, focusing on economics by increasing store front availability and focusing on the culture of the area by reviving the local theaters (Alessio & Kozloff, 2011). The idea of the renewal plan was to pull 53rd street and the campus together. The university shifted its focus to neighborhood maintenance and increasing investment (Ehlenz, Birch & Agness, 2014). The leaders of the university set to create renewed commercial area. The university worked with developers to fix the Harper Theater, lease out space in newly built officer space and renovate commercial space already present in the area (Baker, 2014). In addition, the university provided skills training to neighborhood residents to strengthen community bonds and enrich workforce development. The developer for the area brought in the first hotel the area had seen since the 1920s (Baker, 2014). The university has maintained the stance that they do not want to monopolize the area but assist in its redevelopment.

Outcome. The revitalization of the Hyde Park area has been occurring over the last decade. The plans started in the early 2000s and the progress of the renewal plan is beginning to see the positive effects on the neighborhood (Ehlenz, Birch & Agness, 2014). The use of tax incentive programs, partnerships with the City of Chicago, local Alderman's and neighborhood associations has rebuilt the area into a very sought after retail and commercial space. According to the Chicago Tribune, the Hyde Park and 53rd street area saw and increase in revenue from the development from $136 million in 2012 to $444 million in 2013 (Ehlenz, Birch & Agness, 2014).

The use of a university established in a neighborhood and the availability of its resources showed to be extremely influential in bringing back the Hyde Park neighborhood. The university did not focus its efforts on reducing crime or improving the quality of life. The university required assistance from neighborhood associations and crucial partnerships with the City and Alderman's. Several themes emerged which proved to be beneficial to both neighborhood redevelopment and positive community relationships:

1. The university needed to match its view of the renewal plan with that of residents. As members of the community, the residents know what they would like within a community and need to have a say to secure investments into projects or businesses brought to the area (Ehlenz, Birch & Agness, 2014).

2. The university and neighborhood need to have a stable and reliable form of communication. Efforts for revitalization cannot occur without input from both sides but there conversation needs to start with both parties at the table. The university should be transparent in their goals but the neighborhood cannot always expect its vision to be the only one (Ehlenz, Birch & Agness, 2014).

Both the goals and benefits for the university and the neighborhood need to be considered for any type of revitalization approach. The approach cannot be static or one-sided. Multiple different types of businesses and opportunities in the neighborhood benefit both in different ways which need to be identified and sought after.

	53rd Street Hyde Park and University of Chicago	Minneapolis Neighborhood Revitalization Project	Riley Area Development & the Mass Ave	Shreveport/Bossier City Urban Land Institute	University Led Neighborhood Revitalization
Goals	Ensure neighborhood and university worked together to establish a foundation for revitalization	Change the neighborhood to increase home ownership, decrease middle class departure, decrease crime & improve the quality of public schools	To bring back Riley and Massachusetts Avenue	Create a report w/ the intent of unifying the region in order to set priorities and an action plan to rebrand metropolitan areas	Revitalize areas w/ the help of universities
Relationship between Neighborhood & University	Neighborhood worked w/ the University of Chicago	No university involved	No university involved	No university involved	Johns Hopkins University, Howard University, Dameon University, Clark University & Ohio State University
Neighborhood & Politics worked together	City of Chicago government	Government created Community Action Program & War on Poverty initiatives	Worked w/ city and local grant writers	Partnership between private and public sectors	Established community engagement models w/ community stakeholders
Established Neighborhood Organization	Park-Kenwood Community Conference	Neighborhood & Revitalization Program (NRP); Neighborhood Housing & Economic Development Task Force; Implementation Advisory Committee; Technical Advisory Committee	Riley Area Development Corporation	Committed Leaders of stakeholders who develop and implement a plan of action	Organization established alongside university to cater to the individual needs of the community

Grant or source of funding established	$250 mil in funding	Community Development Block Grant (1974)	Funding from city through local initiatives	Use commercial districts to fund economic stability	Grants and funding supported by the individual universities
Clear & attainable plan of action	Developed renewal plans to reduce crime; invested in an anchor institution along w/ the university	All neighborhood organizations participated; Participation agreement;	Multi-stage plan designed to attract small business, owners, residents & donors	City-panel established guidelines & principles for revitalization	Models developed for each university based on surrounding area
Laws or policies put into place	None	Minnesota legislation & City-Council implemented law est. in 1990	Local Initiative Support Coalition	Public & private sectors initiatives to help develop communities	None

Table 2. Analysis Matrix of Key Findings in Case Studies

CASE STUDY ANALYSIS

CROSS-ANALYSIS OF COMMUNITY REVITALIZATION EFFORTS

The previous case studies all review situations in which an area experienced a significant downturn in prosperity and an organization/organizations was formed to address and remedy the situation. Despite this common theme however, the analysis of these case studies together should be cautious. A cursory analysis would not take into consideration the extenuating circumstances surrounding each of these situations and would not do justice to the real value of the solutions used.

This is why it was decided to review the similarities and differences among the cases and discuss the suitability of the solution for the situations in which the solution was applied. This will retain an understanding of the circumstances and to allow the team to recommend only the most appropriate solutions for our client.

The five case studies analyzed, in the same order as they have been previously presented, will be identified here by the area restored: Massachusetts Avenue (Mass Ave), Shreveport/Bossier City (Shreveport), Minneapolis, Chicago, and the assorted universities (Universities). Of these case studies, six similarities were identified—neighborhood appeal, identity building/ branding, coordination between many people, business development, historical preservation, and housing development—and four unique solutions—stable communication, management by pseudo-governmental organizations, tax incentive programs, and combining the goals and benefits.

SIMILARITIES.

Neighborhood appeal. Almost all of the case studies analyzed included a solution that included some form of increasing neighborhood appeal. Mass Ave and Shreveport both mentioned the importance of landscaping the neighborhood. In both of these cases, residents had left an area that had decayed to the point where simply the ugliness of the green areas was enough to drive potential employers away. Mass Ave quickly realized that in order to start drawing stable residents, business owners, and funders to the area, it had to *look* like a place worth investing in.

Identity building or branding. In a similar vein as the need to develop neighborhood appeal, many cases recognized that encouraging the construction of a community identity would help residents to take responsibility for their community. By building a "brand" for their communities, Shreveport helped to distinguish its neighborhoods from others and preserve their sense of unique character. This was critical for attracting the attention of business owners and was the foundation for resident involvement in the community development plans.

Coordination between many parties. As a few of the case studies showed, restoration of any area requires not just one organization but rather several. In the Minneapolis case study, restoration

was coordinated among multiple parties. The city of Minneapolis, the Minneapolis public schools, Hennepin County, Minneapolis Park and Recreation Board, the Minneapolis Public Library, local citizens, business representatives, city councilors, and state legislators.

While Minneapolis did appear to involve the most parties in its implementation, it shows that any revitalization plan needs to involve key affected parties in order to be even remotely successful. The Chicago, Shreveport, and Universities case studies all focused on getting residents on board with the plan so that they could be a primary driving force behind the implementation. This allowed these areas to successfully implement a number of key changes that would not have been possible without direct community involvement.

Business development. Every case study showed that inclusion of business development strategies was ubiquitous. Though each case approached the task of reviving economic drivers in their area differently, most focused on incentivizing movement into the neighborhood by small businesses. Mass Ave, Chicago, and Universities all focused this aspect of their plan further to focus on bringing retail businesses to the neighborhood. Bringing small retail stores to their areas meant that there would be more of a reason for residents and non-residents to walk and explore the area, it would help build an identity for the area, and would provide close-to-home employment opportunities, making it more desirable to live in the area. In essence, business development was a key driving factor for greater community revitalization.

Historical preservation. Related to the goal of identity creation, historical preservation helps to retain the unique character of the neighborhood. By choosing to retain the original architecture and rehabilitate it instead, a natural personality to the area is maintained. In the Louisiana case study, this was a key part of their goal of building community identity. People are naturally drawn to places that are unique and have not completely reinvented themselves.

Housing development. Housing development was another rather ubiquitous piece of the revitalization plans studied. In each of the neighborhoods reviewed, they all had decaying and empty houses with no incentive for private citizens to work to rehabilitate them. Each case study took a different approach to these homes. For one of the area covered by the Universities case study, they chose to buy up all the surrounding decaying homes so that the area could be used by the university. For Mass Ave and Chicago, the involved parties decided to invest in rehabilitating most of the houses themselves. However, these case studies also showed a focus on constructing new mixed-use and mixed-income apartment buildings. These were intended to help eliminate class-separated neighborhoods as well as create new available storefronts.

DIFFERENCES.

Stable communication. The Chicago case study included a focus on maintaining stable communication. This was unique to this case study, though it could probably be said that inclusion of even one additional party to the revitalization process requires an increased need to ensure communications lines are clear. Without clear and maintained communication lines between the involved parties in the Chicago case study, it is clear that the implementation of the plan would

have fallen apart quickly. With a historically negative relationship to the community, it was imperative that the university keep their motivations and goals transparent to the surrounding neighborhood. Anything less would have indicated another heavy-handed initiative.

Management by pseudo governmental organizations. The Minneapolis case study was unique in that the plan to restore prosperity to the city of Minneapolis was, for the most part, managed by government agencies like the City of Minneapolis and pseudo-governmental organizations like the Minneapolis Public Library. It is uncommon to see this as most attempts to revitalize an area are fueled through bottom-up initiatives and function through non-profits. Oftentimes, this is a result of a lack of movement by the City or other governing agency, and citizens feel as though they must take the restoration of their neighborhood into their own hands. However, in the case of Minneapolis' recovery, it was appropriate because the recovery needed to reach throughout the city and required massive funding.

Tax incentive programs. In the Chicago case study, the revitalization planners utilized tax incentive programs to fund their housing redevelopment program. This was an excellent plan that helped fund the housing development program without having to cut money from other key parts of the implementation. However, here it served a purpose to help create funding where it would otherwise be scarce. In other situations where the neighborhood was severely impoverished or the involved organizations were already able to acquire enough funding, these programs would not be appropriate.

Combined goals and benefits. The Chicago case study also included in their revitalization plan a focus on developing a combined list of the university's and the community's goals and how they each would benefit from the plan. As with the focus on maintaining stable communication, this focus was an excellent addition for two groups who historically have had a negative relationship with each other. By combining their goals, the two groups are working to eliminate the barriers that have established them as opposing groups in the past. It also helps this relationship to identify who will benefit from what as it explicitly describes the positive nature of the project. This aspect of the Chicago revitalization effort helped to establish a sense of good faith between two parties who otherwise may not have been able to get along.

When it comes to revitalizing a community, there are a number of actions an organization can take. As a fairly common occurrence, several themes have evolved as the foundation of community revitalization. From the cases reviewed, these themes include actions intended to increase neighborhood appeal to business owners, residents, and funders, the building of a community identity, a focus on coordinating with many of key organizations and groups in the area, developing opportunities for businesses, preserving historical structures, and developing and rehabilitating the area housing. These themes are supported by the literature and help to improve the overall quality of life in the community.

DEMOGRAPHIC DATA

The Indiana Avenue community has gone through a transition of residents over the last couple decades. The S.A.P.I.D. group collected the most recent reported census data on a portion of the zip code area surrounding Indiana Avenue. The development of the Indiana Avenue has been influenced by the expansion of IUPUI and, as a result, the census data pulled from 2012 shows the influence the university has had on residents.

Location

The census data was pulled from 2010 census block groups along the Indiana Avenue area from Martin Luther King Drive to West 10th Street. The area block groups included a reported population in 2012 of 2,909 residents and covers approximately 1.56 miles along and surrounding Indiana Avenue. The census block groups were established in 2010; however, the data was collected in 2012 along the pre-established census block groups (savi.org). The census block group coding included: 3535.00.1, 3536.00.4 & 3910.00.2 (*Figure 1*). The selected census block groups used for the data collection include the IUPUI campus, Ransom Place Historic Neighborhood, and multiple apartment complexes. (*Figure 1*). The census block group data was pulled from SAVI (http://www.savi.org/) which pulls demographic census data from the U.S. Census Bureau (http://www.census.gov/). The census block groups available for pulling data were not able to include the entire neighborhood area surrounding the Indiana Avenue area (Appendix G). As a result, the portion of Indiana Avenue located southeast of Dr. Martin Luther King Drive to New York Street could not be included or the entire reported downtown population and demographic data would have skewed the results. In addition, the census block groups extend past the Indiana Avenue area including demographic data northwest to West 21st street.
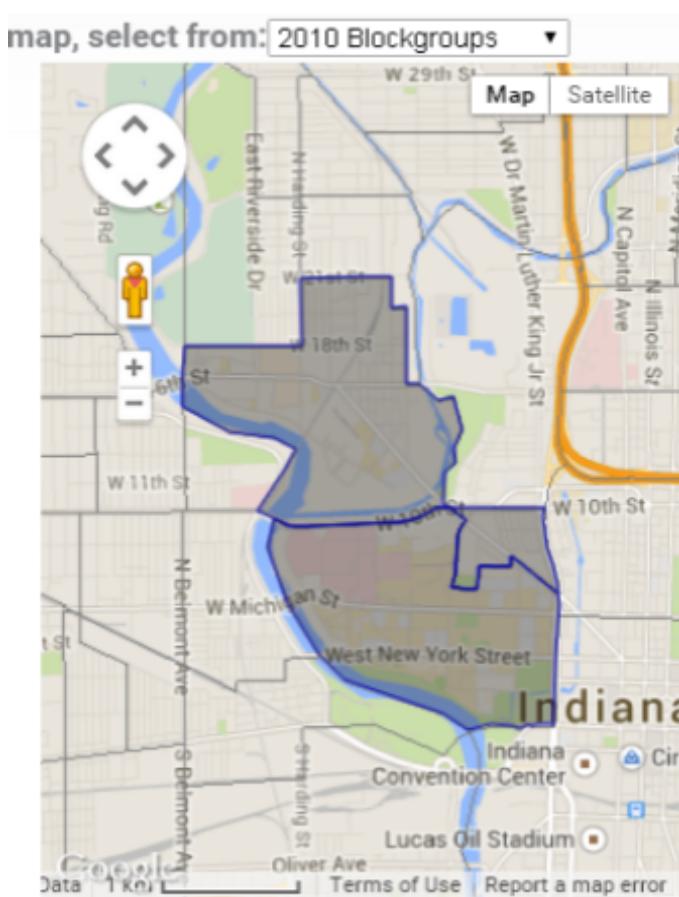
Figure SEQ Figure * ARABIC 1: Area Map from Census Data (www.savi.org)

The S.A.P.I.D. group members identified several housing options available in the area. However, based on information collected about the neighborhood and surrounding area, the group found multiple housing options available to renters. The specific information regarding housing options will be discussed in a later section. In addition, the group found the area to be based more around residential or commercial development than retail.

Figure SEQ Figure * ARABIC 2. Age Distribution based on Census Data (www.savi.org)

The census blocks selected for data collection listed the reported ages of residents in the area. According to the information collection, approximately 82% of residents in the census blocks are between the ages of 18-64 (*Figure 2*). In addition, the S.A.P.I.D. group found a larger number of the percent was over the age of 18 at 2,671 residents versus over the age of 21 at 1,672 residents. The residential data included under the age of 18; however, it was found the under 18 category made up 8% of the census block demographics. The data on children under the age of 18 would indicate a lesser amount of families with young children live in the area as compared to young adults.

RACE:

The census data showed the majority reported were White (Caucasian) at approximately 51.8% of the residents. African Americans made up 31.4% at 885 residents. Though white residents make up a majority, there is still an African American presence along the Indiana Avenue area. The team supports the use of the current population as a means to preserve the rich and vibrant African American culture that once existed along the avenue.

GENDER:

The census block group data showed a larger percentage of individuals in the area were
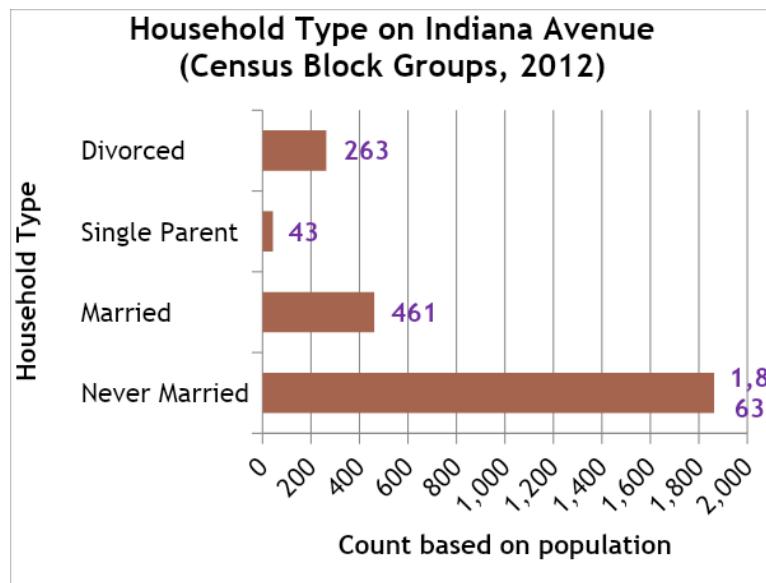
female at 52.3%. The census data was unable to show the split of the gender data and how it related to race or age. It can be assumed from the distribution that women are more attracted to the area but it is unknown whether this attraction is influenced by the residential atmosphere or social aspects. Further primary data collection is recommended to understand the distribution of genders in the area.

Households

Household Type on Indiana Avenue (Census Block Groups, 2012)
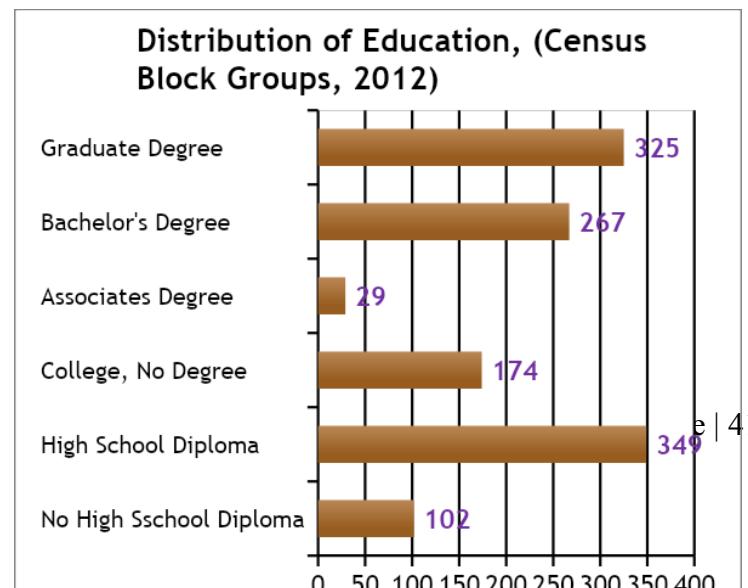
The demographic data collected showed that 70.8% of those that responded to the census data collection were living in a single status household. However, approximately 279 responses were not included in the household comparison. This could be due to respondents not providing the information on the survey. The second highest household type was the married households at 17.5% (*Figure 5*).

Education

The education distribution had a much closer gap between degree statuses than any other distribution data collection by the team. There was almost the same amount of area residents who had at minimum of a high school diploma and a graduate degree (*Figure 6*). The census data available only had approximately 42.8% of respondents provide education background. The

Distribution of Education, (Census Block Groups, 2012)

distribution of approximately 26.0% possessing a graduate degree and 21.4% possessing a bachelor's degree is most likely influenced by the presence of enrolled college students and possible university employees residing in the area. The Indiana Avenue area abuts the IUPUI campus. As a result, it is expected that area resident data would be influenced by the collegiate institution.

Household Reported Incomes, (Census Block Groups, 2012)

Income bracket	Count
$100,000 to more	42
$75,000 to $99,9999	47
$50,000 to $74,999	82
$25,000 to $49,999	225
$10,000 to $24,999	471
Less than $10,000	368
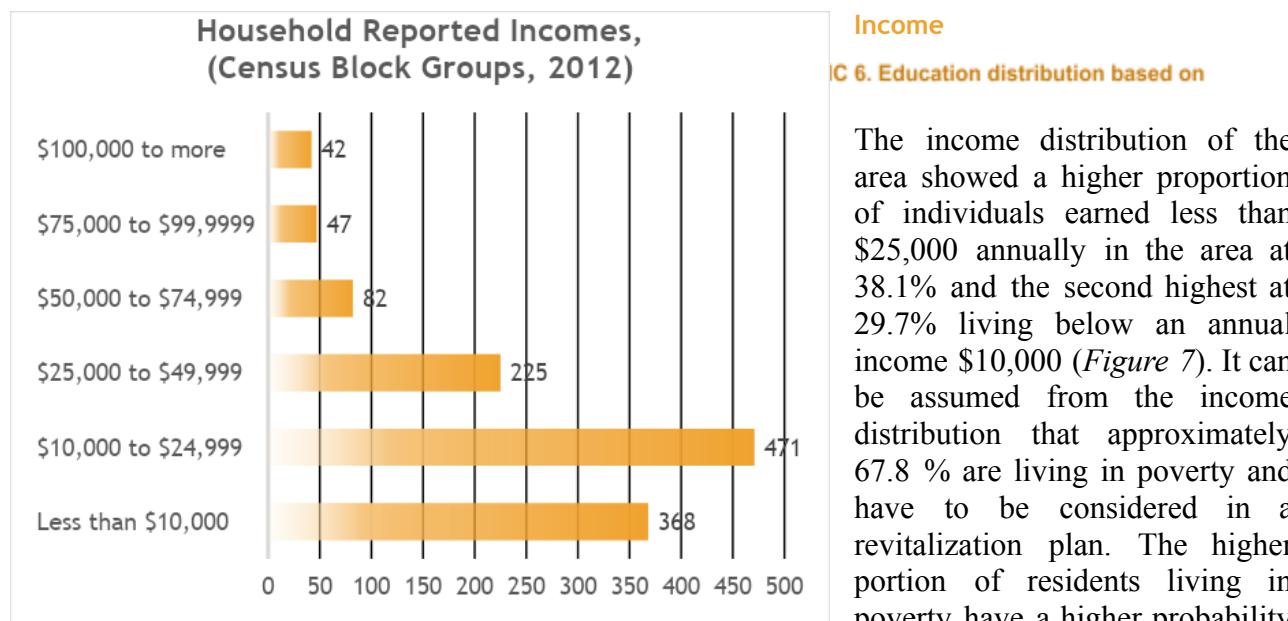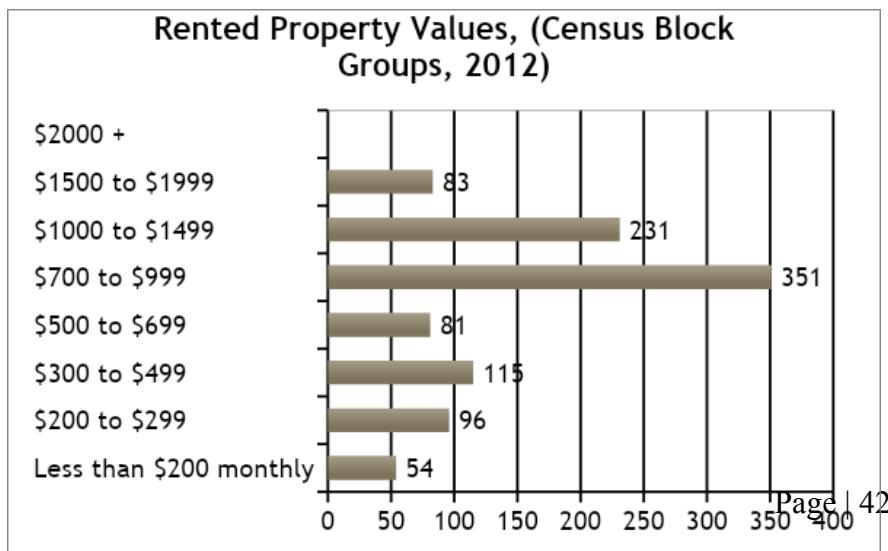
Figure SEQ Figure * ARABIC 7. Income distribution among residents (www.savi.org)

Income

IC 6. Education distribution based on

The income distribution of the area showed a higher proportion of individuals earned less than $25,000 annually in the area at 38.1% and the second highest at 29.7% living below an annual income $10,000 (*Figure 7*). It can be assumed from the income distribution that approximately 67.8 % are living in poverty and have to be considered in a revitalization plan. The higher portion of residents living in poverty have a higher probability of being displaced and forgotten when trying to redevelop an area.

Housing

The housing property costs along the Indiana Avenue area provided visually in the distribution chart, shows a gap between the costs of the properties surveyed (*Figure 8*). However, approximately 153 households reported property value on the census upon collection. It could be assumed that two likely scenarios occurred: (1)

Rented Property Values, (Census Block Groups, 2012)

Property value	Count
$2000 +	
$1500 to $1999	83
$1000 to $1499	231
$700 to $999	351
$500 to $699	81
$300 to $499	115
$200 to $299	96
Less than $200 monthly	54

respondents did not provide house/property cost data or (2) there are more rental properties versus owned properties. The range of $50,000 to $99,999 represented the largest amount of reported owned properties along the Indiana Avenue area at 38.5% (*Figure 8*). In

addition, the census block groups extend northwest of the Indiana Avenue area which may also impact the data collected.
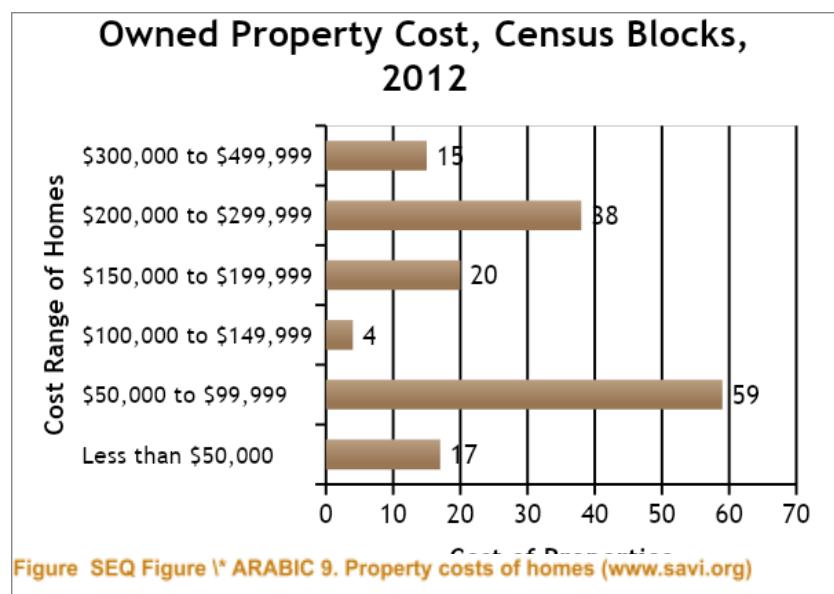
Figure SEQ Figure * ARABIC 9. Property costs of homes (www.savi.org)

On the other hand, the rental properties available along the Indiana Avenue are available in multiple communities. The census data showed the range of rental properties available in between $700 to $999 at 34.7% (*Figure 9*). The data researched was not able to explain or clarify whether the rental values are based off of an apartment community.

The S.A.P.I.D. group members spoke with multiple apartment complexes along the Indiana Avenue area in order to determine the cost of rental properties available. It was found that one of six apartment complexes offered housing options within the range found in the demographic data as the most available option between the cost of $700 and $999 (*Figure 9*). The other apartment pricing available along the avenue are higher than the average costs (*Table 2*). This is a concerning piece of data as it shows that the housing being offered to the area is out of the price range of residents who are reported living there. As previously stated, the concern with the super high cost of new developments can lead to displacement of current residents. The goal of the report is to provide recommendations on how to move forward with the current residents to redevelop the area. The new developments along the area do not appear to be working with both the university or area residents to start building community friendly and mutually beneficial developments.

Table 3. Cost of rented apartments along the avenue

Apartment Complex	Address	Unit Count	Filled	Studio	1 bdrm	2 bdrm	3 bdrm	4 bdrm	Townhouse

The Avenue	930 W. 10th Street	144	138	$1,199	$1,225	$835 per bd		$780 per bed	$850 per bed
Tyler Student Apartments	1201 Indiana Avenue	300	150		$915	$745	$675	$645	
Canal Overlook	430 Indiana Avenue	125	93	$1,120	$1,050 -$1,270	$1,435 -$1,570			
Cosmopolitan	310 W. Michigan Street	218	214	$1,220	$1315-$1545	$1862-$2320			
Axis Apartments	401 Senate Avenue	336	336	$1,200	$1,400	$1,800			
Campus Apartments	735 W. 11th Street	104	104			$1030-$1070			

PRIMARY RESEARCH

Primary research is described as the original form of data in a research study. It typically can be imagined as the application of statistical methods (Glass, 1976). For the purpose of this study, S.A.P.I.D chose to use key informant interviews. It was important to use key informant interviews as a method of data collection for this study, being as the Indiana Avenue district contains many culturally significant events and attributes that have not been recorded, lack detail, and have been experienced direct by the community members and leaders. It was also important that S.A.P.I.D include this primary data in the report to be inclusive of the members in the neighborhood and its stakeholders. Upon completion of the key informant interviews, an analysis was conducted based on the questions and the answers in order to pull out the most common themes that were shared by the participants.

KEY INFORMANT INTERVIEWS

Key informant interviews are a form of primary, qualitative, in-depth interviews with people who are familiar with what's going on in the community. The objective of conducting key informant interviews is to collect information from a wide range of people with firsthand knowledge of the community (The Access Project, 1999). This includes, but is not limited to, community leaders, professionals, and residents. (The Access Project, 1999). These participants provided insight an understanding of the information needed to cover the topic. The key informant interviewees were divided into: Internal and External informants. The internal informants were community members within the Indiana Avenue neighborhoods who assisted in gathering research on the opinions of current residences and challenges which have been faced in the past. The external informants belonged to organizations within the Indianapolis area and had participated in the revitalization of their surrounding neighborhoods. A compilation of the key themes found between the interviewees assisted the S.A.P.I.D. team understand the opinion of neighborhood residents, the previous obstacles for revitalizing the Indiana Avenue area and future actions which can change a revitalization plan into a success venture.

INTERNAL KEY INFORMANT INTERVIEWS

FLANNER HOUSE HOMES/INDIANA LANDMARK

According to the interviewee, the description of the history was based on her experience and residential history within the Indiana Avenue area:

The first Flanner House home was built in 1951. It initially began with 182 homes and currently there are 181. The neighborhood was built for African American veterans coming home from WWII because they did not have the freedom to make any neighborhood home and had issues getting loans from banks.

❖ **Flanner House Project Criteria**: Veteran, full time employed, saving account, and good credit needed. Only the man's income counted and they men had to dedicate 20+ hours a week towards the project. Federal home loans used as the lender.

These men were upstanding citizens, middle class black Americans. No welfare or government aid. Common jobs were firefighters, electricians, police officers, Chrysler and Eli Lily workers, college educated residents. The "bottoms" (name of where most African Americans lived) had average home costs of $9100-$10000 (considered expensive for the time). Today Flanner house home community has about 25 original owners living there. Blacks are still majority, but there are a number of rentals: 10 Asians (mathematics professors owns 3 homes), 4 Indian students, 20 white. Fairly diverse area.

The interviewee did not have much involvement with Indiana Avenue Civic Association. The interviewee met with Paula Brooks prior to meeting with a S.A.P.I.D. team member to learn more about the plans and the focus of the association. Other than owning property with the Madam Walker Theatre, the interviewee reported she did not have much involvement with Indiana Avenue.

The interviewee stated there is not a substantial amount of effort coming from the Walker Theatre to bring more arts and events to Indiana Avenue. Furthermore, there really is not much that can be done because there is not an adequate amount space to build. The interviewee reported there are plenty of office buildings; however, the owners of the building are not willing to give up their first floor space for a gallery because of office rental revenue.

The interviewee is not sure how the Indiana Avenue neighborhood could obtain support unless they emphasize outdoor venues during the summer/late fall. The interviewee suggested musical outdoor venues and outdoor art festivals similar to ones hosted on Talbott street. These festivals should be temporary and could span over the course of a weekend. The interviewee does not foresee any other structure there permanently working on the Avenue, unless it's housed in the Madame Walker Theater.

The interviewee noted that the New Orleans on the Avenue restaurant (now closed) was the 3rd restaurant to occupy that space. It is very difficult for a smaller restaurant or "mom and pop" business to sustain itself there due to the cost of rent, estimated at $19,000/month.

Another drawback identified by the interviewee involves a lack of accessible lunch or dinner establishments within walking distance. The furthest visitors along the avenue will walk is the Bourbon St. Distillery located at corner of Vermont and Senate Street. Past the distillery, there is nothing but parking lots and office buildings. According to the interviewee, there is nothing enticing to bring people past West Street, where the Walker Theatre comes into play. If the theatre were active 5 days a week, there could be more traffic to pull people to the area. The interviewee said they are not sure about a typical schedule of events for the Walker Theatre. Furthermore, she explained that the problem with the Walker Theatre is that they do not reach out to the community. Per the interviewee, the Madame Walker Theater struggles with advertisement to the city of Indianapolis and surrounding communities. The interviewer explained Butler University has cultural event requirements for students and puts on monthly events at Clowes Hall for the community. The interviewee said she was not aware if IUPUI had similar requirements for their students with the Madame Walker Theater.

The interviewee mentioned the musical crawl on the Avenue. Each participating venue is responsible for their own programming. However, there is a blank space between the Avenue and Vermont St. The interviewee was not sure what programs to host here due to the abundance of office buildings. Due to the break in the connection of the event, the interviewee was concerned if any visitors or residents might question whether they want to continue walking down to the Walker Theatre. Furthermore, the interviewee feels as though the Avenue was built in a way that breaks up the street and separates it from the mainstream part of the city. According to the interviewee, she believes the city does not support the Avenue the way it had supported Mass Ave and Fountain Square previously.

The interviewee feels as though there is nothing structurally that can be done on the Avenue and that the parking lots owned by IUPUI will, in the next 10-15 years, become an office building. The interviewee stated there is no land on the Walker/Urban League portion of the avenue for a gallery or other businesses.

The interviewee concluded by stating there isn't much to work with on the Avenue, but collaboration with the Madame Walker Theater and other institutions is needed. The Madame Walker Theatre needs to develop their vision and reestablish a connection to the community and surrounding stakeholders.

The interviewee recommended the following points for a revitalization plan along the Indiana Avenue area:

❖ 3-4 annual outdoor celebration/festival events needed that will illustrate the past history of the Avenue and "branded" events that residents can expect year to year.

- ❖ Walker theatre must be the anchor institution. The vision of the theatre has completely changed because they have not been involved with the Avenue.

- ❖ The stakeholders on the Avenue are not talking to each other and there are no solid connections with IUPUI.

The S.A.P.I.D. team members met with an interviewee who is a staff member of the Kurt Vonnegut Memorial Library. The library established in 2008 with the hopes of providing a common place for those who are fans of Kurt Vonnegut, as well as those inquiring about his work. Not only does the library serve as an archive containing a wealth of information on Kurt Vonnegut, but it also has a utilitarian purpose in that it is involved in the development and enrichment of its surrounding community. The organization frequently invites authors, both aspiring and seasoned, to events and competitions that generate scholarships for students. The interviewee makes community enrichment a personal priority, providing the resources of her organization in any way possible.

The meeting was conducted at the Kurt Vonnegut Library to discuss Indiana Avenue and the interviewee's opinions surrounding the areas strong suits and shortfalls. A common theme revisited throughout the duration of the interview was the rich history held by Indiana Avenue, and the potential for reestablishing the culture once held. The interviewee felt the community initiatives, such as the music crawl, were key to raising awareness about the area. In addition, attracting the attention of stakeholders from the community is equally important. The interviewee feels there is a need for members of the community to get involved, but that involvement will not occur until community members feel they matter.

A huge area of improvement the interviewee felt created an obstacle for the revitalization of the community, is the lack of mitigating safety efforts for the residences surrounding Indiana Avenue. The interviewee acknowledged the safety precautions in place for students at the university. However, she felt these same precautions are not afforded to the surrounding area and established broken windows scenario in the neighborhood. The interviewee believes this causes an increasing susceptibility of local residents to become victims of crimes. With many major streets producing high volumes of traffic, the interviewee felt more infrastructures would need to be in place to aid the transportation of residents, allowing them to successfully move around the area without susceptibility to unnecessary risk.

Another major problem the interviewee pinpointed included the lack of governmental support to small family owned business within the community. The interviewee discussed her concern for potential racial disparities in support for local businesses. The interviewee stated she had seen multiple businesses come and go as a result of financial hardship. The interviewee asserts the decline of culture experienced in the area can be directly correlated to the amount of government support afforded to minorities. The lack of support is creating inequalities that manifest in the success rates of minority owned family business and other respects as it relates to the community.

The interviewee admitted to not having all the answers on revitalizing the area or reestablishing the social networks once held by the constituents. However, she did provide some recommendations she felt would assist in accomplishing these goals. These recommendations included the separation of IUPUI from Indiana University. The interviewee feels that IU acts as an impediment to IUPUI, preventing its inclusion in community affairs. According to the interviewee,

if IUPUI were its own educational institution, it would enable the university to embark on more community initiatives free of restricting regulations held by IU. Another major recommendation proposed by the interviewee was the establishment of community and multi organizational initiatives for promoting community enrichment. This included the university collaborating with residents to help ensure the prosperity of the area. A collaboration between these two parties and other organizations on the avenue would benefit all parties. Lastly, the interviewee recommended that a representative consult with the mayor's office about making Indiana Avenue the heart of the city. This not only would bring attention to the area, but would also attract potential businesses enhancing the financial resources of the city.

RANSOM PLACE

The interviewee is a neighborhood resident of the Ransom Place community. The interview was conducted over the phone, and she expressed major concerns about the changes in the Ransom Place neighborhood with the development of Indiana Avenue over the past decade. The interviewee's past experience with Indiana Avenue entailed a vibrant African American culture. There was lots of jazz, big businesses such as grocery shops and mini marts, and predominately owned by the African American community.

When IUPUI moved to the area, the vibrant community trickled down. According to the interviewee, the university completely took over. The interviewee identified a need for the university to take a more critical look at the neighborhood and support the Madame Walker Theater. According to the interviewee, the university should be more involved with Ransom Place by reaching out to the residents after taking over the area. The interviewee stated Ransom Place residents constantly seek out the University for help, and she would like to see the university return the effort by reaching out to the residents. The interviewee reported the university has a community relations program but are not involved with the neighborhood. The interviewee identified the need for historic landmarks in the area to help deal with the imbalance of student and resident life through specific actions, such as: taking better care of the properties in the area and building a stronger relationship.

The interviewee reported residents of Ransom Place would like to see more festivals and creative designs to help make what the avenue has to offer more visible to visitors. The interviewee thought hosting events could do this, hanging up banners, and rebuilding/reconstructing the Madame Walker Theater. The interviewee suggested it would take someone in the city with great authority, and who is financially sound, to put these actions into place and to keep them consistent.

EXTERNAL KEY INFORMANT INTERVIEWS

HOLY ROSARY/ FLETCHER PLACE NEIGHBORHOOD

The interviewee is a primary contact for community development in the Holy Rosary and Fletcher Place neighborhoods of downtown Indianapolis to discuss the development of the area. The interviewee has been a resident and venture capitalist in Holy Rosary/ Fletcher Place for decades and owns many commercial buildings in the area.

The interviewee indicated the Fletcher Place neighborhood had been impacted by "white flight" during the twentieth century. However, the interviewee was firm when he stated crime had not usually been an issue in the neighborhood due to the close-knit quality of a strong Irish population. However, the stigma of danger and prospect of high crime did have a negative impact on the Fletcher Place area. The impact included an increased attitude of dangerous neighborhoods surrounding Holy Rosary and Fletcher Place, such as Fountain Square. As a result of these factors, the neighborhood has experienced a number of derelict buildings in an otherwise very interconnected area.

The interviewee recognized these empty buildings could be used to the benefit of the neighborhood. The interviewee and others slowly bought up the commercial storefronts and developed attractive areas for retail and business ventures. The area has been attractive for business owners due to the established initiative of the long-term residents in the area.

The interviewee believed the development of the Cultural Trail was a huge boom for the Fletcher Place neighborhood. The interviewee stated the Cultural Trail alleviated safety concerns for pedestrians and increased foot traffic, as well as making the area more attractive for potential homeowners. The Holy Rosary/ Fletcher Place neighborhood has benefitted greatly from the recent revival of youth movement into the center of the city. According to the interviewee, this trend has helped fill the empty houses remaining in the neighborhood. Additionally, developments have been made possible by grants provided by LISC and SEND.

The interviewee stated he rarely has seen the city government help the residents or business owners of Holy Rosary or Fletcher Place. In fact, he had previously seen the city workers drag their feet in getting around to repainting the parking lines on the street for businesses. The interviewee stated they were given reason after reason why it was necessary to postpone the work.

The interviewee stated the area is in a period of rebranding the neighborhood to increase residential and commercial pull. One major venture that has been developed under this umbrella is the development of a green space entitled "The Idle." According to the interviewee, the intent of this space is to encourage pleasurable appreciation of the area and to provide a space for relaxation among the bustling hub of downtown Indianapolis.

The interviewee is a primary contact for community development in the Fountain Square neighborhood of downtown Indianapolis. The purpose of the interview was to discuss the development of the area. The interviewee has been a resident, business-owner, and manager in Fountain Square for decades and has been a central figure in the neighborhood association, specifically for the parking committee of the association.

The interviewee believes the selling point of Fountain Square it has been able to retain a small-town feeling despite existing within one of the largest cities in Indiana. According to the interviewee, the area has been home to a diverse array of residents and has only increased in recent years. The interviewee stated this has caused some discomfort as desires for the neighborhood, neighbor behavior, and general desire for Fountain Square differ greatly among different populations.

Like most of the downtown area of Indianapolis, Fountain Square neighborhoods deteriorated as a result of the general economic downturn in the mid of the twentieth century. In addition, the decision to build the I-65 thoroughfare in very close proximity to Fountain Square had a mixed effect on this area. On the one hand, it meant that the need to travel through the area was significantly decreased. This caused a significant financial slump for area merchants. However, with new access to the interstate so close to home, many found it made the area a more desirable place to live.

The interviewee acknowledged after a significant decrease in prosperity during the mid-twentieth century, there were a number of derelict commercial buildings in the area. However, to combat this slump, the interviewee and the neighborhood association made several efforts to increase interest from merchants, funders, and homeowners. In promotion of the neighborhood, the diversity and small-town feel were highlighted the interviewee. According to the interviewee, the empty commercial buildings were either remodeled and rented or torn down for future developments. The interviewee stated the neighborhood association focused on recruiting mainly retail and non-chain restaurants, rather than bars and clubs. The interviewee stated he believed this would help retain the unique feeling of the community.

The interviewee noted that the city government has never provided much assistance to the Fountain Square neighborhood. The interviewee identified the area has received significant help from SEND and benefitted greatly from the creation of the First Friday events and the Cultural Trail.

The S.A.P.I.D. team members conducted five key informant interviews with Indiana Avenue stakeholders provided by the partner organization contact. The key informants were representatives from the following organizations and neighborhoods:

INTERNAL KEY INFORMANTS

❖ Indiana Landmark/ Flanner House Homes
❖ Ransom Place
❖ Kurt Vonnegut Library

EXTERNAL KEY INFORMANTS

❖ Holy Rosary/ Fletcher Place Neighborhood
❖ Fountain Square

The key informant interviews were conducted as a method of gathering knowledge about the history of Indiana Avenue, community attitudes, revitalization needs, and experiences of neighboring cultural districts. An extensive review of the key informant interviews revealed several major themes regarding Indiana Avenue and its surrounding neighborhood. Significant themes were selected by recognizing words, phrases, and ideas that occurred across multiple interviews. The themes discussed below are in no particular order of importance.

❖ Representative African American history and branding
❖ Madame Walker Theater
❖ IUPUI Relations
❖ Community participation
❖ City connections
❖ Development needs

Indiana Avenue and its surrounding neighborhoods are rooted in a vibrant and resounding culture and history. It should not go unnoticed that Indiana Avenue was a mecca for jazz music and African American owned businesses. After World War II, returning African American veterans had issues buying homes because the banks would not lend to them; therefore, neighborhoods, such as Flanner House, came about as a place for veterans to call home. The first Flanner House home was built in 1951 and the neighborhood was home to hardworking, educated, middle class African American understood the value of homeownership. Today, the neighborhood has approximately 25% of the original owners still living in the area with a mix of homes rented out to a number of diverse residents. The rich history of Indiana Avenue should be highlighted in development of the area and used as a branding mechanism. The Fountain Square/Holy Rosary neighborhoods have

taken rebranding seriously in their efforts to spur commercial and residential pull. According to one interviewee, it is imperative any redevelopment plans of Indiana Avenue and its surrounding areas stay true to its history in order to avoid neighborhood uproar.

The mention of the Madame Walker Theatre occurred in the internal interviews. One interviewee expressed there must be a substantial effort from the Madame Walker Theatre to bring about more arts and culture to the area. Although the theatre has had some partnerships with IUPUI in the past, the interviewee stated the university has not done an effective job of reaching out to its immediate community. Therefore, unless a long-standing relationship with the theatre is established, the area will not be aware of its current programming. Interviewees also felt the organizational vision of the theatre has changed overtime as they have not been involved much with the Avenue. One interviewee also stated that the physical structure could use updating or reconstruction as well as increased operating hours.

Three interviewees stated with the presence of the IUPUI, Indiana Avenue and its surrounding community took a severe hit. Prior to the university settling in, the area was very much so a neighborhood with single family homes, schools, and businesses. After IUPUI moved in, residents were displaced and there was noticeable urban blight. In terms of university and resident relations, the internal interviewees expressed the university should do more to connect with the residents since they have taken over the area. In the past, Ransom Place residents have extended a collaborative hand to the university with no positive actions resulting. Finally, the internal interviewees also felt there needs to be a much larger partnership between the university and the Madame Walker Theatre.

Both the internal and external interviewees noted that acknowledgement of the surrounding community and their increased participation is a major factor to ensuring the success of Indiana Avenue. One interviewee stated that a forum of an extremely diverse group would be helpful; a forum with the civic association and a small number of organizations along the avenue would not be sufficient. The interviewee explained the need to pull from individuals that have a vested interest in the revitalization effort and include people who could potentially derail a project if they were not included in the planning process. There also needs to be wide range of ages in order to better understand clashing opinions and to find common ground. Another interviewee noted that community participation is vital in order to make members feel as though they matter. By making it known that community opinions are valued, it will boost the desire to be involved. Finally, in neighboring cultural districts, it was the persistent, strategic, and dedicated work of a group of local community members that led revitalization efforts in the area.

Unfortunately, the internal and external interviewees stated the city was of very little assistance, especially to the Fountain Square and Holy Rosary neighborhoods. It is also known the city paid very little attention to Indiana Avenue, despite it being one of the city's cultural districts. Three interviewees noted that Indiana Avenue lacks sufficient safety provisions for residents in the area. The university has implemented safety measures for students but they do not carry over into the neighborhood and therefore, the avenue has suffered a higher susceptibility to crime. There has also been concern expressed towards the main streets intersecting Indiana Avenue, such as West St.

According to one interviewee, she believes that historically, these streets were constructed this way to separate the avenue from the mainstream city areas. The intersections at West Street and Indiana Avenue is extremely wide and produces high volumes of traffic, which consequently, makes the Avenue less desirable for walking traffic. Finally, all the internal interviewees have witnessed small businesses come and go due to the lack of governmental support for small family owned businesses, with minority family businesses taking the hardest hit. In place of relying on city government support to fund revitalization efforts, other cultural districts have turned to local community development organizations such as LISC and SEND for grant dollars.

On more than one occasion, Indiana Avenue was critiqued by two internal interviewees for its abundance of office buildings, concrete parking lots, apartments and public housing units. The internal interviewees expressed they felt Indiana Avenue does not have the capacity to support much else because the present businesses and organizations, such as IUPUI, are not going to relinquish their spaces for community redevelopment. For any new space to become available, an interviewee commented there would need to be significant property trading, bartering, and purchasing along the avenue and across the river. All the interviewees expressed it would be nice to see the avenue bring back small or unique businesses such as hardware stores, coffee shops, bookstores, restaurants, galleries, and historical museums. It was clear any businesses brought in should be a response to what the immediate community believes is appropriate to the history and culture of Indiana Avenue. Two internal interviewees mentioned the Avenue needs a restaurant to serve as a connector to the Walker Theatre. The Indiana Repertory Theatre (IRT) was used as an example. Though major structural changes seemed to be a lofty goal for the avenue, the internal interviewees were hopeful about the opportunity for cultural events that represent the avenue. Multiple outdoor cultural festivals and street fairs should be planned annually and be promoted in a way that the public can expect to attend these events every year. The Talbott Street art fair was mentioned as an example. Finally, it was expressed that the avenue could also use small design changes with the hanging of banners or more historically appropriate and informational signage.

The consensus among the internal interviewees included Indiana Avenue has an abundance of office buildings, parking lots, and apartments, which creates an immense challenge for future redevelopment plans. Although all interviewees proposed a number of small businesses they would like to see in the area, it seemed more practical to take advantage of annual outdoor festivals that will highlight Indiana Avenue's rich culture and history. Retaining the avenue's history is an important criterion to area residents and should not be omitted when planning for community redevelopment and rebranding. When rebranding, The Madame Walker Theatre should be thought of as a key asset to Indiana Avenue due to its potential to be an anchor institution. Redevelopment plans should take into consideration the walkability of the area and address any safety concerns. Expansive community participation is necessary in order to fully understand the needs of the community and avoid excluding important stakeholders. There should be significant strides taken to develop a working relationship between Indiana Avenue stakeholders and IUPUI in order maximize collaboration. Finally, although neighboring cultural districts did not receive tremendous city government support, there are still opportunities for support through local grants.

SUMMARY OF FINDINGS

Research conducted by the S.A.P.I.D. team developed into a two-fold discovery of what the community (as represented by community leaders) saw as challenges and opportunities and what outside community leaders and community development organizations had to contribute to the process of revitalization. The primary and secondary research developed a fairly comprehensive description of what the Avenue looks like now, what its leaders want to see, and what critical hurdles are typical in urban neighborhood revitalization.

COMMUNITY LEADERS: WHAT DOES INDIANA AVENUE NEED AND WANT?

When interviewing three key leaders within the Indiana Avenue neighborhood, a number of issues arose that our interviewees felt were critical to the redevelopment of the area. First and foremost, these community leaders recognized that the revitalization of their area will take many years and encompass a number of levels or phases. They understand that redeveloping the Avenue will not happen overnight or even within the next five years. For every one of the case studies, it took at least or more than 10 years to turn a neighborhood around from failing to succeeding and in each one of the areas looked at, there were a laundry list of steps which had to be taken in order for their plans to succeed.

In addition the sheer length of time, interviewed leaders recognized that any effort will require strong leadership and a positive, continual relationship with the city and with the university. The interviewees recognized that movement is made when there are committed partners in place with a dedicated leader to prompt movement along the plan to revitalization. This is supported by the case study research into the other communities who successfully reestablished themselves, as was especially true in the situations where a university is involved. No such plan for revitalization in a community bordering a university succeeded in the cases reviewed where partnerships were not made between the university and the community.

The interviewed leaders had specific ideas about what the community wanted and needed. It was clear that, with IUPUI constructions developing further into the Indiana Avenue in recent years, there is a lack of open space or available buildings for community use. Because of this, interviewed community leaders see the need to repurchase land and buildings, possibly on the northwest end of the Avenue where university development has not gone as far. To compensate for a lack of available space and to make the most of the area that is available on the Avenue, a very popular idea among community leaders was to encourage more outdoor venues and festivals to the neighborhood. One key informant mentioned a "music crawl" slated to be promoted to occur on the Avenue as an example.

Community leaders emphasized the positive vibe bringing in small businesses could have on the area. Interviewees emphasized that the community wanted unique stores with ties to the community as well as some areas of unique trade. These ideas about business revival were tied to

the desire to highlight the area as an African American cultural center. The promise of businesses and culture-unique trade coming to the area was an exciting and desirable concept.

The final, but certainly not least important need community leaders identified was the need to improve safety in the area. The internal key informants mentioned that there were too many broken windows, general vandalism, and theft in the neighborhood for pedestrians to feel safe late in the evening. Additionally, the traffic and the design of the roads around the Avenue was highlighted by interviewed leaders as a main deterrent to foot traffic for businesses. Specifically, the danger of crossing West Street was brought up as a major barrier to bringing foot and bicycle traffic from eastern areas in downtown Indianapolis. Community leaders want to see safer traffic and easier-to-access sidewalks in the area.

FOLLOWING IN OTHER'S FOOTSTEPS: COMMON THEMES FROM SIMILAR EXAMPLES

In the analysis of other neighborhoods which successfully rebranded and reinvigorated themselves, there were some common themes in the process. By understanding what pieces of the revitalization process were so critical for others, the team identified which of these processes will be critical for the revitalization of Indiana Avenue.

The case study table focused on urban universities that positively impacted their surrounding neighborhoods. Some of these universities had prior negative relationships with their neighborhoods, however *all* universities reviewed were able to develop a positive relationship with the neighborhood and assist in restoring the area. Most of these cases revealed how important strong communication channels between the university and the neighborhood can be. In addition, making the effort to clarify how the goals and benefits of revitalizing the neighborhood were shared was also a common theme. When both parties are fully invested and are clear about their purpose, positive changes happen.

The partnerships identified in the research have made it clear that no recovery plan will succeed unless solid partnerships are made between the right people and the right organizations. Building and executing a recovery plan for a neighborhood is expensive, time-consuming, and rigorous. According to the team's research, it appears to be virtually impossible for one single organization to take on such a task if no partnerships are made to bring in funding or provide structural support.

Many of the cases reviewed did have one organization central to the recovery effort. These anchor organizations provide a face to the community and a hub for volunteers and concerned residents to come to. These organizations were stable and built recognition within their community as a reputable voice for the neighborhood. They gained the acceptance and involvement of area members over time. By building the anchor organization for a recovery effort within the community in this manner, it becomes much easier for residents to recognize where the changes are coming from and help to shape that change.

CONCLUSION

The Indiana Avenue district is one that has experienced a variety of changes over the years. Beginning as a vibrant, jazz-heavy, African American mecca and slowly converting to a university focused community, concerns about revitalization have been steadily rising. The S.A.P.I.D. team learned that in its prime, the Indiana Avenue was home to middle-class African American families who held their traditions and culture dear while supporting their community of small, family owned businesses. Today, the area has endured IUPUI making itself a permanent presence bringing with it a more diverse population, new infrastructures, and the expectation to continue growing.

The Indiana Avenue Civic Association presented a revitalization project with the hopes of garnering a better understanding of how to make the avenue a vibrant cultural district similar to others in downtown Indianapolis. The S.A.P.I.D. team conducted five key informant interviews with Indiana Avenue stakeholders and researched case studies rooted in community-university partnerships and economic revitalization. The research identified similarities, gaps, and direction for community revitalization. Though the Indiana Avenue strip is laden with office buildings, parking lots, and minimal business, the stakeholders believe that the Avenue can still become an epicenter for arts and culture through focused rebranding and annual events. However, these focused efforts can only be attained through the strong leadership of a backbone organization, community and institutional partnerships, an inclusive, engaged community, and realistic timelines.

The S.A.P.I.D. team encourages the Indiana Avenue Civic Association to remain steadfast in their efforts to revitalize the area. Though the Association has only just begun its work, the team believes there is ample opportunity to revive the vibrancy that the Avenue once was. Now is the time to begin solidifying the brand that the Avenue can use to kick start its success as well the partnerships that will create lasting collective impact.

RECOMMENDATIONS

The purpose of the research conducted by the S.A.P.I.D Team was to aide in the revitalization efforts being led by the stakeholders of Indiana Avenue and the constituents of the Indiana Avenue Civic Association. The S.A.P.I.D team contributed to the revitalization initiatives by conducting research through various means of data collection. From that research, identifying commonalities and best practices that have either been empirically proven to have been effective, or successfully implemented in similar localities throughout the U.S. From multiple case studies, key informant interviews, and reviews of the literature, S.A.P.I.D was able to grasp a robust understanding of not only what works in community redevelopment and revitalization, but also information surrounding the ways in which this community can implement this change with the assistance of its stakeholders, local government, and neighboring organizations. Below are listed a number of recommendations to assist the Indiana Avenue Civic Association in its revitalization endeavors. Though not exhaustive, this list serves as a framework, based off of research, providing the methodologies to obtaining the goals and objectives previously set by the members of the Indiana Avenue Association in their initial consultation with the members of S.A.P.I.D.

The team members determined to divide the recommendations into two separate categories: short-term and long-term goals. The short-term goals are arranged to be achieved up to 6 months of moving forward to develop a plan. The short-term goals are meant to help the Indiana Avenue Civic Association develop a strong foundation from which a redevelopment plan should be able to move forward easily. The long-term goals are meant to be achieved 6 months to 1 years after starting with a plan. The long-term goals build off the short-term goals and should be enacted in conjunction with a firm relationship with the university and with key organizations in the area.

- ❖ Conduct a Strategic Planning Session for Organization Development

  One of the biggest early issues that many of the cases studied experienced was difficulty establishing themselves as a distinct association worthy of recognition by grant-writing agencies as well as the community they served. By spending the time and effort to determine what the Indiana Avenue Civic Association's mission, vision, goals, measurable objectives, outcomes, management structure, job assignment/ duties, and regular meeting schedule will be, the Association will move forward to a point where it will be able to receive grants independently, hire paid staff, and institute revitalization efforts on Indiana Avenue. Identifying a leader who will be dedicated to the success of the association will inspire members to contribute most effectively.

- ❖ Develop Communication with IUPUI.

  In the analysis of Indiana Avenue, the team found a lack of social networks, especially amongst the members of the community and the neighboring educational institution. With IUPUI being a large and imposing institution, it is imperative for representatives from both bodies to meet and discuss the potential development of a partnership between the two organizations. IUPUI may be able to dedicate resources to assisting in the revitalization of Indiana Avenue. Reaching out to IUPUI Office of Community Engagement is a good next step to developing a positive partnership.

- ❖ Include Residents in Executive Level Planning

  The research showed every successful attempt at revitalizing an area began with measures taken to ensure that residents were aware of the core organization, what it was doing, and how to get involved. By including residents in executive level planning efforts such as the development of the Association's mission and objectives, community leaders ensure the measures they undertake will be supported and maintained by community members.

- ❖ Develop a Partnership with an Anchor Organization

  When researched new organizations were trying to grow, they commonly attached themselves to an already-established organization within the community. When taking the time to agree upon one anchor institution, ensure the anchor institution and the Association's missions are related and vision are similar and focused on positive revitalization on the Avenue. For smaller organizations that have existed for a year or less, finding an anchor association to attach to provides numerous benefits. An anchor association will help teach the Indiana Avenue Civic Association employees industry-standard practices for community development, and can impart advice for growing and stabilizing your organization. This will provide an

organizational structure to help the Indiana Avenue Civic Association focus on its goals and develop a results focus.

- ❖ Grant Acquisition/ Grant Writing

  Local urban and rural communities have the ability to apply for grants to assist in their community revitalization efforts. Each funder, whether public or private, has stipulations surrounding the dissemination of their funding that must be followed. IACA leaders must also develop a stewardship plan that will describe exactly how they will maintain a relationship with the funder after funds are received. This is critical to building a network of funders who will continue to award the Association for multiple programs. Attached a list of potential grants and their application process. Numerous organizations in the Indianapolis area, as well as online, offer grant-writing assistance, such as Indiana Grantmakers Alliance, Inc., I.U. Lilly School of Philanthropic Studies, and The Foundation Center.

- ❖ Connect with Key Partners

  The long term success of communities is shaped by the acquisition of a few strong established partnerships amongst communities and neighboring organizations. Community partnerships not only assist in funding by providing financial resources, but also provide non-monetary support and resources, and increase awareness of a community or an organization. The S.A.P.I.D team identified three key partner organizations for the Indiana Avenue Civic Association to reach out to:
  - ▪ IUPUI Office of Community Engagement- As already noted, IUPUI has and will continue to significantly impact the Indiana Avenue neighborhood due to its proximity. By contacting and working with the Office of Community Engagement, the Indiana Avenue Civic Association can initiate a positive partnership to ensure future developments benefit both the school and the neighborhood.
  - ▪ City-County Government: Division of Community Development- The city government is a key partner for any community development organization as they provide access to stable funding, organizational networking, and can help control and limit the unintended consequences of urban renewal.
  - ▪ Grant writing organizations- Partnering with these types of organizations can afford the Indiana Avenue community the type of professional help in developing grant proposals that is needed for large funding contracts.

- ❖ Plan For Additional Funding Prospects

  In addition to applying for traditional funding through grants, establish additional sources of funding that bring positive public attention to the neighborhood or address specific issues related to urban renewal efforts. One option is to encourage festivals, fairs, and other outdoor events. These types of events draw many people from outside the neighborhood and help to highlight the history of the Avenue and what is

currently has to offer. It also serves to bring in extra foot traffic for local businesses and generally stabilizes economic growth.

A second prospect is to develop programs with partner organizations that seek to decrease the side effects of urban renewal. An applicable program to develop is tax abatement programs. There are many tax incentives offered solely to residential communities to promote their revitalization. One of the incentives often used towards revitalization initiatives are tax abatement programs. Tax abatement programs are reductions or exemptions offered to communities to encourage revitalization initiatives. These reductions/exemptions can also be used as incentives for potential partners that communities can partner with to increase the likelihood of receiving outsourced funding.

FUTURE RESEARCH

During the course of the research conducted by S.A.P.I.D. the team realized there was insufficient time to conduct additional research crucial to implementing a successful revitalization of the neighborhood. Below is a list of future research which should be conducted in order to objectively understand the needs, wants, resources, and challenges specific to the Indiana Avenue neighborhood.

❖ Although key informant interviews were conducted with a representative from both Ransom Place and Flanner House Homes, a community survey would enable the Indiana Avenue Civic Association to examine the needs, strengths, weaknesses, and opportunities for improvement on a broader scale.

❖ In future research, a community survey and observational study of area neighborhoods could potentially present a wider range of opinions on the subject matter and give the community an opportunity to have a personal stake in the research.

❖ Census information for Indiana Avenue neighborhood, which excludes surrounding neighborhoods, was not found. The SAVI database does not provide data specifically for the Indiana Avenue neighborhood. For future development, it would be crucial to determine the boundaries of the neighborhood and collect demographic data for this area firsthand. This information will enable researchers to make inferences about the social and living conditions of the area.

❖ Moving forward, S.A.P.I.D believes conducting extensive research on Indiana Avenue's past economic history, a needs assessment for future redevelopment, or interviewing a wider pool of key informants will be helpful in gauging the unique qualities and resources of the neighborhood. This information can provide the Indiana Avenue Civic Association with a comprehensive understanding of what types of businesses the Avenue previously held and what the neighborhood can support today. A needs assessment may provide current information on how present businesses remain economically viable and what support is needed in order to succeed.

❖ Maintaining objectivity of research is important for the purposes of reliability and validity. S.A.P.I.D recommends future research teams collect extensive data is both randomly sampled from the neighborhood population, and is large enough to be generalizable and inclusive. Collections of neighborhood wants, needs, and resources should be conducted regularly in order to provide up-to-date figures and documentation to organizations involved in revitalization efforts.

STATEMENT

OF

WORK

Prepared by:

Strategic Action Planners of the Indiana Avenue District

Contact Information

S.A.P.I.D.   Rosa New
                                                  Rjnew@imail.iu.edu
                                                  510.417.0472

                                                  Mallory Malczewski
                                                  Mallory.Malczewski@indy.gov
                                                  219.771.3033

                                                  Kahfii King
                                                  Ktking2090@gmail.com
                                                  773.505.0851

                                                  Alexandria Edmondson
                                                  Aeedmond@imail.iu.edu
                                                  317.603.7610

                                                  Quintin Lee
                                                  qulee@umail.iu.edu
                                                  317.496.6621

                                                  Teresa Bennett, MPA
Course Instructors: tkbennet@iupui.edu
                                                  (317) 278- 9173

                                                  Seth Payton, Ph. D.
                                                  sbpayton@iupui.edu
                                                  (317) 278-48

Organization Contact:

Paula Brooks
Haizlip@gmail.com
(317) 331-4095

From the 1930s to the 1940s Indiana Avenue was the Bourbon Street of Indiana (Black History: Indiana Avenue, 2013). It was home to a vibrant jazz culture and thriving black businesses. Within the past 50-60 years, Indiana Avenue has struggled to maintain such a flourishing culture. In the past decade, the Avenue community has transitioned to include more student living, big businesses, and diverse neighborhoods (Black History: Indiana Avenue, 2013).

In January 2014 a group of advocates came together to focus on and improve the Indiana Avenue Cultural District. This organization is known as the Indiana Avenue Civic Association (IACA). The IACA decided to use two initiatives in moving forward with revitalization. The first initiative focuses on programing and events that include, but are not limited to, a 2nd annual Musical Crawl along the Avenue at New Orleans on the Avenue, Bourbon Street Distillery, the Madame Walker Theatre Center and the Kurt Vonnegut Memorial Library. The Second initiative focuses more on improving the current infrastructure and environment along the Avenue that in a way to reclaim its status as the "Main Street" of the district.

Indiana Avenue Civic Association (IACA) member Paula Brooks submitted a proposal to the IU School of Public and Environmental Affairs (SPEA) Graduate Capstone class seeking assistance for the revitalization of Indiana Avenue. The Capstone is a semester long experience in which the students will take what they have previously learned in their respective graduate courses and apply that knowledge to assist their client in developing recommendations for future project planning. A group of five graduate students under the name, Strategic Action Planners of the Indiana Ave District (S.A.P.I.D) is comprised of Rosa New, Mallory Malczewski, Alex Edmondson, Kahfii King and Quintin Lee. The S.A.P.I.D. team will conduct research to gather a collective understanding of the needs and desires of the primary stakeholders of Indiana Avenue and will use this data to fulfill the following goals and objectives. S.A.P.I.D.'s goals and objectives include evaluating the IACA as an organization, researching best practices from previous successful revitalization projects around the country, and provide the IACA a step by step plan based on the research which aligns with the organization's plan to revitalize Indiana Avenue. Based on the analysis from key informants and case studies, S.A.P.I.D., we will develop a set of recommendations for the Indiana Avenue Civic Association to use as a reference guide for the future revitalization efforts of Indiana Avenue.

Scope of Work

The team's goal is to provide our client, the Indiana Avenue Civic Association, with the information needed to inform their next steps to stimulating Indiana Avenue neighborhood redevelopment.

As a result of this work, the team aims to provide the client with:

- ❖ A comprehensive assessment of the needs and desires of Indiana Avenue residents and patrons.
- ❖ An outline of the current demographics for Indiana Avenue.
- ❖ Recommendations for optimal next steps in the revitalization process of the Indiana Avenue neighborhood.

OUTCOME

With the fulfillment of the stated objectives, the team will help the Indiana Avenue Civic Association to better address the needs of the residents while developing the marketability of the Avenue.

METHODOLOGY

To meet the goals of this research project, S.A.P.I.D. will use the following methods:

1. Primary Research
   a. The S.A.P.I.D. group members will conduct key informant interviews of community stakeholders and case study contributors. The intent of these interviews is to gather and analyze these key individuals' knowledge and experiences related to the history of Indiana Avenue, past collaborative efforts, and desires for revitalization to assist in the development of recommendations for future use for the Indiana Avenue Civic Association. S.A.P.I.D. will also connect with key contributors from chosen case studies to better understand revitalization best practices and challenges to assist in recommendations for the Indiana Civic Association. All information gathered will be analyzed by one or more of the following methods: SWOT analysis, content analysis, typology, or matrix analysis.
2. Secondary Research
   a. Literature Review: The review will examine the history of the area, urban renewal, economic revitalization, community relations and the best practice data collection methods.
   b. Case Studies: The S.A.P.I.D. group members will evaluate previous case studies done in cities of similar size to develop organizational goal recommendations and priorities for a revitalization plan proposal.
   c. Gather census data: The area census data will be able to examine trends of area Residents (home owners) versus transient residents (such as students).

DELIVERABLES

These project components will be provided to:

- ❖ Paula Brooks, Indiana Avenue Civic Association

❖ Teresa A. Bennett, Director of the IUPUI Solution Center
❖ Dr. Seth Payton, Assistant Professor, School of Public and Environmental Affairs, IUPUI

1. Final Report: S.A.P.I.D. will complete and provide a final report in written and electronic form for the future use of the Indiana Avenue Civic Association.

    a. Executive Summary: A synopsis of the written report will be provided for public distribution
    b. All research data and analysis from key informant interviews. We will also include case studies discussing successful and inclusive urban initiatives that emphasize arts, culture, and history.
    c. Plan of action for the organizational structure of the Indiana Avenue Civic Association.
    d. Recommendations for the economic and cultural revitalization of Indiana Avenue.

2. Final Presentation: S.A.P.I.D. will provide a formal presentation to the Indiana Avenue Civic Association at a time and place determined by the Indiana Avenue Civic Association.

PROJECT TIMELINE

Start date: January 10

End date: May 8

Activity	Responsibility	Dates
Primary Research Conducted	**See Below**	**January 10- 14**
Community- University Relationship	Quintin	January 10- 14
Indiana Avenue History	Alex	January 10- 14
Gentrification- Pros and Cons	Mallory	January 10- 14

Community Revitalization Techniques	Rosa	January 10- 14
Best Research Practices	Kahfii	January 10- 14
Literature Review Sections Combined & Edited	Kahfii	January 14
Literature Review Submitted to Instructors	Kahfii	January 15
Methodology Determined	Group	January 28
Initial Meeting with Client	Quintin	Jan 25-31
Statement of Work Preparation	**See Below**	**January 25- February 24**
Overview & Project Objectives Written	Alex	Jan 25- 31
Methodology Written	Mallory	Jan 25-Feb 1
Project Schedule Written	Rosa	Jan 25- Feb 1
Deliverables and Highlight Expectations for Client Written	Kahfii	Jan 25- Feb 1
Expectation of Work and Signatures Written	Quintin	Jan 25- Feb 1
Draft SOW Edited	Kahfii	February 3
Draft SOW Submitted to Instructors	Kahfii	February 4
Final SOW Revised	Kahfii	February 10

Final SOW Submitted to Instructors	Kahfii	February 12
Delivery of SOW to Client for Signature	Quintin	February 19
SOW Posted to Oncourse	Kahfii	February 18-24
Research Collection and Analysis	**See Below**	**February 25- March 10**
Research and Write Case Studies	All	March 10
Collect Demographics	Mallory	March 10
Interview Key Informants & write out Q & A	All	March 15
Analyze Demographics	Mallory	March 15
Perform SWOT Analysis on Neighborhood	Kahfii	March 18
Perform Matrix Analysis on Case Studies	Alex	March 18
Perform Content Analysis and Typology on Case Studies	Rosa	March 21
Put Analysis Section of Paper Together	Quintin	March 25
Write Results and Recommendations Sections	Rosa	March 25
Collect Sections into 1 Document and Review	Mallory	March 29

Submit Paper to Professors	Kahfii	March 31
Final Touches	**See Below**	**April 1- May 8**
Edit Draft	All	April 5
Submit Final Draft to Professors	Kahfii	April 9
Final Revisions	All	April 15
Final Report Printing	Mallory	April 18
Submit Final Report to Professors	Kahfii	April 21
Team Presentation to Client	Quintin	April 22
Submit Final Report to Client	Quintin	April 22- May 8

LOCATION OF WORK

S.A.P.I.D. will conduct research at local Indiana Avenue businesses and of community members who work, live, and attend university in the vicinity of the Indiana Avenue corridor, located in the Indianapolis, Indiana.

EXPECTATIONS OF WORK

Indiana Avenue Civic Association and SPEA faculty can expect that the work of S.A.P.I.D. will meet the following criteria:

The following list is not exhaustive, and may omit areas that also should be identified. For that reason, members of the group are responsible for identifying any other areas that they feel to be of importance in ensuring the success of the group.

❖ **Confidentiality –** It is important that group members maintain confidentiality of the information that the group derives from the study unless a consensus has been reached deeming information to be able to be shared. The group is consulting for an organization and thus the findings from the study do preserve some rights to concealment unless otherwise noted by members of the group, and/or the client.

❖ **Working Relations** – Each member is to conduct themselves in a professional manner, remaining cognizant that even outside of educational facilities, that all events are educational in manner. Each member is to respect other members and the constituents of the project. Healthy relationships amongst group members and participants are expected and any negative attitudes and/or actions directed at anyone throughout the project will be subject to sanctions of some sort.

❖ **E-mail/Oncourse** – Email and Oncourse messaging will be an important means of communication for the group and thus it is imperative that group members constantly check both communication portals to ensure that they are well aware of any and all information put out by other members.

❖ **Communications** – Communication is a key aspect of this project. It is imperative that members communicate with one another to ensure that we all remain unified throughout the project. Communication must also be maintained with the professors and the clients. The group has already discussed and defined the main communication channels that will be utilized during this semester and thus it is the responsibility of each individual members to ensure they maintain constant communication with the group.

❖ **Meeting Participation** – With the class and group meeting only a handful of times, it is important that all group members attend every possible group sanctioned event. Meetings are predetermined to ensure that members have adequate time to plan accordingly and thus there should be no reason why a member cannot attend a meeting. While at any group sanctioned event, full participation is expected from each and every member. This includes listening to what's being discussed and providing input to aid the thoughts of other group members.

❖ **Meeting Deadlines** – The group members have been provided with a detailed timeline which lists the due dates of specific assignments. This timeline was established to allow the consolidation of work amongst group members and to ensure that final submissions for assignments are turned in on time. For that reason it is imperative that deadlines are met and that group members complete their required work on time. Every group member is responsible for finishing his or her work on time and submitting it to the group for final approval and submission.

❖ **Accountability** – As a member of a team, your work no longer affects only you, but also affects the success of the members of your group. For that reason, it is expected that the members of the group will be accountable for any and all work they are assigned to complete. If for some reason a member cannot complete an assignment, they must communicate the reason for their inability to do so to the group immediately so that a resolution may be found.

❖ **Absences** – If for any reason a member of the group is unable to attend a scheduled event, he or she is responsible for communicating that to the other members of the group. There are obviously circumstances that arise, demanding the attention of group members, these instances just need to be communicated, not only to control for major deviations from the timeline, but to also ensure the safety of all group members.

❖ **Conflict Management** – There most surely will be conflictions of ideas and opinions throughout this semester and thus members must ensure to respect the ideas and opinions of other group members even if they conflict with one's own ideas and opinions. Any conflicts amongst group members must first, be worked out between the individuals involved, if that does not work, then other group members will step in and act as mediators to help alleviate the problem.

Signature of Approval

This statement of work is agreed and signed by:

_____   Date:_____

Rosa New, S.A.P.I.D.

MPA Candidate, May 2015

_____   Date:_____

Mallory Malczewski, S.A.P.I.D.

MSCJPS Candidate, May 2015

_____   Date:_____

Kahfii King, S.A.P.I.D.

MPA Candidate, December 2015

_____   Date:_____

Alexandria Edmondson, S.A.P.I.D.

MSCJPS Candidate, May 2015

_____   Date:_____

Quintin Lee, S.A.P.I.D.

MSCJPS Candidate, May 2015

_____   Date:_____

The S.A.P.I.D. team found multiple grant options which would be applicable to the revitalization efforts planned by the Indiana Avenue Civic Association. The grants are available in the Indianapolis, Indiana area and as a resource available as aides and additional funding options. The following list is a suggestion of funding possibilities. The list is not limited to the only options within the state of Indiana and additional research is suggested. In addition, the grant information provided does not include all of the additional resources the sponsoring agency could provide.

The S.A.P.I.D. Team suggest the following grants and funding ideas in the primary goal phase in order to determine the best type of revitalization plan to use:

❖ Neighborhood Assistance Program (NAP)

❖ Lilly Endowment Grants

❖ HUD Grants

❖ LISC & FOCUS Grants

❖ Façade Grant Program

❖ Community Development Block Grant

Neighborhood Assistance Program

The Neighborhood Assistance Program (NAP) is offered through the Indiana Housing and Community Development Authority and can be accessed through the Indiana state government website at http://www.in.gov/myihcda. The program provides tax credits up to $2.5 million tax credits to non-profit or charitable organizations. The tax credits allow community advocates to leverage more contributions from individuals and businesses for neighborhood based programs and/or projects. The website listed several eligible projects as:

- ❖ Affordable housing
- ❖ Counseling
- ❖ Child-care
- ❖ Educational assistance
- ❖ Job training
- ❖ Medical care
- ❖ Recreational facilities
- ❖ Downtown Rehabilitation
- ❖ Neighborhood commercial revitalization

The term for the tax credits starts at July 1st of the application year to June 30th of the next year. [1] The maximum amount of tax credit is approximately $40,000. It is unknown whether the amount stated is for an entire plan or per project. Additional research will be required.

Application process: In order to apply for eligibility for the tax credit program through NAP, the non-profit or charitable group will need to register at IHCDA online at: www.in.gov/myihcda/2354.htm.

Contact: For additional questions or guidance through the application process, please contact:

Community Program Analyst
Phone: 317-232-7777
Email: NAP@ihcda.in.gov

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[1] At time of report by the S.A.P.I.D. Team, the application term for 2015-2016 tax credit application had passed.

All highlighted areas must be completed or the form may not be processed.

Indiana Department of Revenue

Form NC-10 **Neighborhood Assistance Tax Credit Application**
Revised 10-98
State Form 49176   (File with the recipient organization participating in the Neighborhood Assistance Program)

Contributor Information   (To be completed by the contributor and the qualified Neighborhood Assistance Organization)

Name of contributor:

Social security or federal identification number:

Address

Telephone number:

City   State   Zip Code

Contributor's tax year ending:

Type of income tax return to be filed by contributor. *Check One:*

☐ Individual Form IT-40   ☐ Fiduciary Form IT-41   ☐ Partnership Form IT-65   ☐ Not-for-Profit Form IT-20NP
☐ Corporation Form IT-20   ☐ S Corporation Form IT-20S   ☐ Special Corp. Form IT-20SC   ☐ Financial Institution Form FIT-20

Credit Computation (Contributor must sign below, provide proof of payment and/or a statement of the value of all services and materials donated)

Recipient organization:

Organization's Indiana Taxpayer Identification number:

Address   City   State   Zip Code

1. Amount of contribution. *Indicate type:*
☐ Cash   ☐ Service   ☐ Property .... $

Date of contribution:

Program Number:

2. Multiply line 1 by 50% (x . 50) .... $

3. Tentative amount of credit (lesser of line 2 or $25,000) .... $

Departmental Use Only

Date filed:

Signature of contributor ➤

Date approved by Department of Revenue:

Certification of Contribution (for donation to Neighborhood Assistance Program)

I certify that the contributor donated the amount on line 1 to the Neighborhood Assistance Program and that the information stated is true, correct and complete.

Signature of neighborhood assistance organization officer   Title   Telephone number   Date

Do not separate   Leave form intact

Indiana Department of Revenue
Notice of Departmental Decision
Form NC-20   **Neighborhood Assistance Tax Credit**
Revised 10-98

For Tax Year Ending _____

(Attach approved NC-20 to the contributor's tax return where the credit is claimed)

Note: Members of a pass-through entity must attach a copy of Schedule IN K-1 to their income tax returns when claiming their pro-rata share of the approved NC-20 credit.

Departmental Use Only

Name of neighborhood assistance organization

Your request has been: ☐ Approved   ☐ Disapproved

Amount of available credit:

Print name and mailing address of contributor

Date of contribution:

Name

Donor's Social Security or Federal Identification Number:

Address

Program number:

City   State   Zip Code

Signature of Departmental Officer:

[Reset]   [Print]

Instructions for Filing Form NC-10/20

Neighborhood Assistance Tax Credit Application

Form NC-10/20 must be filed by a taxpayer (including any S corporation, partnership, limited liability company or individual) who makes a contribution and wishes to claim credit for the donation made to a qualified organization participating in the Neighborhood Assistance Program (NAP). The credit can be applied against a taxpayer's Indiana gross, adjusted gross, supplemental net income tax liability, or the financial institution tax. 50% of the amount contributed is eligible for the tax offset credit up to a maximum of $25,000. Form NC-10/20 is distributed by the Department of Commerce, Community Development Division's Neighborhood Assistance Program.

Applications are filed through the neighborhood assistance organization. Each organization must have an approved program number from the Indiana Department of Commerce before a contribution qualifies for pre-approval. The State of Indiana is limited to granting a total of $2,500,000 in Neighborhood Assistance Program tax credits per state fiscal year. Applications for credit will be considered in the chronological order as received by the Department of Revenue. For further instructions, refer to Income Tax Information Bulletin #22, issued by the Department of Revenue.

Completing Form NC-10/20

Complete the identification sections at the top and bottom of the form using the legal name of the contributor and the same tax identification number used for federal purposes. Check the type of tax return to be filed by the contributor (be sure to indicate the current tax year ending date).

Tax Credit Computation and Verification

Line 1: Enter the amount and kind of contribution made to the neighborhood assistance organization having a qualified tax credit program. The computation is based on contributed amounts from $100 up to $50,000. Credit is limited to the lesser of: fifty percent (50%) of the amount contributed, the state income tax due, or twenty-five thousand dollars ($25,000).

Line 2: Enter the amount of your contribution multiplied by 50% (.50). This is the amount eligible for NAP tax credit, subject to the maximum credit limit and your income tax liability after applying other nonrefundable credits for the tax year of the contribution.

Line 3: Enter the lesser of line 2 or $25,000. This tentative approved credit is available to offset only the annual state income tax or franchise tax liability. There is no carryover of unused credit to other taxable years. It is the responsibility of the contributor/taxpayer to claim the approved credit for the tax year in which the donation was made.

The credit application must be signed to be considered valid. If left unsigned, the application will be returned for signature. Proof of payment (copy of check, receipt from the neighborhood assistance organization, etc.) must be attached to this application.

To qualify for the credit, contributions other than cash must be contemplated by the program proposal submitted by the organization for approval. Any in kind contributions and services must be supported with invoices or other documents showing proof of costs to the donor. Cost of personnel on loan or the cost of time of an individual donor, contributed to render expertise and assistance, must be fully supported and are allowed to the extent the Internal Revenue Service rules for charitable deductions are applied.

Instructions for Recipient Organizations

The neighborhood assistance organization must fill in the recipient organization information sections of Form NC-10/20. List the neighborhood assistance organization's Indiana not-for-profit number and/or program number. An officer or delegate of the organization must verify receipt of each contribution by signing the certification section of the form.

It is the recipient organization's responsibility to file NC-10/20 forms with the Indiana Department of Commerce. File completed NC-10/20 forms with the quarterly report form on assigned due dates. Send to the **Indiana Department of Commerce, Community Development Division, Individual Development Account Program, One North Capitol, Suite 600, Indianapolis, Indiana 46204.**

For credits administered by the Family and Social Services Administration, send completed NC-10/20 forms to the Family and Social Services Administration, Division of Family and Children, Community Service Section, Neighborhood Assistance Program, 420 W. Washington Street, Room E442, P.O. Box 7083, Indianapolis, Indiana 46207-7083. Question for this agency may be directed to (317) 232-1079, or 1-800-545-7763 outside Indianapolis.

Applications filed with these state agencies are submitted to the Indiana Department of Revenue for a final determination. The Department will accept a properly completed contributor application and certification as proof of cash contributions.

When the tax credit application is approved, Form NC-20 will be mailed to contributor/taxpayer. The NC-20 must be attached to the income tax return when credit is claimed.

Instructions for Form NC-20

Be sure the information is the same as shown on Form NC-10. The NC-20 should be left attached to the NC-10 when filed by the contributor.

Upon receipt, the shaded section of the NC - 20 will be completed by the Indiana Department of Revenue. **The approved credit is available to offset only the annual state income tax liability.** County income taxes may not be reduced. For purposes of this limitation, state income tax due is first reduced by any other nonrefundable credit according to I.C. 6-3.1-1-2, such as credit for taxes paid to other states and the college contribution credit, before the NAP tax credit is applied. There is no provision to carry back, carry forward or refund any unused portion of the credit.

The Department will return Form NC-20 to the contributor marked with one of the following indications:

Approved -- Your credit request has been approved for the amount indicated on the NC-20.

Attach the approved Form NC-20 to the Indiana tax return to support the claim. If a pass-through entity made a contribution does not have a state income tax liability, it must report the pro-rata share of the approved NC-20 credit on information Schedule IN K-1. (Members of pass-through entities must attach a copy of Schedule IN K-1 to claim their allotted share of this credit.) Any excess credit on their return may not be refunded or carried over.

Disapproved -- Your tax credit request is not allowed. If the tax credit application is disapproved, a letter will accompany Form NC-20 to explain the reason for denial.

For all inquiries about the Neighborhood Assistance Program call: the Community Development Division of the Indiana Department of Commerce at (317) 232-8917 or 1-800-824-2476 outside Indianapolis.

The grants available through the Lilly Endowment, Inc. consider projects in community development, education and religion. The philanthropic foundation also assists in projects that assist the youth and promote volunteering in a community. The foundation is a privately owned group which was started from Eli Lilly in the Indianapolis area. The foundation has a grant option which focusses on community development. The grant funds the following needs:

- ❖ Human / social services
- ❖ Central city and neighborhood revitalization
- ❖ Low-income housing
- ❖ Arts and culture

The community development grant gives priority application review to efforts which are working towards improving life in the Indianapolis community through community development and education. In addition, the foundation has experience working Indiana colleges.

Application process: The applications are considered by the Board of Directors in March, June, September, November and December. The foundation suggests the following steps in order to start the application process:

1. Author a preliminary letter up to 2 pages which explains your organization, the project and the amount of support needed
   Emailed or faxed requests will not be considered
2. Arts and cultural organizations: the foundation requires a shared grant application form be filled out, though additional information may be require. The application is available at: http://www.lillyendowment.org/guidelines.html.
   Mail the application to:

> Program Office
> Lilly Endowment, Inc.
> 2801 N. Meridian Street
> Post Office Box 88068
> Indianapolis, IN 46208-0068

Contact: Once the proposal letter is received, the foundation will submit the application to the appropriate division, the corporate offices and the Board of Directors. The application review process takes approximately 6 months and notification of acceptance or denial is received in written form.

HUD Grants

The HUD grants are issued through the Department of Housing and Urban Development through the federal government. This grant option is the only one provided in this report which is not based out of Indiana and through the federal government. The *Choice Neighborhood Program* can be used to address struggling neighborhoods in a city. The grant program aims to bring together public housing authorities, city schools, police, business owners, nonprofits and private developers. The HUD grant program has three goals:

❖ Housing
❖ People
❖ Neighborhoods

The HUD website offers multiple resources including how to revise a budget plan for a project, previous grant project descriptions and planning tools to building a revitalization plan.

Application Process: In order to apply for a HUD grant, an applicate organization will need to go to the website to print off the necessary documents at: http://portal.hud.gov/hudportal/HUD?src=/program_offices/public_indian_housing/programs/ph/cn

Contact: The HUD program office can be reached at:

U.S. Department of Housing and Urban Development
451 7th Street S.W.
Washington, D.C. 20410
Phone: 202-708-1112

Attached are additional documents which may prove helpful when applying for a HUD grant.

CHOICE NEIGHBORHOODS PLANNING GRANT BUDGET GUIDANCE

I.   GENERAL BUDGET GUIDANCE

A.   Introduction
This document provides detailed information for Choice Neighborhoods Planning Grantees to use when developing and revising their program budgets. Included are examples of costs and where they should be placed in the budget; however, none of the lists of activities are meant to be exhaustive. If a particular activity cost is not listed, if an expense is unclear, or there is a questions whether the cost is allowable, Grantees should request assistance from their Choice Neighborhoods Team Coordinator.

B.   Budget Form
Choice Neighborhoods program budgets must be submitted on the Choice Neighborhoods Planning Grant Budget Form (Form HUD-53421), Parts I, II, and III. The blank form (an Excel workbook) can be obtained at http://portal.hud.gov/hudportal/HUD?src=/program_offices/public_indian_housing/programs/ph/cn/planninggrants.

C.   Allowable Expenditures from Award Notice
Funds may be requested for eligible costs incurred after the notification of grant award (this includes activities carried out before the Grant Agreement is executed). The grant award date is the date of HUD's notification letter to the Grantee that it has received an award. The date is also stated in the Grant Agreement. However, grantees will not be able to draw funds for reimbursement of these costs until after (1) the Grant Agreement is executed and (2) HUD has approved the program schedule and budget.

D.   Drawdown Limit per Budget Line Item
Once HUD has approved the budget and spread funds in LOCCS, the Lead Grantee may draw down Choice Neighborhoods Grant funds for a Budget Line Item (BLI) in an amount up to 100 percent of the amount of that BLI that HUD has approved and made available for drawdown. LOCCS will automatically reject payment requests that exceed the amount approved for each BLI. Any request for funds in excess of 10 percent of the entire grant amount in any month must be approved by HUD. In such instances, the Grantee must submit copies of the invoices supporting the LOCCS draw to their HUD Team Coordinator for manual review and approval. Upon approval, an OPHI LOCCS Administrator will release the draw in LOCCS. Please refer the Choice Neighborhoods Planning Grantee Financial Instructions (posted to the Choice Neighborhoods website) for additional information on LOCCS program edits.

II.   SPECIFIC BUDGET LINE ITEM GUIDANCE

BLI 1408 –CAPACITY BUILDING (MANAGEMENT IMPROVEMENTS)*
Costs applicable to BLI 1408 are those related to activities that build enduring capacity of
the Grantee's organization and of other stakeholders to plan and undertake
comprehensive neighborhood revitalization.

Capacity building is costs that assist the Grantee's organization and other stakeholders,
including but not limited to residents, to work more efficiently and effectively. Activities
include identifying and securing the training and technical assistance needed for you and
your partners to create a comprehensive and feasible Transformation Plan, and
strengthening the capacity of your partners to participate in decision-making and
planning processes and coordinate on cross-programmatic, place-based approaches in
order to develop and implement an effective Transformation Plan.

**The costs in this BLI are for activities not directly related to the activities related to
creating the Transformation Plan.** This BLI does not include the costs of your general
resident and community engagement activities, surveys or meetings with residents to
solicit opinions, or anything else not specifically arranged for capacity building of the
Grantee, stakeholders, or residents. Those costs should be included in BLI 1410 or 1430.
As such, HUD expects this BLI to contain a much smaller portion of your budget than the
other two BLIs.

Regardless of whether costs for capacity building activities are incurred by Grantee staff
or contractors, all such costs (except for staff time) should be included in BLI 1408. Staff
time should be included in BLI 1410 and contractor time in BLI 1430, as discussed
below.

Specific Eligible Costs
- Hiring expert presenters for capacity-building trainings
- Renting meeting space for such trainings
- Transportation for residents to/from training/capacity building meetings (e.g. running
  a van shuttle from the target housing site to the meeting location) and/or childcare of
  residents' children during such meetings.

* Note: BLI 1408 is also called "Management Improvements" in other HUD documents/systems
including the Choice Neighborhoods Planning Grant Budget Form (HUD Form 53421) and the
LOCCS system. For the purposes of the Choice Neighborhoods Planning Grant, all 1408 costs
should be associated with Capacity Building.

BLI 1410 – ADMINISTRATION
This BLI 1410 is intended for organizational costs attributable to the administration of
the Choice Neighborhoods Planning Grant by the Grantee (and Co-Grantee, if
applicable). Any administrative expenses on the part of the Grantee that are charged to
the Choice Neighborhoods budget must be prorated in accordance with the time spent on
Choice Neighborhoods grant-related activities. The Grantee may itemize the pro-rata
cost of personnel that will be working on the planning grant. Note that all staff costs,

including costs associated with preplanning and resident capacity building must be included in BLI 1410. For FY2011 and FY2012 Grantees, no more than 20 percent of the total grant award may be used for Administration. While there is not a specific limit for Grantees in other years, costs must be reasonable and limited only to activities directly related to the planning process. It is not sufficient to just allocate some percentage of the grant to this BLI.

Specific Eligible Costs (when incurred specifically for the Planning Grant)
- Staff salaries and benefits, including resident employment when directly hired by the Grantee (and Co-Grantee, if applicable)
- Staff attorney costs related to planning
- Staff training and related travel
- Printing and postage for materials
- Expendable equipment
- Advertisements to support solicitations for bids (planning-related)
- Publications
- Office space
- Utilities for office
- Rental of office equipment
- Accounting and auditing expenses
- Grantee's insurance, including worker's compensation, vehicle, fire, and public liability

BLI 1430 – FEES AND COSTS
Fees and Costs are expenditures made to entities that are contracted by the Grantee to perform specific services related to the planning process. They do not include the salaries of employees of the Grantee. The only exception to this is that fees and costs associated with preplanning and resident capacity building should be charged to BLI 1408. As noted in the sections above, Grantee (and Co-Grantee, if applicable) staff costs are charged to BLI 1410.

Specific Eligible Costs
- Consultant fees
  - Municipal planning fees associated with processing planning applications
  - Financial
  - Legal
  - Planning Coordinator
  - A&E Fees paid to architectural or engineering firms for planning and design service.
- Housing surveys, market surveys, needs assessments outside of those done for preplanning and resident capacity building

III. INELIGIBLE COSTS
The following costs are some of the specifically **ineligible** uses of Choice Neighborhoods Planning Grant funds. These costs may not be in your budget or charged to any BLI in LOCCS.
- Costs related to implementing the Transformation Plan, such as:
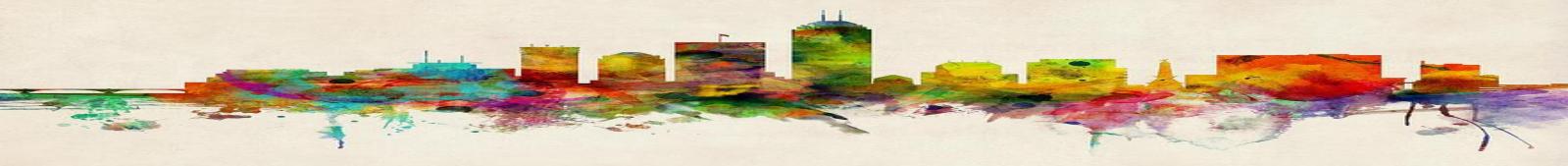
- o Acquisition, demolition, construction or rehabilitation costs.
- o Site improvements and infrastructure.
- o Cost of providing case management and supportive services for residents, including but not limited to services for families that will be displaced, such as mobility and relocation counseling, moving costs, and security deposits.
- o Administration of any programs to create jobs and job training opportunities.
- o Relocation assistance, including tenant-based rental assistance under Section 8 of the United States Housing Act of 1937.
- o Implementation of any community improvements.
- Costs associated with writing and submitting a Choice Neighborhoods Implementation Grant Application.
- Administrative costs (under BLI 1410) of the Grantee not directly related to developing the Choice Neighborhoods Transformation Plan.
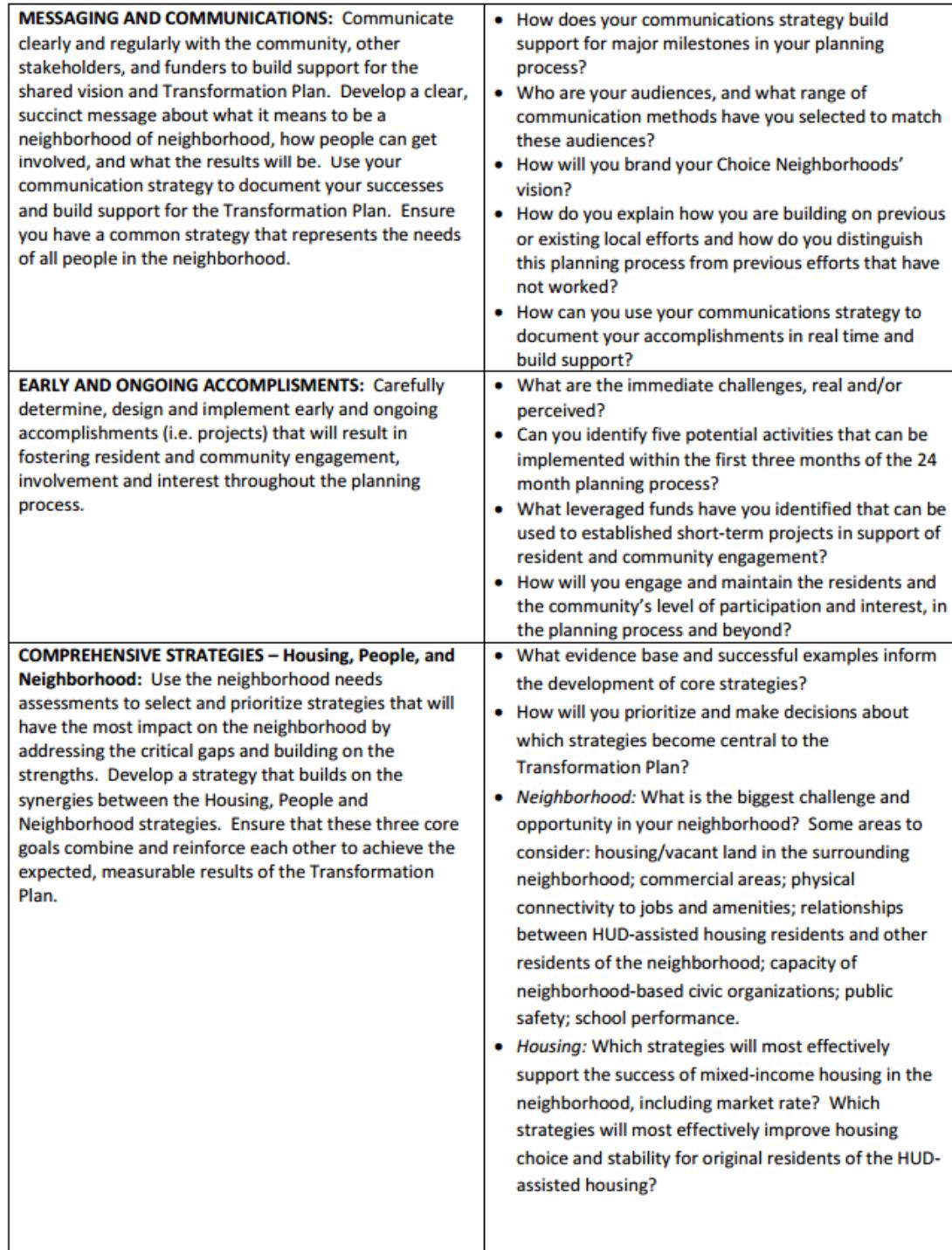
Choice Neighborhoods Planning Tool
Topics to Consider When Developing Your Transformation Plan
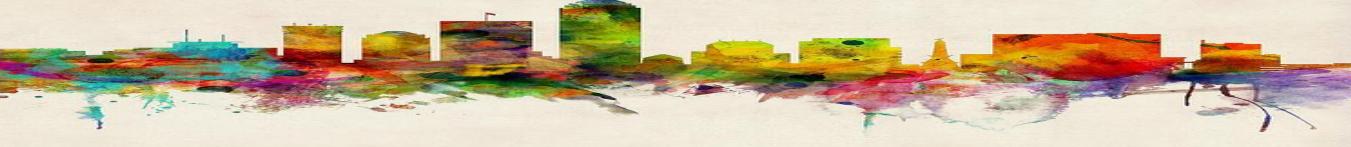
Updated December 13, 2013

Topics to Consider	Questions to Consider
COMMUNITY ENGAGEMENT: Identify diverse organizations/individuals to provide planned leadership and consistent communication resulting in ongoing community support for and involvement in the development of the plan for the targeted site residents and neighborhood.	• How will you identify leadership and involve residents and the community in decision-making? • How will you ensure continued engagement with the residents and the community throughout the planning process to include identification of priorities and final transformation plan? • What efforts are in place to prevent or resolve engagement challenges? • What capacity building will you do with residents and community members to ensure meaningful participation?
COMPREHENSIVE ASSESSMENTS: Conduct comprehensive needs assessments of the target residents and the neighborhood to inform the development of the Transformation Plan. Consider all 3 Choice Neighborhoods Goals: Housing, People, and Neighborhood.	• Have you identified **what** indicators to collect; **how** to collect them; **who** will provide the information; and **when** to collect the information? • How will data be collected from the target residents, neighborhood members, business and civic organizations, and other local community members? • Are there opportunities to include residents and community members in the assessment process? • Will your needs assessment catalogue the neighborhood assets (developmental, commercial, recreational, physical, social), challenges and gaps? • How will data from the resident survey and neighborhood needs assessment inform decision-making and plan development?
SHARED VISION: Develop a shared vision for the neighborhood revitalization, including a common understanding of the neighborhood challenges and reflects the community's hopes and aspirations for the neighborhood's future.	• How will you build consensus among all of your stakeholders, including residents, community members, potential funders, City officials, etc., when they have differing objectives? • How will you integrate local initiatives and plans into the planning process? • How will the guiding principles for the neighborhood transformation be established?
PARTNERSHIP MANAGEMENT AND STRUCTURE: Identify and obtain commitments from anchor institutions, local government, and community leaders to finalize the transformation plan, work long-term to implement the plan, help ensure continued programmatic success of the plan, and develop an integrated working structure supporting consistent communication among workgroups, decision-making and to hold partners accountable for meeting performance goals and milestones.	• What is the governance or decision-making structure for the entire planning process? • Do partnership agreements for the planning and /or implementation process align with priorities? What is your strategy to address revised commitments? • What plan of action is in place to maintain partnership engagement? • What is you strategy for holding partners accountable for meeting goals and milestones? • Who is responsible for partner development, management and strategic alliances?

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MESSAGING AND COMMUNICATIONS: Communicate clearly and regularly with the community, other stakeholders, and funders to build support for the shared vision and Transformation Plan. Develop a clear, succinct message about what it means to be a neighborhood of neighborhood, how people can get involved, and what the results will be. Use your communication strategy to document your successes and build support for the Transformation Plan. Ensure you have a common strategy that represents the needs of all people in the neighborhood.	• How does your communications strategy build support for major milestones in your planning process? • Who are your audiences, and what range of communication methods have you selected to match these audiences? • How will you brand your Choice Neighborhoods' vision? • How do you explain how you are building on previous or existing local efforts and how do you distinguish this planning process from previous efforts that have not worked? • How can you use your communications strategy to document your accomplishments in real time and build support?
EARLY AND ONGOING ACCOMPLISMENTS: Carefully determine, design and implement early and ongoing accomplishments (i.e. projects) that will result in fostering resident and community engagement, involvement and interest throughout the planning process.	• What are the immediate challenges, real and/or perceived? • Can you identify five potential activities that can be implemented within the first three months of the 24 month planning process? • What leveraged funds have you identified that can be used to established short-term projects in support of resident and community engagement? • How will you engage and maintain the residents and the community's level of participation and interest, in the planning process and beyond?
COMPREHENSIVE STRATEGIES – Housing, People, and Neighborhood: Use the neighborhood needs assessments to select and prioritize strategies that will have the most impact on the neighborhood by addressing the critical gaps and building on the strengths. Develop a strategy that builds on the synergies between the Housing, People and Neighborhood strategies. Ensure that these three core goals combine and reinforce each other to achieve the expected, measurable results of the Transformation Plan.	• What evidence base and successful examples inform the development of core strategies? • How will you prioritize and make decisions about which strategies become central to the Transformation Plan? • *Neighborhood:* What is the biggest challenge and opportunity in your neighborhood? Some areas to consider: housing/vacant land in the surrounding neighborhood; commercial areas; physical connectivity to jobs and amenities; relationships between HUD-assisted housing residents and other residents of the neighborhood; capacity of neighborhood-based civic organizations; public safety; school performance. • *Housing:* Which strategies will most effectively support the success of mixed-income housing in the neighborhood, including market rate? Which strategies will most effectively improve housing choice and stability for original residents of the HUD-assisted housing?

	- *People:* Which strategies will most effectively improve the coordination, quality and impact of existing supportive services for families? How do these strategies work together to improve education, employment, health outcomes among child and adult residents of the HUD-assisted housing?
DATA SHARING AND MANAGEMENT: Use data to inform decision-making and managing partners. Plan, build, adapt, or expand a comprehensive data management system, while abiding by Federal, State, and other privacy laws and requirements, for all individual, household, and neighborhood indicators.	- How will you use data to inform your decision-making and plan development and make mid-course corrections? - What are your preliminary plans for planning, building, adapting, or expanding a data system to track the indicators in your needs assessment and to monitor progress in planning and implementation? - How are you managing privacy requirements, e.g., HIPPA, in the collection of indicators for your needs assessment?
SUSTAINABILITY: Ensure the strategies identified in the Transformation Plan are sustainable beyond the grant term. Develop a strong core of partners that will remain engaged after the term of the grant to ensure that activities implemented. Work with public and private agencies, organizations (including philanthropic organizations), and individuals to gather and leverage resources needed to support the financial sustainability of your Plan.	- What sources and amount of funds do you believe will be necessary to implement the strategies in the plan? What are the potential sources of these funds? - How to will you braid a sustainable funding stream of public and private resources? - Have you sought out other existing resources, including public, private and philanthropic, to sustain your efforts? - What kind of leadership structure will be put in place on the front end that will ensure lasting momentum throughout planning and implementation? - How will you market and promote the plan to the public and potential funders?
CAPACITY BUILDING AND TECHNICAL ASSISTANCE: Identify capacity-building strategies that will benefit your organization and partner organizations in preparing to develop and implement the plan. Create a capacity-building plan and budget that includes, but is not limited to, HUD-sponsored training and technical assistance. Participate in a peer network to exchange information, tools and lessons that improve your work.	- What is your process for assessing your group's capacity-building needs on an ongoing basis? - Who are the main audiences for capacity-building efforts – your own organization, neighborhood organizations, and resident groups? - What types of technical assistance would be most beneficial – consultation with an expert practitioner with national experience, site visit to peer organizations in your region or another part of the country, conferences/trainings? - What other communities are you or your partners connected to that are doing work of particular relevance to you?

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Actual HOPE VI Cost Certificate

U.S. Department of Housing and Urban Development
Office of Public and Indian Housing

OMB Approval No. 2577-0208
(exp. 01/31/2018)

Public reporting burden for this collection of information is estimated to average 2 hours per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. This agency may not conduct or sponsor, and a person is not required to respond to, a collection of information unless that collection displays a valid OMB control number. This collection of information requires that each Grantee submit information to enable HUD to initiate the fiscal closeout process. The information will be used by HUD to determine whether the HOPE VI grant is ready to be audited and closed out. The information is essential for audit verification and fiscal close out. Responses to the collection are required by the HOPE VI Grant Agreement. The information requested does not lend itself to confidentiality.

Grantee Name	HOPE VI Grant Number

The Grantee hereby certifies to the Department of Housing and Urban Development as follows:

1. That the Actual Program Cost of the HOPE VI Grant is as shown below:

A. Original Funds Approved	$	
B. Funds Disbursed	$	
C. Funds Expended (Actual Program Cost)	$	
D. Amount to be Recaptured (A–C)	$	0.00
E. Excess of Funds Disbursed (B-C)	$	0.00

2. That all work in connection with the HOPE VI Grant has been completed;

3. That the entire Actual Program Cost or liabilities therefor incurred by the Grantee have been fully paid;

4. That there are no undischarged mechanics', laborers', contractors', or materialmen's liens against such Program work on file in any public office where the same should be filed in order to be valid against such Program work; and

5. That the time in which such liens could be filed has expired.

I hereby certify that all the information stated herein, as well as any information provided in the accompaniment herewith, is true and accurate.

Warning: HUD will prosecute false claims and statements. Conviction may result in criminal and/or civil penalties. (18 U.S.C. 1001, 1010, 1012; 31 U.S.C. 3729, 3802)

Signature of Executive Director	Date (mm/dd/yyyy)

For HUD Use Only	The Cost Certificate is approved for audit (signature of approving official)	Date (mm/dd/yyyy)
	The audited costs agree with the costs shown above Verified (signature)	Date (mm/dd/yyyy)
	Approved (signature)	Date (mm/dd/yyyy)

Previous editions are obsolete

form **HUD-53001-A** (01/2015)

Instructions for Preparation of Form HUD-53001-A
Actual HOPE VI Cost Certificate

Prepare and submit to HUD an original form HUD-53001-A for the completed HOPE VI grant.

Line Instructions:

Line 1A, Original Funds Approved - Enter the total HOPE VI funds originally approved by HUD through a HOPE VI Grant Agreement and any amendments.

Line 1B, Funds Disbursed - Enter the total amount of HOPE VI Grant funds disbursed by HUD.

Line 1C, Funds Expended - Enter the total amount of HOPE VI Grant funds expended by the Grantee. This amount may never exceed the amount on line 1A.

Line 1D, Amount To Be Recaptured (A minus C) **-** Enter the amount to be recaptured by subtracting line 1C from line 1A.

Line 1E, Excess of Funds Disbursed (B minus C) **-** Subtract line 1C from line 1B. If more than zero, remit this amount to HUD.

LISC INDIANAPOLIS FOCUS GRANT

The Local Initiatives Support Coalition (LISC) is a foundation designed to bolster economic opportunities in urban neighborhoods. The focus of their funding assistance programs is to build lasting relationship between the neighborhoods and businesses. A part of the funding / loan options available from LISC include façade grants. The organization helps to fund projects for:

- ❖ Real estate developments
- ❖ Retail projects
- ❖ Industrial projects
- ❖ Charter schools
- ❖ Childcare facilities
- ❖ Cultural centers
- ❖ Health care facilities

In addition, the organization helps to finance at multiple stages and kinds of projects:

- ❖ Predevelopment
- ❖ Property acquisition
- ❖ Construction
- ❖ Permanent financing

Application process: The LISC have an application available on their website for various types of loans and grant options. The grant application includes:

- ❖ Detailed construction estimate(s) for the proposed work (include permitting fees)

- ❖ Detailed project budget

- ❖ Drawings of the improvements to be completed (if available)

- ❖ Proof of financial ability, and
- ❖ Photos of the building in jpeg format

The full application is available at:
http://liscindianapolis.org/media/2015-Facade-Grant-Application.pdf

LISC also offers loan opportunities on a complete list available at:
http://www.lisc.org/docs/brochures/financial/2014_lending_products.pdf &
http://www.lisc.org/docs/brochures/financial/2014_lending_projects.pdf

Contact: For any questions regarding applications:
Aaron Laramore alaramore@lisc.org
Rachel McIntosh rmcintosh@lisc.org

Small Business Façade Improvement Program
2015 Application

Thank you for your interest in the Small Business Façade Improvement Program, a product of *Fostering Commercial Urban Strategies (FOCUS)* at Local Initiatives Support Corporation (LISC). The intent of the façade program is to jumpstart retail and commercial development by supporting quality improvements to storefronts and commercial facilities in urban neighborhoods throughout Indianapolis. The following information outlines the details of the program and includes the application.

Eligible applicants: Any building owner or tenant of a building located in Marion County is eligible to apply. All applications from building tenants require the signature and approval of the building owner.

Eligible projects: Any improvement to primary front-facing commercial facades is eligible, such as attached signage and building entrances, including but not limited to: doors, windows, signage, awnings, brick, stone, wood, or other building surface material.

Ineligible projects: Site improvements such as parking lots, paving, raised planters and planting areas, street trees, detached signage, fencing and railings, and improved pedestrian amenities including sidewalks, benches or bike racks are ineligible. Roof repairs and new construction projects are also ineligible. Grants cannot be used retroactively for building improvements already completed. Properties that are solely apartment rentals are ineligible. All related construction and improvements to be supported by the program must occur after the grant has been awarded.

Application: The Building Application Form below must be completed by each building owner or tenant requesting a façade grant and then returned to LISC electronically, along with the required supplementary application documents, to include:

> 1) Detailed construction estimate(s) for the proposed work (include permitting fees)
> 2) Detailed project budget
> 3) Drawings of the improvements to be completed (if available)
> 4) Proof of financial ability, and
> 5) Photos of the building in jpeg format

Applicants are encouraged to seek assistance from their relevant area nonprofit development corporation when completing and reviewing the application, as this partnership will be necessary to complete the grant process. If assistance is needed to find or contact your nearest area development corporation, please contact the LISC office at smallbiz@lisc.org.

Selection Process: An independent review panel juries the awards. Prioritization is given to façade improvements based on the following accumulated criteria:

- Project location, with priority given to distressed neighborhoods and struggling corridors
- Benefit to small business owners
- Impact to the front-facing façade of the proposed building (quality design is valued)
- Support of minority, veteran, or women-owned enterprises
- Potential for job creation
- Complementary area investments and vicinity of other LISC programs such as our targeted Quality of Life Neighborhoods, Great Places and FOCUS districts (Learn more at www.liscindianapolis.org)

Design Assistance: Pro-bono architectural assistance is available on a competitive basis, which may include access to services such as drawings and floor plan sketches, property investigation and construction cost analyses. Applicants should clearly indicate whether they would like to be considered for the design assistance. Architectural drawings and other design-related support materials will be requested from most applicants. A pre-application meeting with a design or architectural firm and the area community development organization may be required.

Grant Awards: The Façade Improvement Program will **reimburse up to 50%** of the total project costs **upon full completion** of the approved renovation. The maximum contribution awarded per address is $20,000. Some awards are sourced from publicly-funded dollars, and will require additional compliance and procedures related to the grant process.

Federal Regulations and Compliance: All projects whose total costs are in excess of $2,000 must be prepared to comply with the Federal Davis Bacon rules, including prevailing wage requirements. Guidance will be provided to awardees to assist with this process.

Receiving the grant: If awarded, LISC underwrites a grant agreement for the recipient together with the relevant area nonprofit development corporation, who will administer the grant funds and process. An initial meeting with LISC, the neighborhood organization, and the award recipient will be required to finalize the responsibilities of all parties. The award recipient is required to give regular updates throughout the construction process. After the project is complete to satisfaction of all parties, and only upon receipt of proof of payment documentation (paid invoices and cancelled checks), the neighborhood organization will issue the matching funds to the award recipient on behalf of LISC.

Applications will be accepted on a rolling/monthly basis:

	Deadlines
Application deadline:	Applications will be received at any time; Applications received after September, will be considered for the subsequent calendar year
Award Announcements:	Award announcements will be communicated within 60 days of submission of a _fully_ submitted application
Project Completion:	No later than December 1, 2015

Timeline: Once awarded, projects typically follow the below sequence in order to complete the project and receive the reimbursement of funds:
- Award communicated
- Meeting with LISC and the neighborhood to review program criteria, finalize designs and scope of work
- Vet project with relevant public departments for any necessary reviews (each project will differ)
- Bid project
- Select contractor(s)
- Pull permits and order materials
- Begin construction
- Complete project and conduct final "post construction" meeting for sign off
- Paperwork submitted/Grant Reimbursement Completed

Address questions and return completed application electronically to: smallbiz@lisc.org or call 317-454-8488 with questions.

FOCUS

LISC
Indianapolis
*Helping neighbors
build communities*

2015 Small Business Façade Improvement Program
Application Form

CONTACT INFORMATION

Primary Contact Name:	Primary Contact Phone:	Primary Contact Email:

Attachments:
- ☐ Itemized formal estimate(s) of work to be completed
- ☐ Project budget reflecting all revenue sources and expenses (designate which budget items would be paid for with the grant funds)
- ☐ Proof of financial ability to match grant funds (must provide most recent bank statement or signed letter from bank on letterhead)
- ☐ Copies of planned designs and drawings (if available)
- ☐ At least 2 photos of building emailed in JPEG format emailed to smallbiz@lisc.org

BUSINESS INFORMATION

Property Address:	
Tenant Name:	
Tenant Email Address:	Tenant Contact Phone:
Federal ID of Building Tenant:	Lease Expiration Date:

BUILDING & PROPERTY INFORMATION

Building Owner Name:	Federal ID# of Building Owner:	
Building Owner Mailing Address:	City/State:	Zip:
Owner's Email Address:	Owner's Phone:	
Current Use of Building:	Number of Businesses Located within Building:	
Total Square Footage of Building:	Estimated Square Footage of Improvements:	
Zoning of the property:		

Have area neighborhood groups been consulted?	☐ YES ☐ NO	Neighborhood Contact: _____
Is Pro-Bono Design Assistance Needed?	☐ YES ☐ NO	If No, please provide design/architectural consultant contact: _____
Are the Property Taxes Current?	☐ YES ☐ NO	Taxes must be current
Is Property Within Designated Historic District?	☐ YES ☐ NO	If Yes, project will need approval from Historic District
Is there any structural damage to the building?	☐ YES ☐ NO	If Yes, building must be inspected prior to work
Have any City/County Violations been filed against Property?	☐ YES ☐ NO	If Yes, please explain: _____

PROJECT INFORMATION

Please Give Brief Description of Proposed Work (expand this space as needed or attach another page):

Please Describe the Community Impact of this Project as it relates to the Program Priorities listed on page 1 above (expand space as needed):

Grant Requested: $_____	Date of Application: _____
Total Estimated Cost of Improvements: $_____	Source of Cost Estimate: _____
Building Owner Signature (if Tenant is Applying): _____	Applicant Signature: _____

Lending Products

	Predevelopment	Acquisition	Construction	Mini-Permanent
Purpose	To pay due diligence expenses, deposits, and other predevelopment costs	To pay purchase price and closing costs for property acquisition	To pay hard and soft construction costs of new construction or renovation projects	To provide longer-term loans for projects requiring stabilization or interim financing
Project Type	Rental housing; for-sale housing; community facilities; commercial and mixed-use projects	Rental housing; for-sale housing; community facilities; commercial and mixed-use projects	Rental housing; for-sale housing; community facilities; commercial and mixed-use projects	Rental housing; for-sale housing; community facilities; commercial and mixed-use projects
Loan Amount	$50,000 - $1,000,000	$100,000 - $5,000,000	$100,000 - $5,000,000	$100,000 - $5,000,000
Interest Rate	6% Fixed	6% Fixed	6% Fixed	6% Fixed
Term	Up to 2 Years	Up to 3 Years	Up to 3 Years	Up to 7 Years
Repayment	Interest-only Payable monthly	Interest-only Payable monthly	Interest-only Payable monthly	Amortizing payments based on period of up to 25 years depending on project type Payable monthly
Loan Fees	Up to 1.5% of loan amount plus legal fees	Up to 1.5% of loan amount plus legal fees	Up to 1.5% of loan amount plus legal fees	Up to 1.5% of loan amount plus legal fees
Collateral	Flexible; generally secured	Real estate collateral with LTV of up to 90%	Real estate collateral with LTV of up to 90%	Real estate collateral with LTV of up to 90%

Terms subject to change. All loans are subject to underwriting and credit approval.
For more information on LISC's loan products: www.lisc.org • lending@lisc.org

Lending Products

	Permanent	Bridge	Working Capital
Purpose	To provide long-term, fully amortizing financing	To bridge the timing gap between project or program costs and receipt of cash from committed or anticipated sources	To provide flexible capital to meet organizational cash flow needs or pay project-based expenses
Project Type	Rental housing; health centers; charter school facilities; nonprofit	Rental housing; for-sale housing; community facilities; commercial and mixed-use projects	Rental housing; for-sale housing; community facilities; commercial and mixed-use projects
Loan Amount	$1,000,000 - $5,000,000	$100,000 - $5,000,000	$100,000 - $5,000,000
Interest Rate	Fixed at spread over U.S. Treasuries of comparable duration plus additional spread for any forward rate lock	6% Fixed	6% Fixed
Term	Up to 29 Years	Up to 3 Years	Up to 2 Years
Repayment	Amortizing payments based on a period of up to 30 years Payable monthly	Interest-only Payable monthly	Interest-only Payable monthly
Loan Fees	Up to 1.5% of loan amount plus legal fees	Up to 1.5% of loan amount plus legal fees	Up to 1.5% of loan amount plus legal fees
Collateral	1st lien on real estate collateral with LTV of up to 90%; additional collateral required for any amount in excess of 80% LTV	Bridged receipts and/or real estate collateral	Flexible; generally secured

Terms subject to change. All loans are subject to underwriting and credit approval.
For more information on LISC's loan products: www.lisc.org • lending@lisc.org

Financing by Project Type

	Rental Housing	For Sale Housing	Charter School	Health
Eligible Borrowers	Community development corporations, nonprofit and for-profit affordable housing developers	Community development corporations, nonprofit and for-profit affordable housing developers	Individual charter schools, charter school management organizations and nonprofit or for-profit real estate developers which lease to school operators	Federally Qualified Health Centers, FQHC look-alikes and community health centers
Interest Rate	6% Fixed Permanent: Fixed at spread over U.S. Treasuries of comparable duration	6% Fixed	Maximum 6% Fixed Permanent: Fixed at spread over U.S. Treasuries of comparable duration	Varies Permanent: Fixed at spread over U.S. Treasuries of comparable duration
Product/ Term	Bridge 3 years Working Capital 2 years Predevelopment 2 years Acquisition 3 years Construction 3 years Mini-Perm 7 years Permanent 29 years	Bridge 3 years Predevelopment 2 years Acquisition 3 years Construction 3 years	Bridge 3 years Working Capital 2 years Predevelopment 2 years Acquisition 3 years Construction 3 years Mini-Perm 7 years Permanent 29 years	Bridge 3 years Working Capital 2 years Predevelopment 2 years Acquisition 3 years Construction 3 years Mini-Perm 7 years Permanent 29 years
Loan Fees	Up to 1.5% of loan amount plus legal fees	Up to 1.5% of loan amount plus legal fees	Up to 1.5% of loan amount plus legal fees	Up to 1.5% of loan amount plus legal fees
Sample Project	$800,000 loan to build eight-unit residence with rent on a sliding scale for formerly homeless families on abandoned construction site in Boston, MA	$200,000 revolving construction loan to redevelop vacant, abandoned and foreclosed homes to be sold to families at or below 120% AMI in Kalamazoo County, MI	$600,000 acquisition loan to expand classroom space for 360 low-income students at KIPP Academy in Charlotte, NC	$3 million loan to build a 48,000 square-foot medical center to meet the needs of low-income, uninsured or Medicaid patients in southwest Detroit, MI

Terms subject to change. All loans are subject to underwriting and credit approval.
For more information on LISC's loan products: www.lisc.org • lending@lisc.org

LISC

Financing by Project Type

	Healthy Foods	Child Care	Nonprofit/Other	Small Business Loans
Eligible Borrowers	Nonprofit and for-profit operators or developers of healthy food businesses including retail food stores, farmers' markets, food coops and other healthy food production or distribution activities	Nonprofit and for-profit early childhood program operators, community development corporations and other mission-driven development organizations providing space for early childhood centers	Nonprofit organizations	For-profit small businesses (as defined by the Small Business Administration program SBA.gov) located in one of LISC's 30 program cities or in a Rural LISC program area
Interest Rate	3.5% – 4.5% Fixed	6% Fixed	6% Fixed	Varies
Product/ Term	Business Loans 4-7 years Predevelopment 2 years Acquisition 3 years Construction 3 years Mini-Perm 10 years	Predevelopment 2 years Acquisition 3 years Construction 3 years Mini-Perm 7 years	Bridge 3 years Working Capital 2 years Predevelopment 2 years Acquisition 3 years Construction 3 years Mini-Perm 7 years	SBA First Mortgage 30 years SBA Community Advantage 10 years
Loan Fees	Up to 1.5% of loan amount plus legal fees	Up to 1.5% of loan amount plus legal fees	Up to 1.5% of loan amount plus legal fees	Varies by SBA program
Sample Project	$1 million loan to relocate and expand Flint Farmer's Market to a new Health and Wellness District in downtown Flint, MI	Predevelopment and construction loan to Unified Vailsburg Services Organization for the planning and construction of a new preschool facility for 210 children in Newark, NJ	$900,000 loan to the Community Coalition to acquire its headquarters space in Los Angeles, CA	First mortgage financing from LISC's Small Business Loan Fund for the refurbishing of two vacant buildings along 16th Street in Indianapolis, IN

Terms subject to change. All loans are subject to underwriting and credit approval.
For more information on LISC's loan products: www.lisc.org • lending@lisc.org

FAÇADE REBATE PROGRAM

The façade rebate program is offered through the City-County Government of Indianapolis. The grant program allows businesses to apply for rebates up to 50% of costs for construction and other work to improve the façade of the business. The grant program is offered through the Department of Community Development and also provides design assistance to applications.

Application process: The application for the façade grant program is available through the city-county website at: www.indy.gov/egov/city/dmd/community/grants/pages/facade/aspx

Contact: For questions or additional information on the application process:

> Will Pritchard, LISC
> Phone: 317-396-0588

COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG)

The CDBG are funds that are used to assist with the housing in an area affected by poverty. The goals of the program are to help programs aimed at:

- ❖ Ensuring decent and affordable housing
- ❖ Providing services to the most vulnerable members of our community
- ❖ Create jobs
- ❖ Expand business opportunities

The block grant programs provide a number of services to the applicant, such as:

- ❖ Low-income housing repair
- ❖ Public facility construction and rehabilitation
- ❖ Demolition of unsafe structures
- ❖ Summer youth programs
- ❖ Employment training
- ❖ Senior services

Application process: The block grants are offered through the City-County government and can be applied to through their website at:
http://www.indy.gov/egov/city/dmd/community/grants/pages/cdbg.aspx

Contact: For questions on the application process or projects supported through the grant:

Chelsea Ernsberger
Division of Community Economic Development
Phone: 317-327-5806

Key Informant Interview Questions (Internal Interviewees)

1. Please state your name and position:
2.
3. What can you tell me about the history of Indiana Avenue? How has it changed over the years?

4. What has been your past involvement or association with Indiana Avenue/ IACA?

5. Our project is focused on revitalization both programmatic and economic efforts for the Avenue, what sorts of ventures would like you see as beneficial to the Avenue? Types of businesses? Festivals? Green spaces?

6. What challenges have you experienced in your work with the Avenue that have hindered revitalization efforts? Or what challenges do you foresee that would hinder revitalization efforts? Walkability? Connectivity? Organizational support?

7. Do you know of any development plans for the area? IUPUI redevelopment plans? Do you think there is a chance of IUPUI working collaboratively to help make IA the districts primary neighborhood commercial corridor? What city/neighborhood/organizational connections need to be?

8. Do you know of any other contacts that may be helpful? Any final thoughts, comments, or data that might be helpful?

Key Informant Interview Questions (External Interviewees)

1. Name and role within neighborhood

2. Tell me about the history of your neighborhood

3. Tell me about any problems, obstacles, or issues that your neighborhood has experienced historically.

4. What connections have you or your organization developed with other organizations? Any funding organizations?

5. If you have to pull out one to two things that really boosted the success of your neighborhood, what would it be?

Key Informant Interview Notes

Flanner House Homes/Indiana Landmark

Flanner House Homes- first home built in 1951. Initially began with 182 homes, now 181. Built for black veterans coming home from WWII because Blacks could not live just anywhere and had issues getting loans from banks.

- **Flanner house project**: Veteran, full time employed, saving account, and good credit needed. Only the man's income counted. Plus men had to work 20+ hrs a week towards the project. Federal home loans used as the lender. These men were upstanding citizens, middle class black Americans. No welfare or government aid. Common jobs were firefighters, electricians, police officers, Chrysler and Lily workers, college educated residents. The "bottoms" (name of where most Black lived). Average home costs were $9100-$10000 (considered expensive for the time).
- Today Flanner house home community has about 25 original owners living there. Blacks are still majority, but there are a number of rentals. 10 Asians (mathematics professors owns 3 homes), 4 Indian students, 20 white. Fairly diverse area.

Past involvement with Indiana Avenue/ IACA?
She has not had much involvement with IACA. She was meeting with Paula prior to our meeting to learn more about the plans and focus of IACA. Other than owning property with the Madam Walker Theatre, she has not done much with Indiana Avenue.

Her perspective of the Avenue is that if there is not a substantial amount of effort coming from the Walker Theatre to bring about more arts and events, then there really isn't must that can be done because there is not space to build anything. There are plenty of office buildings and they are not going to give up their first floors for a gallery because they are making money off the offices.
She is not sure what the Avenue could support unless they emphasize outdoor venues. During the summer/late fall events. Musical outdoor venues. Outdoor art fesitival similar to Talbott street. A temporary outdoor celebration. She does not foresee anything other structure that is there permanently working on the Avenue unless its housed in Madame Walker.

New Orleans on the Avenue restaurant: (Now closed) The interviewee said its the 3rd restaurant to occupy that space. It is very difficult for a smaller restaurant or "mom and pop" business to sustain itself there because the cost of rent is $19,000/month because everything comes with the building; furniture, liquor license, equipment, etc.

Another drawback is that if you work downtown town and you want a meal after work or for lunch, you want something walking distance and the furthest people will

walk is the Bourbon St. Distillery. Past the distillery, there is nothing but parking lots and office buildings. There is nothing enticing to bring people past MLK and West. That is where the Walker Theatre comes into play; if the Theatre was active 5 days a week there could be more traffic to pull people down there.

- I asked about a typical events schedule for the Walker Theatre and ████ said she does not know. The problem with the Walker Theatre is that they do not reach out to the community that they are in. There is no connection with the community whatsoever, unless you are driving past and see the poster box, you won't know what's going on there. They struggle because they don't connect with community around them.
- I explained that Butler has cultural event requirements for students and puts on monthly events at Clowes Hall for the community. ████ said was not aware that IUPUI did anything such as this with the Walker.

Overall, there is nothing on the avenue that could help to support a great restaurant on the avenue. IRT has a restaurant that helps support the theatre because people go there and then go to the theatre.

Musical crawl on the Avenue: Kurt Von will have an event, the Walker will be participating in First Friday during crawl. Each venue is responsible for their own programming. However, there is a blank space between the Avenue and Vermont st. Not sure what they have programs they will have because there is nothing there except office buildings. There will be a break in the connection of the event. People will question whether they want to continue walking down to the Walker.

- ████ feels as though the Avenue was built that way, to break up the street and separate it from the mainstream part of the city. The city does not support the Avenue, but they supported Mass Ave and Fountain Square.

████ feels as though there is nothing structurally that can be done on the Avenue and that the parking lots owned by IUPUI will, in the next 10-15 years will become an office building. There is no land on the Walker/Urban League side for a gallery or other business. Lots of IUPUI owned land on the industrial side as well.

- 3-4 concrete outdoor celebration/festival events needed that will illustrate the past history of the Avenue and "branded" events that residents can expect year to year.
- Walker theatre must be the anchor institution. She feels like the vision of the theatre has completely changed because they have not been involved with the Avenue.
- The stakeholders on the Avenue are not talking to each other. No solid connections to anyone at IUPUI.

Her final thoughts: There really isn't much to work with on the Avenue, but there needs to be collaboration with the Walker and other institutions. Walker needs to work on their vision and to reestablish connection to the community and surrounding stakeholders.

Key Informant Interview- Ranson Place

What can you tell me about the history of Indiana Avenue? How has it changed over the years?

Used to be vibrant African American, shops, jazz, business, community (AA). Now is 6 ½ blocks of what it used to be. More buildings and more IUPUI and students
- Attitudes of the university coming in?

University took over the area. The university should take bigger look and support the Madam Walker Theater. University should take initiative to be more involved with Ransom place by reaching out to them since taking over. Ransom place always goes to them. Help them to maintain the community 1. They took over 2. They there 3. They have community relations that aren't involved with the neighborhood. "We always have to go to them"

Landmarks that help deal with the inbalance or work with the landlords that take better care of the properties. Build a stronger partnership.

Tell me about Flanner House Homes. What do residents value in this community?
- Sub-question: In what ways do you think Indiana Landmarks can partner with the Avenue?

The neighborhood would like for the landmarks to come in and establish homes to be occupied to maintain the people who live and own homes that want to participate vs. students who don't want to be involved. Balance the relationship. Have more people that care about the neighborhood. Balance of students and homeowners. The quantity of students is the problem. Contribute financial....

What has been your past involvement with Indiana Avenue/ IACA? What challenges did groups face then?

Our project is focused on revitalization both programmatic and economic efforts for the Avenue, what sorts of opportunities would you like you see on the Avenue?
- Types of businesses?
- Festivals?
- Green spaces?
More festivals more things that make the avenue more visible to the average persons. Banners...recognition in a more pronounced way....marketing...madame walker

What challenges have you experienced in your work with the Avenue that has hindered revitalization efforts? Or what challenges do you foresee that would hinder revitalization efforts?

- Walkability?
- Connectivity?
- Organizational support?

Somebody needs to help the Walker theater repair. Somebody big comes in and helps the theater, financially, construction, support the IA Civic League. Somebody needs to take more of lead that aren't just volunteers. Consistency...someone that makes it consistent job/effort.

What support would be needed from the city in order for these efforts to take place?

Do you know of any development plans for the area? IUPUI redevelopment plans? Do you think there is a chance of IUPUI working collaboratively to help make IA the districts primary neighborhood commercial corridor?
- What city/neighborhood/organizational connections need to be?

Indiana Civic League
They're trying to put apartment buildings without proper parking spaces and they're selling them to students without the proper resources.

Do you know of any other contacts that may be helpful? Any final thoughts, comments, or data that might be helpful?

Get more support from somebody with clout and money and that takes a real strong interest. Would be nice for infrastructure to cross MLK and the Avenue...better cross works.... Take a look at the sidewalks and do repairs on them. There is so much need in the area. Have a program that brings more AA into the area because the area is priced high and need incentives for AA to come back.. Expand it to people who want to own or occupy the land. Concentered houses. Stabilize the neighborhoods then stabilize Indiana Avenue. Bring in more people that have an interest in the area.

Kurt Vonnegut

- Who we are
- What we are doing + referral
- Confidentiality

Areas of Study
Commerce - Draw
Safety
Residential Pull + Factors

5 Starter Questions

① - What is your association to Indiana Ave? (c, ads)   Area History
② - Tell us about your opinion on what draws   Area Politics
     or drives consumers away?   Area Developments
③ - Do you know of any developments in the
     area that would impact revitalization efforts?   General Ideas + Recommendations
④ - Do you know of any area politics that
     would impact revitalization efforts?
⑥ - How familiar are you w/ IN Ave Hist?
     ↳ What past events do you think most heavily influenced the
          current state of the Ave?
⑤ - Would you consider IN Ave to be a desirable place to live?

↳ Music on Ave.

Need to reflect
city history

↳ DATA/Safety

Create Community
↳ Irvington

Corridor creation
↳ Cut of IN Ave

Mayor's Office - KJ -

↳ Need to become
a more integrated
part of downtown

Jazz Club Elders

MLK - West - break

Small adjustment
reaching out
↳ Butler

Personal
stories

↳ IN   Museum

What Area
   Holy Rosary Side of Fletcher Place - Italian

Involvement
- Individual venture capitalist → cash in Plus
- Rebranding

Involvement
Development
History
Problems/Issues
Key Connections
1-2 Things

Battle zone
~ everyone
abandoned

History

60's - 70's - Red zoning / White Flight
Currently in a resurgence   , Italian festival annual - H.R. Church.   Derelict but
   Self Policing, 80s 90s - urban pioneering - open, Derilict buildings   interconnected
                                                                         neighbors

Problems/Issues
- Stigma of surrounding area (Fountain square)
- CF Litzy - Key to neighborhood.

Key Connections
- saved bowling alley bldg - Fountain square
Mike Cambell - saved Murphy bldg

SEND
- Wheeler bldg.
Heart + Film Festival

1-2 Things
* - Cultural Trail - expanded consciousness.
- Timing
- Revival of youth into city

Getting Attention + Funding

- City gov never helps, lines for parking - postponed indefinitely
- 3 facade grants via LISC

Fountain Square

arrived in @ '93
  downtown was not developed along w/ outside
    neighbors
near eastside grew up
  identified w/ fountain square - still existed

areas are very different
  fountain square - small town flavor
(commercial   building structure/skyline to emulate a
 development) downtown feel
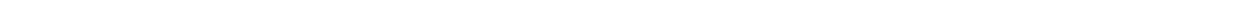
success came w/ ~~field~~ commercial
  . development of fountain sq
  - older, working class neighborhood

fountain square = looking for something diff
  commercial feel of a small town

destroyed area = ~~TAS~~ interstate came thru
  saved it somewhat

resident based helped the area stay

draw people - have something that draws pple
  in

been made a destination

role = own the corner building
(prev) pres of a Neighborhood association
served on as an economic role ⤴
SENM

no vacant lots in fountain sg = stable resident base
interest in area / real estate is highly impacting area
working class residents who stay in area to work
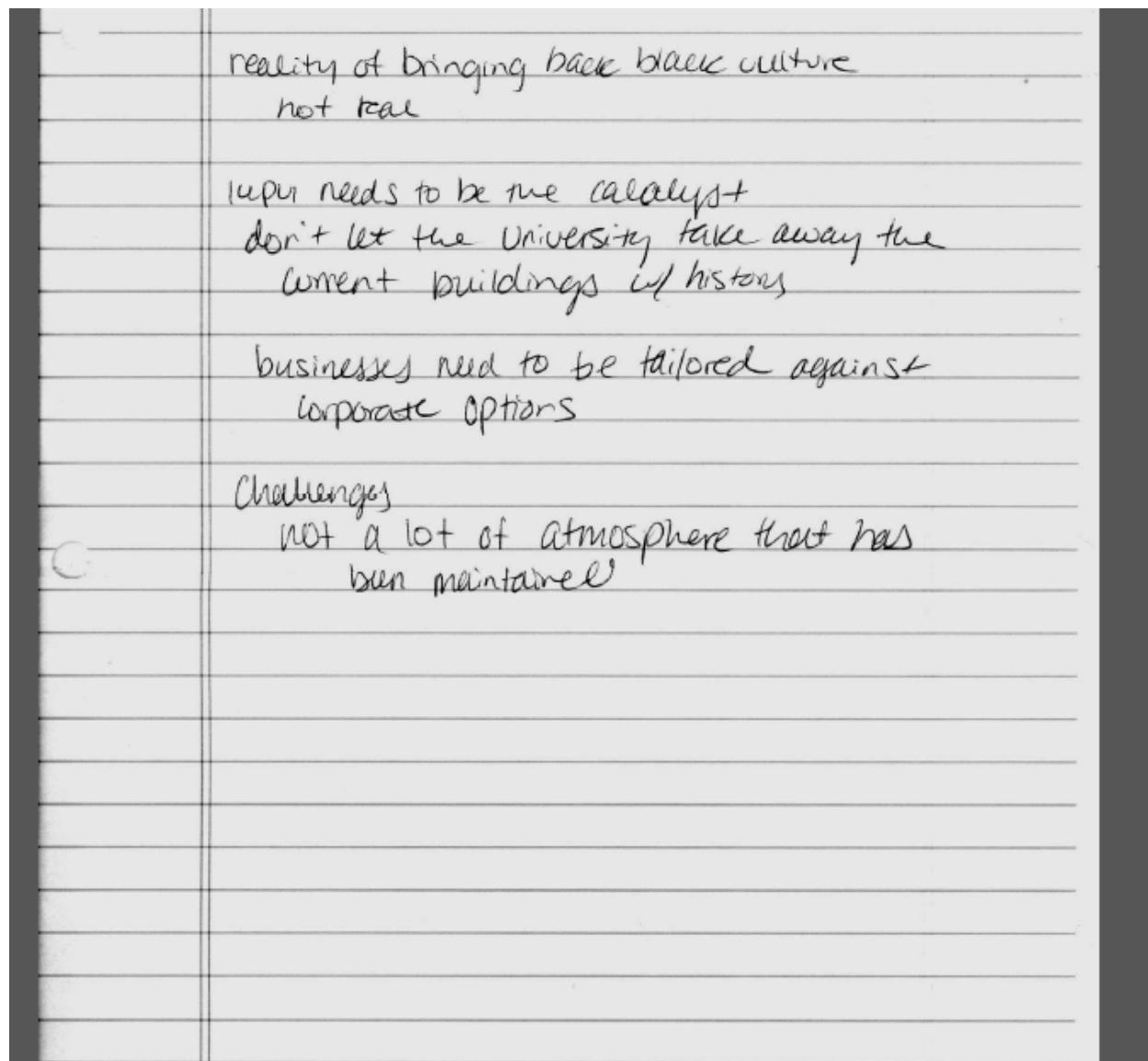
for a bar → have to parking
cannot open clubs & bars
more aimed towards retail retail/restaurants family

want more retail
have grocery & hardware

no meters
↓ not
do want
↓
negative impact on residents

neighborhood group/parking group - applying for a grant for a parking study
- biggest fear for loss of parking
problems w/ grants = be capable of agreeing

- brought duck pin bowling in the 80's
- moved to fountain square in 90's when he acquired the building
- swing dancing on set days in neighborhood

- 1st friday art event in city

- cultural trail

revitalizing historic entities of the area

multi family apartments

5 diff
   fletcher
   bates-hendricks
   fountain sq

discoverfountainsq.com
- manage & update
   social sites

- area residents have not left

- renters can join all members of neighborhoods can be involved

- evolution - not reality of area

reality of bringing back black culture
   not real

lupui needs to be the catalyst
   don't let the University take away the
      current buildings w/ history

businesses need to be tailored against
   corporate options

Challenges
   not a lot of atmosphere that has
      been maintained

APPENDIX E: DEMOGRAPHIC DATA
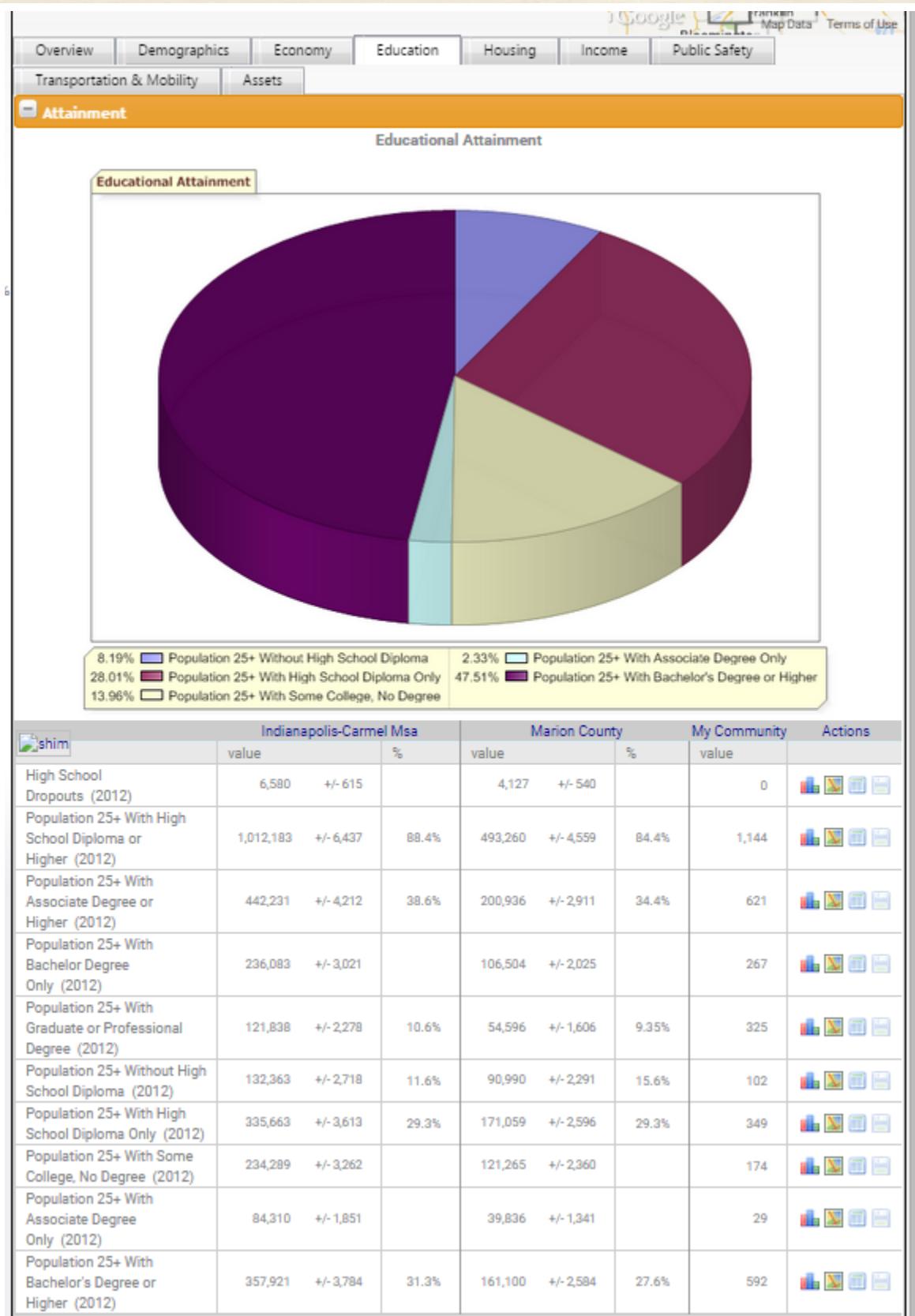
Included are the demographic raw data used to calculate percentages of specific categories along Indiana Avenue in the 46202 zip code. All information retrieved from savi.org.

	Overview	Demographics	Economy	Education	Housing	Income	Public Safety
	Transportation & Mobility		Assets				

Age

The operation has timed out

shim	Indianapolis-Carmel Msa			Marion County			My Community	Actions
	value		%	value		%	value	
Population Under Age 5 (2012)	126,832	+/- 300		68,480	+/- 87.7		166	
Population Age 5 to 9 (2012)	128,730	+/- 1,719	7.32%	61,902	+/- 1,331	6.84%	10	
Population Age 10 to 14 (2012)	127,869	+/- 1,727	7.27%	60,430	+/- 1,332	6.68%	42	
Population Age 15 to 19 (2012)	121,946	+/- 475	6.93%	61,109	+/- 124	6.76%	754	
Population Age 18 and Over (2012)	1,300,406	+/- 2,473	73.9%	677,481	+/- 1,887	74.9%	2,671	
Population Age 20 to 24 (2012)	109,868	+/- 1,928	6.24%	68,364	+/- 1,669	7.56%	691	
Population Age 21 and Over (2012)	1,232,025	+/- 2,695	70%	639,139	+/- 2,084	70.7%	1,672	
Population Age 25 to 34 (2012)	251,116	+/- 502	14.3%	145,744	+/- 137	16.1%	573	
Population Age 35 to 44 (2012)	248,533	+/- 2,641	14.1%	119,350	+/- 1,859	13.2%	131	
Population Age 45 to 54 (2012)	258,567	+/- 423	14.7%	126,221	+/- 4.00	14%	179	
Population Age 55 to 59 (2012)	106,878	+/- 1,462	6.07%	53,690	+/- 1,113	5.94%	74	
Population Age 60 to 64 (2012)	86,255	+/- 1,634	4.9%	42,408	+/- 1,189	4.69%	12	
Population Age 62 and Over (2012)	240,018	+/- 2,573	13.6%	119,845	+/- 1,755	13.2%	283	
Population Age 65 to 74 (2012)	106,236	+/- 1,770	6.04%	51,145	+/- 1,117	5.65%	139	
Population Age 75 to 84 (2012)	61,981	+/- 1,254	3.52%	32,290	+/- 859	3.57%	126	
Population Age 85 and Over (2012)	24,980	+/- 772	1.42%	13,402	+/- 544	1.48%	12	
Population Under Age 18 (2012)	459,385	+/- 2,473		227,054	+/- 1,887		238	
Population Age 18 to 64 (2012)	1,107,209	+/- 4,008		580,644	+/- 2,986		2,394	
Population Age 65 and Over (2012)	193,197	+/- 2,303	11%	96,837	+/- 1,511	10.7%	277	

	Indianapolis-Carmel Msa			Marion County			My Community	Actions
	value		%	value		%	value	
Children Under Age 18 with Two Working Parents (2012)	195,860	+/- 3,437	44.7%	74,834	+/- 2,247	35.1%	90	
Population Employed in Agriculture, Forestry, Fishing and Hunting, And Mining (2012)	4,991	+/- 502		902	+/- 217		4	
Population Employed in Arts, Entertainment, Recreation, Accommodation and Food Services (2012)	76,457	+/- 2,043		46,002	+/- 1,718		169	
Population Employed in Construction (2012)	50,077	+/- 1,766		23,231	+/- 1,198		16	
Population Employed in Educational, Health and Social Services (2012)	186,193	+/- 2,565		92,330	+/- 1,758		448	
Population Employed in Finance, Insurance, Real Estate and Rental and Leasing (2012)	60,883	+/- 1,777		29,677	+/- 1,212		36	
Population Employed in Information (2012)	17,496	+/- 1,041		8,574	+/- 768		7	
Population Employed in Manufacturing (2012)	107,906	+/- 2,348		47,044	+/- 1,730		48	
Population Employed in Other Services (except Public Administration) (2012)	39,935	+/- 1,450		19,344	+/- 1,048		26	
Population Employed in Professional, Scientific, Management, Administrative, and Waste Mgmt Services (2012)	92,262	+/- 2,091		49,442	+/- 1,502		143	
Population Employed in Public Administration (2012)	35,475	+/- 1,337		18,368	+/- 854		14	
Population Employed in Retail Trade (2012)	97,513	+/- 2,239		51,901	+/- 1,519		157	
Population Employed in Transportation and Warehousing (2012)	42,734	+/- 1,654		23,644	+/- 1,219		0	
Population Employed in Utilities (2012)	6,161	+/- 610		2,057	+/- 326		4	
Population Employed in Wholesale Trade (2012)	28,184	+/- 1,170		14,210	+/- 822		0	
Population with Construction, Extraction and Maintenance Occupations (2012)	63,622	+/- 1,741		30,622	+/- 1,359		9	
Population with Farming, Fishing and Forestry Occupations (2012)	1,701	+/- 297		590	+/- 186		0	
Population with Management and Professional Occupations (2012)	316,039	+/- 3,287		143,525	+/- 2,358		447	
Population with Production, Transportation and Material Moving Occupations (2012)	107,335	+/- 2,365		59,066	+/- 1,790		35	
Population with Sales and Office Occupations (2012)	221,598	+/- 2,926		113,887	+/- 2,083		245	
Population with Service Occupations (2012)	135,972	+/- 2,651		79,036	+/- 2,033		336	
Population with Blue Collar Occupations (2012)	308,630	+/- 3,922		169,314	+/- 3,039		380	
Population with White Collar Occupations (2012)	537,637	+/- 4,401		257,412	+/- 3,147		692	

| Overview | Demographics | Economy | Education | Housing | Income | Public Safety |
| Transportation & Mobility | Assets |

Attainment

Educational Attainment

Educational Attainment

8.19%	Population 25+ Without High School Diploma	2.33%	Population 25+ With Associate Degree Only
28.01%	Population 25+ With High School Diploma Only	47.51%	Population 25+ With Bachelor's Degree or Higher
13.96%	Population 25+ With Some College, No Degree		

| | Indianapolis-Carmel Msa | | Marion County | | My Community | Actions |
shim	value	%	value	%	value	
High School Dropouts (2012)	6,580 +/- 615		4,127 +/- 540		0	
Population 25+ With High School Diploma or Higher (2012)	1,012,183 +/- 6,437	88.4%	493,260 +/- 4,559	84.4%	1,144	
Population 25+ With Associate Degree or Higher (2012)	442,231 +/- 4,212	38.6%	200,936 +/- 2,911	34.4%	621	
Population 25+ With Bachelor Degree Only (2012)	236,083 +/- 3,021		106,504 +/- 2,025		267	
Population 25+ With Graduate or Professional Degree (2012)	121,838 +/- 2,278	10.6%	54,596 +/- 1,606	9.35%	325	
Population 25+ Without High School Diploma (2012)	132,363 +/- 2,718	11.6%	90,990 +/- 2,291	15.6%	102	
Population 25+ With High School Diploma Only (2012)	335,663 +/- 3,613	29.3%	171,059 +/- 2,596	29.3%	349	
Population 25+ With Some College, No Degree (2012)	234,289 +/- 3,262		121,265 +/- 2,360		174	
Population 25+ With Associate Degree Only (2012)	84,310 +/- 1,851		39,836 +/- 1,341		29	
Population 25+ With Bachelor's Degree or Higher (2012)	357,921 +/- 3,784	31.3%	161,100 +/- 2,584	27.6%	592	

	value	%	value	%	value	
Mortgaged Owner Occupied Housing Units with Monthly Housing Costs of Less than $200 (2012)	42 +/- 48.0		39 +/- 48.0		0	
Mortgaged Owner Occupied Housing Units with Monthly Housing Costs of $200 to $299 (2012)	825 +/- 196		481 +/- 151		0	
Mortgaged Owner Occupied Housing Units with Monthly Housing Costs of $300 to $499 (2012)	5,433 +/- 428		2,910 +/- 296		7	
Mortgaged Owner Occupied Housing Units with Monthly Housing Costs of $500 to $699 (2012)	17,815 +/- 963	3.94%	10,973 +/- 736	5.37%	15	
Mortgaged Owner Occupied Housing Units with Monthly Housing Costs of $700 to $999 (2012)	66,040 +/- 1,750	14.6%	38,313 +/- 1,322	18.7%	5	
Mortgaged Owner Occupied Housing Units with Monthly Housing Costs of $1000 to $1499 (2012)	129,634 +/- 2,098		61,146 +/- 1,529		59	
Mortgaged Owner Occupied Housing Units with Monthly Housing Costs of $1500 or More (2012)	127,789 +/- 2,377		41,344 +/- 1,193		49	
Mortgaged Owner Occupied Housing Units with Monthly Housing Costs of $1500 to $1999 (2012)	68,339 +/- 1,765		25,178 +/- 942		0	
Mortgaged Owner Occupied Housing Units with Monthly Housing Costs of $2000 to $2499 (2012)	29,553 +/- 1,206		8,597 +/- 537		44	
Mortgaged Owner Occupied Housing Units with Monthly Housing Costs of $2500 to $2999 (2012)	13,755 +/- 786		3,466 +/- 372		0	
Mortgaged Owner Occupied Housing Units with Monthly Housing Costs of $3000 or More (2012)	16,142 +/- 681		4,103 +/- 332		5	
Owner Occupied Housing Units with Value of Less Than $50,000 (2012)	27,745 +/- 1,009		17,512 +/- 780		17	
Owner Occupied Housing Units with Value of $50,000 to $99,999 (2012)	84,972 +/- 2,029		55,819 +/- 1,599		59	
Owner Occupied Housing Units with Value of $100,000 to $149,999 (2012)	124,176 +/- 2,198		63,799 +/- 1,594		4	
Owner Occupied Housing Units with Value of $150,000 to $199,999 (2012)	88,516 +/- 1,948		33,501 +/- 1,066		20	
Owner Occupied Housing Units with Value of $200,000 or More (2012)	126,321 +/- 2,258		33,770 +/- 1,127		53	
Owner Occupied Housing Units with Value of $200,000 to $299,999 (2012)	70,239 +/- 1,785	15.5%	19,626 +/- 905	9.6%	38	
Owner Occupied Housing Units with Value of $300,000 to $499,999 (2012)	39,950 +/- 1,149	8.84%	9,298 +/- 548	4.55%	15	
Owner Occupied Housing Units with Value of $500,000 to $749,999 (2012)	10,184 +/- 596	2.25%	2,823 +/- 304	1.38%	0	
Owner Occupied Housing Units with Value of $750,000 to $999,999 (2012)	3,131 +/- 358	0.693%	945 +/- 180	0.462%	0	
Owner Occupied Housing Units with Value of $1,000,000 or More (2012)	2,817 +/- 326		1,078 +/- 164		0	

Renter Occupied
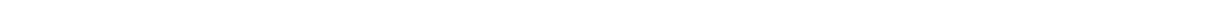
Monthly Costs - Renter Occupied

Monthly Costs - Renter Occupied

%	Category
5.34%	Renter Occupied Housing Units with Monthly Housing Costs of Less than $200
9.5%	Renter Occupied Housing Units with Monthly Housing Costs of $200 to $299
11.37%	Renter Occupied Housing Units with Monthly Housing Costs of $300 to $499
8.01%	Renter Occupied Housing Units with Monthly Housing Costs of $500 to $699
34.72%	Renter Occupied Housing Units with Monthly Housing Costs of $700 to $999
22.85%	Renter Occupied Housing Units with Monthly Housing Costs of $1000 to $1499
8.21%	Renter Occupied Housing Units with Monthly Housing Costs of $1500 to $1999
%	Renter Occupied Housing Units with Monthly Housing Costs of $2000 or More

	Indianapolis-Carmel Msa		Marion County		My Community	Actions
	value	%	value	%	value	
Renter Occupied Housing Units with Monthly Housing Costs of Less than $200 (2012)	3,300 +/- 452		2,535 +/- 391		54	
Renter Occupied Housing Units with Monthly Housing Costs of $200 to $299 (2012)	4,868 +/- 470	2.19%	3,446 +/- 414	2.22%	96	
Renter Occupied Housing Units with Monthly Housing Costs of $300 to $499 (2012)	15,390 +/- 914		11,513 +/- 803		115	
Renter Occupied Housing Units with Monthly Housing Costs of $500 to $699 (2012)	55,422 +/- 1,770	25%	43,705 +/- 1,572	28.2%	81	
Renter Occupied Housing Units with Monthly Housing Costs of $700 to $999 (2012)	85,624 +/- 2,102		60,123 +/- 1,728		351	
Renter Occupied Housing Units with Monthly Housing Costs of $1000 to $1499 (2012)	39,301 +/- 1,492		24,071 +/- 1,119		231	
Renter Occupied Housing Units with Monthly Housing Costs of $1500 to $1999 (2012)	5,922 +/- 569	2.67%	2,993 +/- 389	1.93%	83	
Renter Occupied Housing Units with Monthly Housing Costs of $1500 or More (2012)	8,618 +/- 689		4,173 +/- 447		83	
Renter Occupied Housing Units with Monthly Housing Costs of $2000 or More (2012)	2,696 +/- 388		1,180 +/- 221		0	

	Indianapolis-Carmel Msa			Marion County			My Community	Actions
	value		%	value		%	value	
Number of Housing Units Whose Structure Was Built in 1939 or Earlier (2012)	97,559	+/- 1,768		66,184	+/- 1,353		314	
Number of Housing Units Whose Structure Was Built in 1940 to 1949 (2012)	39,216	+/- 1,165		29,933	+/- 960		82	
Number of Housing Units Whose Structure Was Built in 1950 to 1959 (2012)	82,694	+/- 1,879		60,233	+/- 1,564		49	
Number of Housing Units Whose Structure Was Built in 1960 to 1969 (2012)	88,664	+/- 1,856		59,957	+/- 1,393		86	
Number of Housing Units Whose Structure Was Built in 1970 to 1979 (2012)	102,610	+/- 2,033		57,712	+/- 1,583		133	
Number of Housing Units Whose Structure Was Built in 1980 to 1989 (2012)	83,958	+/- 1,756		47,972	+/- 1,313		296	
Number of Housing Units Whose Structure Was Built in 1990 to March 2000 (2012)	127,906	+/- 2,001		53,034	+/- 1,331		212	
Number of Housing Units Whose Structure Was Built in 2000 or Later (2012)	135,876	+/- 2,147	17.9%	43,015	+/- 1,270	10.3%	268	

Owner Occupied Units
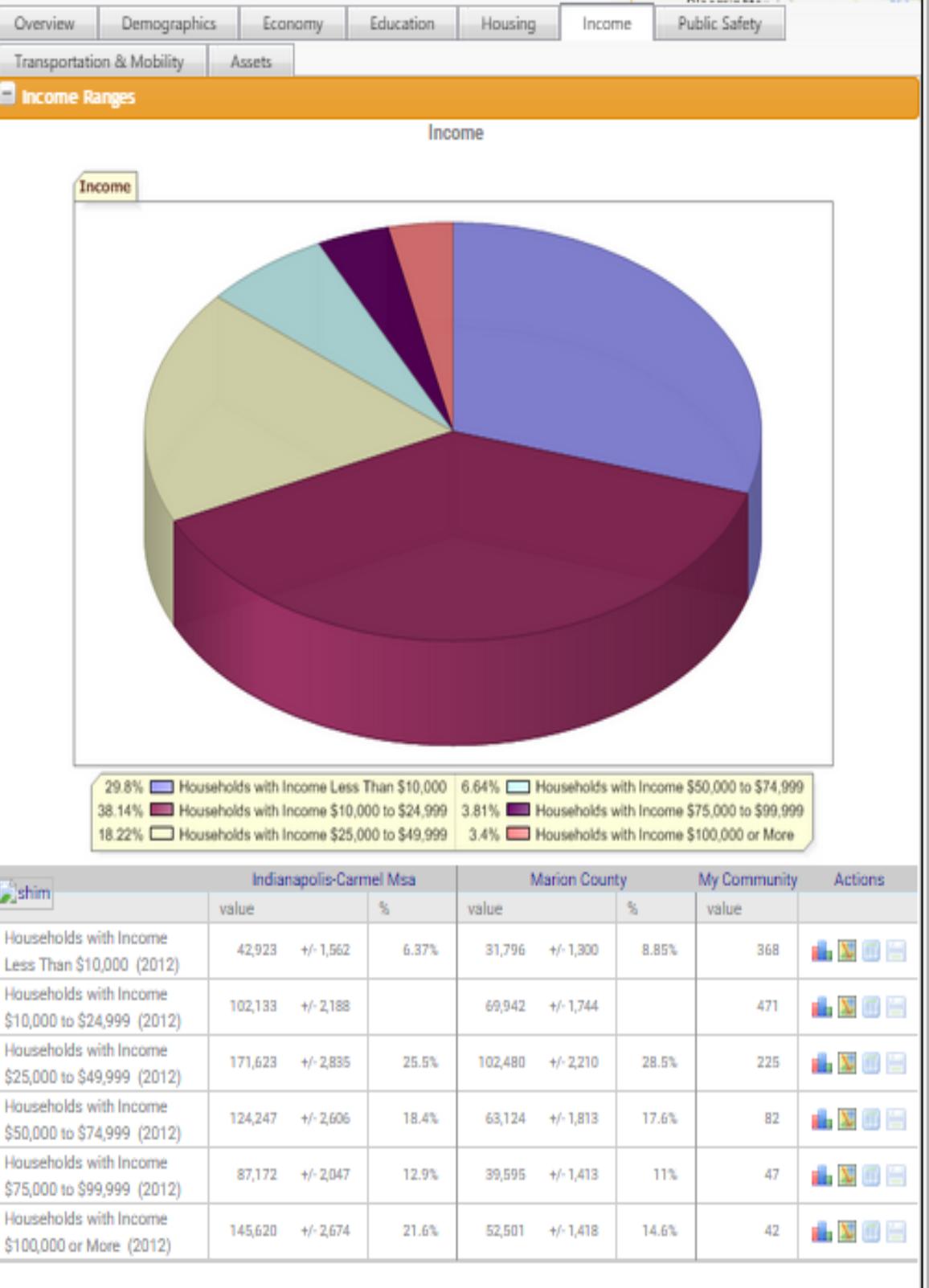
	Indianapolis-Carmel Msa		Marion County		My Community	Actions
	value		value		value	
Owner Occupied Units (2012)	451,730	+/- 3,140	204,401	+/- 2,053	153	

Renter Occupied Units

	Indianapolis-Carmel Msa		Marion County		My Community	Actions
	value		value		value	
Renter Occupied Units (2012)	221,988	+/- 2,686	155,037	+/- 1,985	1,082	

Housing Units

	Indianapolis-Carmel Msa		Marion County		My Community	Actions
	value		value		value	
Total Housing Units (2012)	758,483	+/- 611	418,040	+/- 510	1,440	

| | Overview | Demographics | Economy | Education | Housing | Income | Public Safety |

| Transportation & Mobility | Assets |

Income Ranges

Income

29.8%	Households with Income Less Than $10,000	6.64%	Households with Income $50,000 to $74,999
38.14%	Households with Income $10,000 to $24,999	3.81%	Households with Income $75,000 to $99,999
18.22%	Households with Income $25,000 to $49,999	3.4%	Households with Income $100,000 or More

shim	Indianapolis-Carmel Msa		Marion County		My Community	Actions
	value	%	value	%	value	
Households with Income Less Than $10,000 (2012)	42,923 +/- 1,562	6.37%	31,796 +/- 1,300	8.85%	368	
Households with Income $10,000 to $24,999 (2012)	102,133 +/- 2,188		69,942 +/- 1,744		471	
Households with Income $25,000 to $49,999 (2012)	171,623 +/- 2,835	25.5%	102,480 +/- 2,210	28.5%	225	
Households with Income $50,000 to $74,999 (2012)	124,247 +/- 2,606	18.4%	63,124 +/- 1,813	17.6%	82	
Households with Income $75,000 to $99,999 (2012)	87,172 +/- 2,047	12.9%	39,595 +/- 1,413	11%	47	
Households with Income $100,000 or More (2012)	145,620 +/- 2,674	21.6%	52,501 +/- 1,418	14.6%	42	

Indiana Avenue Demographic Data (Census Data, 2012)		
Range	Number	Percent
18 to 64	2,394	82.30%
Under 18	238	8.18%
Over 65	277	9.52%
	2,909	

Age Distribution Around Indiana Avenue, Census Data tracts, 2012

10%

8%

82%

■ 18 to 64   ■ Under 18

■ Over 65

	A	B	C	D	E	F	G	H	I
1	Indiana Avenue Demographic Data (Census Data, 2012)								
2									
3	Gender	Count	Percentage						
4	Male	1,387	47.68%						
5	Female	1,522	52.32%						
6		2,909	100.00%						

Gender Distribution among Indiana Avenue Residents (Census Tracts, 2012)

Female — 1,522

Male — 1,387

1,300 1,350 1,400 1,450 1,500 1,550
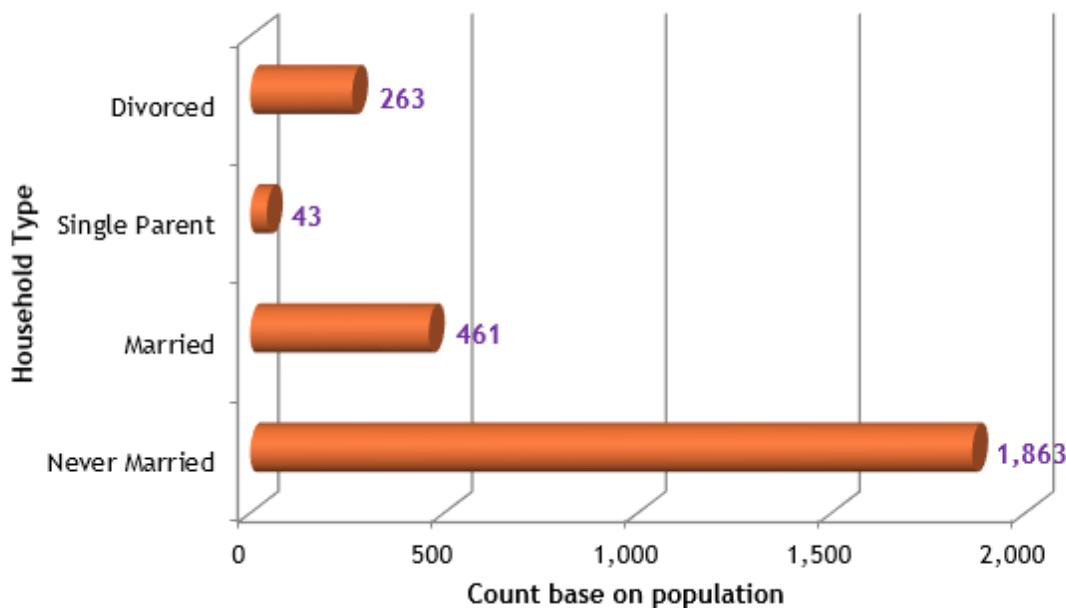
Indiana Avenue Demographic Data (Census Data, 2012)

Household Type	Count	Percentage
Never Married	1,863	70.84%
Married	461	17.53%
Single Parent	43	1.63%
Divorced	263	10.00%
	2,630	100.00%
Total Population	2,909	

Household Type on Indiana Avenue (Census Tract, 2012)

Household Type	Count base on population
Divorced	263
Single Parent	43
Married	461
Never Married	1,863
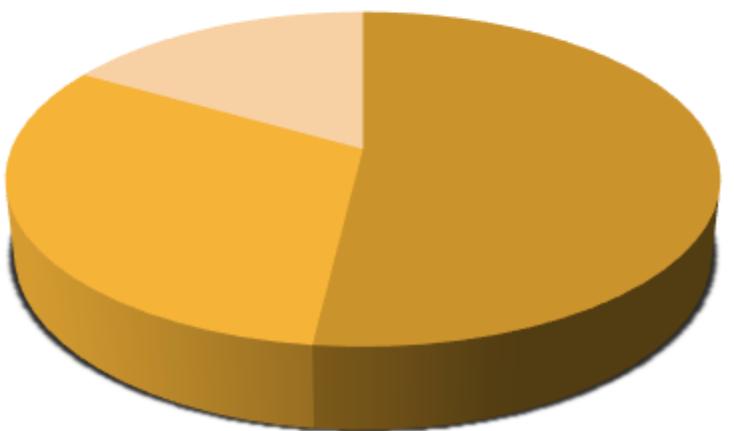
Indiana Avenue Demographic Data (Census Data, 2012)		
Race	Count	Percentage
White	1,460	51.88%
Black	885	31.45%
Asain	469	16.67%
	2,814	100.00%
Non Hispanic	2,818	

Race Distribution of Population along Indiana Avenue, (Census Tract, 2012)
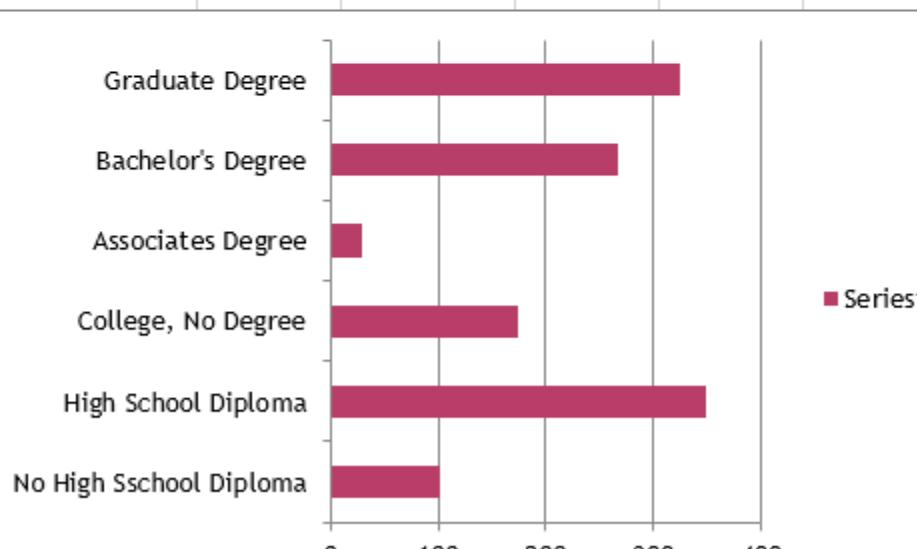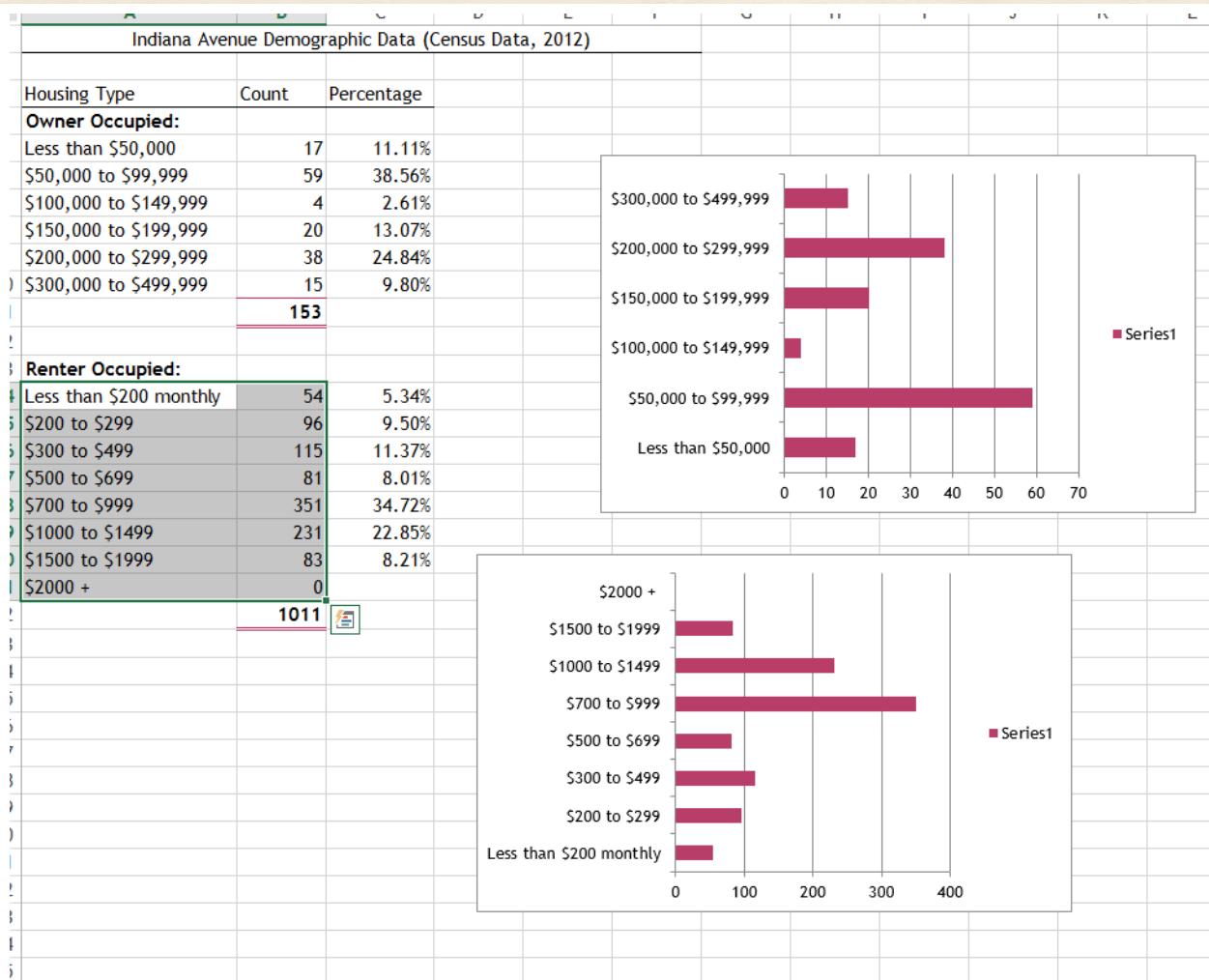
- White
- Black
- Asain

Indiana Avenue Demographic Data (Census Data, 2012)

Education Type	Count	Percentage
No High Sschool Diploma	102	8.19%
High School Diploma	349	28.01%
College, No Degree	174	13.96%
Associates Degree	29	2.33%
Bachelor's Degree	267	21.43%
Graduate Degree	325	26.08%
	1246	

Indiana Avenue Demographic Data (Census Data, 2012)

Housing Type	Count	Percentage
Owner Occupied:		
Less than $50,000	17	11.11%
$50,000 to $99,999	59	38.56%
$100,000 to $149,999	4	2.61%
$150,000 to $199,999	20	13.07%
$200,000 to $299,999	38	24.84%
$300,000 to $499,999	15	9.80%
	153	
Renter Occupied:		
Less than $200 monthly	54	5.34%
$200 to $299	96	9.50%
$300 to $499	115	11.37%
$500 to $699	81	8.01%
$700 to $999	351	34.72%
$1000 to $1499	231	22.85%
$1500 to $1999	83	8.21%
$2000 +	0	
	1011	

	Indiana Avenue Demographic Data (Census Data, 2012)		
Annual Household Incomes	Count	Percentage	
Less than $10,000	368	29.80%	
$10,000 to $24,999	471	38.14%	
$25,000 to $49,999	225	18.22%	
$50,000 to $74,999	82	6.64%	
$75,000 to $99,9999	47	3.81%	
$100,000 to more	42	3.40%	
	1235		
Households Receiving Public Assistance	41	3.32%	

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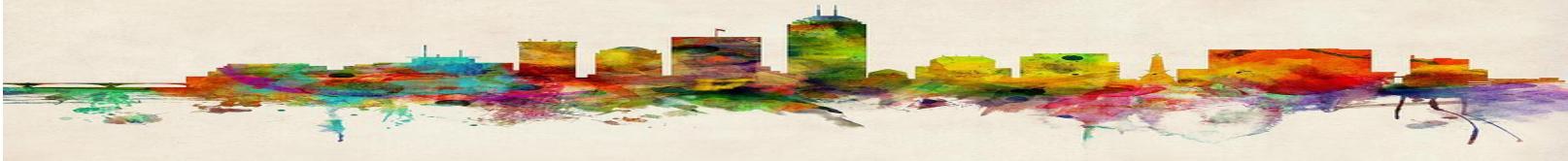
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