

INDIANAPOLIS

Strategic Plan 2014



Office of the Mayor
Gregory A. Ballard

February 2014



This document is ever-changing, yet represents a snap-shot of how City Government is responding and leading the City after a period of intense research and data analysis of our current state and condition during 2013. This Strategic Plan document is the second step in a three-phase effort to chart a strong path forward for our City as we move to our Bicentennial Anniversary. Kicking off in March 2014, the City will then publicly launch **PLAN 2020: A Bicentennial Plan for Indianapolis.**

Plan 2020 will be one of the largest efforts ever to chart a future for our City and will be based in the research and data needed to make sound, yet exciting, decisions for our community. We look forward to your participation and ask that you regularly check our effort's website at www.plan2020.com for further details or stop by Old City Hall, which we have renovated to temporarily house this initiative.

www.plan2020.com



Our vision is that the City of Indianapolis (Indy) will innovate, evolve and then sustain as an unrivaled place to live your life. Indy will deliver the best in education, provide ample workforce opportunities, bring confidence in public safety, lead in economic development, create and maintain quality housing and infrastructure, and cultivate a strong cultural identity.

We aspire to be the best.

This Strategic Plan responds to real data about our city's real challenges and our many opportunities. It outlines the goals, priorities, and the key actions this administration will be taking in the months and years ahead to respond to this data and its hard realities. The Strategic Plan highlights the detailed activities our agencies and departments will undertake to support this mission during 2014 and beyond.

Government can't do it alone, but we can identify the challenges we face, present them clearly to our citizens and be brave and bold in action and in moving our community forward in a discussion about who we want to be in the future.

I'm proud to be from Indianapolis. I believe we represent the best of the United States of America and our city is an emerging actor on the global stage. I look forward to your feedback on this plan and your participation in making our City exceptional.

It's time to LiveIndy.

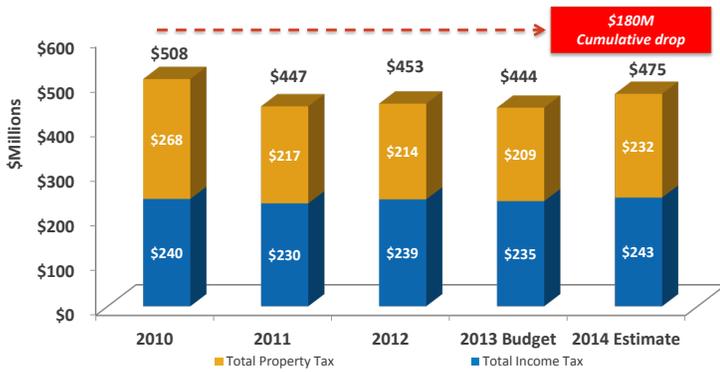
Sincerely,

Mayor Gregory A. Ballard

Why do a strategic plan now? What has changed and why do we need this renewed focus?

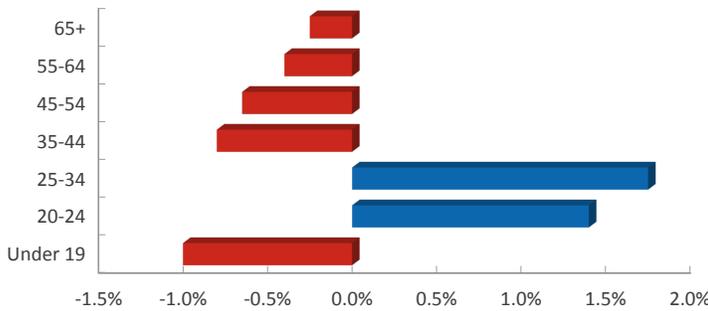
Clear findings have arisen from a year-long process of data gathering and analysis about the status of the City's fiscal picture. To illustrate the results of this process, a slide presentation has been developed that provides an overview of the key drivers that have created our current state of affairs. (Exhibit A to this document) Below, three of the major factors are highlighted, each of which have converged in recent years.

Figure 1: Property and Income Tax Revenue (General Fund)



PROPERTY & INCOME TAX. In recent years, flat property tax revenues and declining income tax revenues (Figure 1) have negatively affected Indy's available fiscal resources. While recent property tax caps have provided increased property tax confidence to our citizens, these declining resources have not and cannot keep pace with our citizen's needs and aspirations.

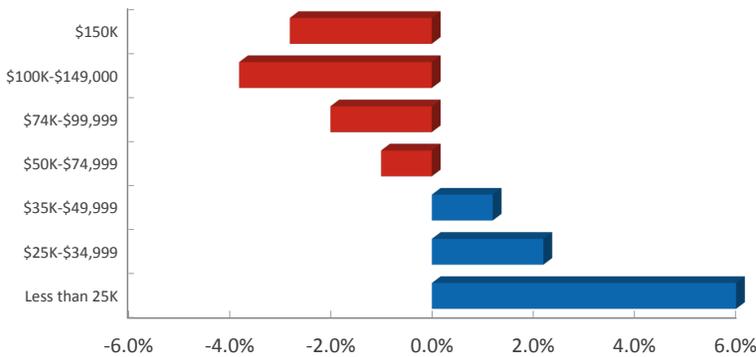
Figure 2: Marion County Population by Age Relative to MSA¹



The bars show the difference between the share of each cohort in Marion County relative to the share in the MSA (e.g., Marion County has a nearly 1.5% percent higher share of 20-24 year olds than the MSA as a whole).

FAMILIES. Indy's population has declined for people over 35 and under 19 (Figure 2). This key finding demonstrates that Indy is seeing families with school-aged children choosing to move elsewhere, mainly the counties surrounding Marion County. They move someplace they perceive to provide better schools and a safer environment, even if such perceptions are not always real.

Figure 3: Marion County Population by Income Level Relative to MSA¹



EARNINGS. These critical years between 35 and 55 are typically when individuals have their greatest earning potential and therefore generate the greatest income tax revenue. And as property tax revenues are capped, income taxes become the growing source of revenue to be re-invested in the City services that make and will continue to make the City a high quality place to live (Figure 3).

TAX POLICY. The population of working age people living in Marion County has declined, but many continue to work in the county. Every day approximately 205,000 commuters come to Marion County to work, but at the end of the day go home elsewhere, taking their income taxes with them. This not only impacts a lack of income tax revenue from jobs created, but also means no new property taxes from homeownership. Additionally, impacts of such activities create on-going needs for roads, infrastructure, public safety and basic amenities.

GUIDING PRINCIPLES

This Strategic Plan has utilized seven guiding principles to identify and rank priority areas and goals.

Advance education

Education is a critical factor in influencing where residents choose to live, especially for families with school aged children. Investing in education is a short and long term strategy that attracts and retains residents throughout different stages in life.

Promote safety and a high quality of life

Ultimately, people choose to live and work where they can also have a high quality of life. By providing safe and vibrant neighborhoods, with accessible cultural amenities, healthcare and employment opportunities, individuals and families will be more likely to choose Indy.

Ensure diversity and inclusion

Indy must embrace diversity and inclusion, and will prioritize goals that advance a diverse city, for all people to want to live, work, and play here.

Expand innovation

Indy has to be a leader in innovation, implementing creative and sustainable strategies to create a community that attracts talented individuals, families, and businesses.

Invest in strong neighborhoods

Strong neighborhoods will retain and then attract residents, resulting in growth. To do this, the City must do a better job of coordinating city services and departments and better leveraging city funds and resources.

Promote sustainability

Indy must focus on the sustainability of all goals so that current residents and future residents can enjoy all that Indy has to offer long into the future. Indy will implement sustainable practices and promote healthy activities throughout the community.

Increase and enhance tax base

Indy will sustainably grow the tax base by focusing on the principles above, which we believe will assist in attracting residents and businesses to locate here, resulting in increased income tax collection, and even additional property tax collection. Such funds can then be re-invested in the quality of life amenities needed to be a competitive 21st Century city.

PRIORITIES

Education, Public Safety, Vibrant Neighborhoods and Economic Growth are the priorities of this Strategic Plan and are discussed in the following sections. Each section includes an overview of priority goals and the key actions needed to complete each goal. Each key action includes a discussion of how it ties back to the priority topic, why it's important, when it will occur, and how it will be accomplished.

Learning & Creating



EDUCATION

Education is the key to improving the lives of students and families, strengthening neighborhoods, and growing Indianapolis. The quality of local schools is a critical factor in a family's decision about where to live. Educational opportunities build stronger neighborhoods and positively impact community health, public safety, and economic vitality. Indy's commitment begins with access to high quality early education programs, continues with a K-12 system focused on access to high quality schools for all people and then seeks to blur the line between high school, college, and a meaningful career. Underlying this system should be a policy climate that encourages innovation.

This education system will ensure Indianapolis continues to thrive.

EDUCATION

Goal 1: Expand access to quality early childhood education options

Over the past several decades, evaluations of intensive preschool programs have demonstrated high quality early childhood education has many benefits, both to individual students and to the community in which they live, including: higher achievement, higher levels of educational attainment, less need for special education and remediation, decreased rates of high school dropouts, higher wages, increased likelihood of owning a home, decreased likelihood of going on welfare, and decreased likelihood of ever being arrested or incarcerated.

The city is fortunate to have the United Way of Central Indiana and countless other organizations leading the effort to expand early childhood education. Indy is committed to working in partnership with these organizations.

Key Action: Understand the economic impact of investments in early childhood education on the city and the region

The City will work with the Indianapolis Chamber of Commerce, the United Way of Central Indiana, researchers, local stakeholders, and a technical working group to study the economic impact of investments in early childhood education on the city and region. The economic impact report will evaluate the value of public investment in early childhood education programming.

Why is this significant?

Early childhood education in Indiana is provided by a network of licensed centers, licensed homes, unlicensed registered ministries, Head Start / Early Head Start programs, public school corporations, and private schools. The services and care offered by these providers allow parents to participate in the workforce, and when programs are of high quality, they prepare children for academic, social, and economic success later in life. These entities make up an industry that functions as part of the Indiana economy, employing workers and purchasing goods and services.

Increased public spending on early childhood education also has short-term implications for our economy, namely, increased workforce participation by parents and greater volume of economic activity in the early childhood education sector and related industries such as transportation and business services. The study will help policymakers and the general public better understand the costs and benefits of investing in high quality early childhood education, and identify how this affects our short- and long-term economic wellbeing.

When will this occur?

Indy will work with the Indianapolis Chamber of Commerce, researchers, local stakeholders, and a technical working group beginning in March 2014 to complete the study. The study will result in a report which will be published in late September 2014.

How will this be accomplished?

The Mayor has asked the Chamber to lead this independent analysis alongside community stakeholders to ensure completion.

Key Action: Provide simple, easy to navigate information to parents and families

Indy will be one of three cities nationwide participating in an innovative pilot by GreatSchools to provide parents, families, and the community with access to the most up-to-date information on preschool programs. The programs will be searchable by program type, quality rating, hours open, and ages served.

Why is this significant?

Choosing early childcare can be an overwhelming decision for parents. While the supply of quality preschool options has been expanding in Indianapolis, there is still a need to ensure parents and families are aware of the options available to them. Parents and families deserve tools and support in understanding the complex landscape. As of July 2013, the Indianapolis early education landscape includes approximately 126 licensed centers, 464 licensed homes, 179 registered ministries, as well as many early education programs within public elementary school settings. It is essential for families to have tools to navigate this landscape.

When will this occur?

In early 2014, Indy will secure partners and funding to support the development of the Chooser, particularly by taking ownership of the distribution plan for 2014 and 2015 K – 12 Choosers. The pre-k pilot guide will be made available for parents making school choices for the 2015 school year.

How will this be accomplished?

Indy is currently working with State partners to secure the data necessary to create the pilot. After the tool is developed, Indy will utilize neighborhood liaisons to disseminate information and provide support to parents as they make decisions. An online locator tool will also be available through the Indy Office of Education Initiatives website and through the Indianapolis local landing page on the GreatSchools website.

Key Action: Advocate for increased funding for expanding early childhood education

Indy, alongside the United Way of Central Indiana and others, will advocate for increased funding at the local and state level to expand access to high quality early childhood education. The economic impact study will be a valuable tool to advocate for this expansion.

Why is this significant?

Indiana is currently one of only ten states without a state-funded preschool program. The creation of such a program would allow more at-risk children access to high quality early learning opportunities that produce positive long-lasting academic, socioeconomic, behavioral, and health outcomes, saving society much greater costs in the long run. Governor Pence has been an early advocate for the expansion of early childhood education for low-income families across Indiana. This advocacy included a pre-k pilot that would start in five counties and provide access to high quality providers for the families and students in most need. This effort aligns with the aims of the economic impact study. Using the results of these two efforts, Indy will advocate for increased state and local funding for expanding access to high quality educational funding.

When will this occur?

The economic impact study report will be published by late September 2014. The budget cycle of 2015 will be targeted for increased state and local funding.

How will this be accomplished?

Indy will use the economic impact study report to advocate for state and local funding for expanded high quality early childhood education. This economic report will make a strong case for state legislative support of early childhood education. Indy will also work with local stakeholders and the community to provide additional information to legislators as they make decisions about funding.

EDUCATION

Goal 2: Expand access to quality K-12 options

Every family should be able to send their child to a quality school that prepares him or her to succeed. This means working together to increase the supply of quality schooling options irrespective of whether they are traditional public schools, such as Carl Wilde Elementary in IPS, public charter schools, such as Herron High School or private schools, such as Cardinal Ritter High School. The Indy Office of Education Innovation has and will continue to expand high quality public charter school options for families. Stanford University and the National Association of Charter School Authorizers have designated Indy as a model authorizer for the rest of the country. Through strong community partnerships, Indy has seen tremendous growth in quality schools.

Key Action: Leverage quality schools as anchors for comprehensive neighborhood redevelopment

Comprehensive neighborhood revitalization includes the development of high quality schools. Indy will work with neighborhood organizations and community leaders to make high quality options available to the neighborhood.

Why is this significant?

Quality schools coupled with mixed-income housing, public facilities such as parks, and retail make a community livable and attractive for residents. In Indy neighborhoods such as the Meadows, schools have worked alongside the philanthropic community, neighborhood organizations, residents, and the city to make the neighborhood a more stable and attractive place to live.

When will this occur?

This initiative is ongoing with a goal of ensuring access to quality education for every child in Indy.

How will this be accomplished?

There are several possible ways this could happen: an existing school could expand capacity, an existing high-performing school could replicate in the neighborhood, or the neighborhood could work with a non-profit organization to apply for a neighborhood charter school. Indy will continue to recruit new operators and replicate existing high quality schools that meet the needs of neighborhoods.

Key Action: Encourage innovation to increase students attending high performing schools

Indy has been a charter school authorizer since 2001. Indy currently oversees 31 charter school campuses. Within this existing portfolio, Indy provides oversight to schools serving more than 12,000 students. Indy will continue to encourage innovative school models and replicate existing high-performing schools to ensure all students have access to a high quality school.

Why is this significant?

It is a moral imperative for Indy to ensure that every child has access to a high quality education. Charter schools provide a venue for innovation and ensure Indy residents have options when deciding what works best for their child and family. There is a clear need for families to have access to more high quality options. By expanding the number of high performing charter schools in the city, more Indianapolis students, grades K-12, will have access to a high quality education that enables them to define their own life path. These schools keep residents in Indianapolis longer and contribute to the broader economic and social vitality of the city.

When will this occur?

This initiative is ongoing with a goal of ensuring access to quality education for every child in Indy.

How will this be accomplished?

The charter school application is posted on Indy's website, and applicants and recruits are met with in person. After applications are received, applicants are interviewed and evaluated. Those that meet evaluation criteria must then submit a full application. Applications are received and evaluated, and the Department of Education is notified of new charter school candidates for final approval. Indy meets with approved schools to introduce and then execute the pre-opening process.

Key Action: Support the Turnaround Academies

Indy petitioned the State Board of Education for oversight of the four Indianapolis turnaround academies in January 2013. The Board unanimously approved the petition and Indy began overseeing the turnaround academies in June 2013. Indy will continue to support and hold these schools accountable for performance as they near the end of their contract.

Why is this significant?

The four Indianapolis turnaround academies have been low-performing schools for at least 6 years. Under PL221, the State Board of Education exercised its statutory authority to take over the schools and contract with outside entities to operate them. In response to community feedback, Indy recognized the importance of having local oversight of these schools. These schools collectively serve nearly 2,000 students. These students deserve the best possible education.

When will this occur?

This initiative is ongoing, with a goal of significantly improving educational outcomes for children. Indy will continue to work with the State Board of Education to support these schools in becoming high quality.

How will this be accomplished?

Indy will continue oversight of the schools which include weekly visits, quarterly compliance reports, and an external review. Indy will continue to report this information to community stakeholders. Indy will also continue to work with the turnaround school operators to continue improvement and address challenges.

EDUCATION

Goal 3: Align postsecondary and workforce development

Indiana is transitioning from an industrial to a knowledge-based economy. Of the nearly 30,000 job openings in Central Indiana, 75% require some sort of postsecondary education (Hire Up Indy, 2012). The shift away from agriculture and manufacturing necessitates more formalized credentials and education to secure long-term employment in Indiana. In addition, Science, Technology, Engineering and Math (STEM) fields are growing. Students need earlier access to these fields to get them interested and on the path to pursuing a degree and job in these fields.

Key Action: Launch the Indianapolis Polytechnic school

Indy can address the challenges facing the city's workforce through a new, innovative school: Indianapolis Polytechnic. The vision for Indianapolis Polytechnic is to develop a new generation of skilled employees in high demand areas by seamlessly transitioning students from high school and postsecondary education to high wage, high demand careers. This unique model is designed to help students be economically self-sufficient by bringing together K-12, higher education, and employers to educate students. Indy will encourage the development of this concept over the next year.

Why is this significant?

The misalignment between the demand of employers and the supply of skilled talent is limiting Indiana's ability to reach its full potential. The three main factors inhibiting our growth are:

1. A rapidly changing economy
2. A K-12 education system that has been unable to easily adapt
3. A lack of coordination and alignment

By better aligning workforce supply and demand, Indy will position itself for economic and financial success well into the future.

When will this occur?

The concept of Indianapolis Polytechnic will be developed and rolled out in 2014.

How will this be accomplished?

Indy will partner with local institutions and corporate sponsors to develop a polytechnic high school serving grades 9 through 14 to blur the lines between high school and higher education. The depth of knowledge between the institution of higher education and corporate sponsor will ensure the curriculum matches the needs of local employers.

Key Action: Grow engagement in STEM through the City of Indianapolis VEX Robotics Championship

Indy organized the VEX Robotics Championship (IndyVRC) in an effort to help promote science, technology, engineering, and math (STEM) initiatives within the city. As the global economy continues to move toward STEM-focused enterprises, Indy must continue to develop a future workforce to meet that need. The IndyVRC engages teams of students to design, build, and program a robot to compete against robots from other teams in a sports-like game.

Robotics has been nationally recognized as a fun and exciting way to engage students and spur interest toward STEM careers and opportunities. The IndyVRC was implemented to encourage students to get involved and to be curious while learning important life skills.

Why is this significant?

Through robotics, students have the ability to improve problem-solving, critical thinking, and teamwork skills; all while having fun and learning fundamental STEM concepts. The IndyVRC is essential to engaging students within Marion County and is only possible through support and contributions from community partners and stakeholders.

While attending the championship, students collaborate with other VEX teams from Marion County while connecting with industry and academic professionals. The top team will qualify for the 2013 VEX Robotics World Championship. Additionally, Rose-Hulman Institute of Technology will provide four college scholarships to the members of the winning team.

When will this occur?

The robotics championship is currently an annual event.

How will this be accomplished?

Indy will create a steering committee, facilitate committee meetings, and raise corporate sponsorship to cover all costs of event, engage 60 high school teams, 80 middle school teams, and pilot 16 elementary teams in 2014. In 2015, all middle and high school teams will have the opportunity to participate in the championship.

Safe & comfortable

SOUTH EAST SIDE
ART CENTER

MURPHY
ARTIST'S
STUDIOS



La Margarita
restaurant • tequila bar



La Margarita
OPEN MONDAY
\$120
\$100
Reservations



PUBLIC SAFETY

A safe community is an attractive community, desirable to individuals and families already living in Indy and to others looking for a place to build their future and home.

Safe streets and a reduction in the perception of crime enhance our neighborhoods and empower and encourage residential investment in the social, economic and emotional welfare of our city.

PUBLIC SAFETY

Goal 1: Reduce Crime

Indy will enhance the safety of our community by reducing crime. By growing the number of police officers, increasing prosecution of violent crimes and criminal acts and maximizing the use of data analytics the city will meet its goal of reducing crime and will provide a safe, attractive community for current and future residents.

Key Action: Hire Officers

Indy has established hiring goals for the next three years to make sure residents are receiving the appropriate level of service.

Why is this significant?

The presence of additional officers will make law enforcement more visible in the community and also assist with the reduction of crime.

When will this occur?

In 2014, the city is planning to hire 80 additional officers and will work with the Council to secure sustainable funding to hire 50 officers annually going forward.

How will this be accomplished?

Indy will utilize both traditional and progressive recruitment and hiring techniques, with a special focus on increasing staffing numbers while maintaining a high quality workforce that aligns with the diverse population of our great city.

Key Action: Implement a Comprehensive Violent Crime Reduction Plan

Indy is engaged in assessing, planning, and reducing violent crime throughout the community, focused on homicides, aggravated assaults, and robberies. Assessment findings and action items for targeting and reducing violent crime will be a part of the Comprehensive Violent Crime Reduction Plan. Additionally, this plan will address issues ranging from truancy to re-entry to ensure a community-wide, holistic approach to reducing crime.

Why is this important?

By implementing the Comprehensive Violent Crime Reduction Plan, Indy plans to identify the main crime issues in areas of the community, and focus on increasing the arrests in those areas, supported by successful prosecution. Targeting and reducing violent crime will positively impact the quality of life in affected neighborhoods.

When will this occur?

Indy will review violent crime incidents that occurred in 2013 to identify, plan and implement strategies to increase successful prosecution of violent crime beginning in 2014. Additionally, a violent crime reduction team was formed in 2013 and will continue to meet in 2014.

How will this be accomplished?

In partnership with community organizations, such as the Ten Point Coalition, Indy will implement the plan to reduce violent crime across the city.

The plan also includes a monitoring component, working with 50 individuals that are reentering the community after incarceration that have a propensity for committing violent crimes. Each year, 50 additional individuals will be added to the monitoring program to make sure these individuals do not continue to commit violent crimes.

Key Action: Track and Compile Crime Data

Indy is implementing a new Computer Aided Dispatch/Records Management system (CAD/RMS) which will allow for the city to better compile and track crime incidents. CAD/RMS provides public safety and law enforcement partners the ability to capture and share data in real-time. This is a key tool in fighting crime, providing officers with real-time crime statistics and criminal history information.

Why is this important?

Utilizing a CAD/RMS system increases officer and community safety, providing more effective monitoring of recent offenders, those on probation or parole, and other individuals with criminal records. The new CAD/RMS will also aid moving law enforcement to a predictive policing model. Real-time crime data can reveal patterns of crime early for police officers to address as soon as a pattern develops. Additionally, organizations within the city and surrounding counties may engage in a multi-jurisdictional approach by sharing and analyzing information, and working together to fight crime. A regional law enforcement partnership will provide for a safer Indy.

When will this occur?

Implementation of the first phase of the new system began in October 2013, with a target completion in 2015.

How will this be accomplished?

The new system will be rolled out in a phased approach, to be used by over 3,500 law enforcement officers. Deployment of the new system also provides the opportunity to develop partnerships and a regional policing approach with organizations within the city and surrounding counties in the short-term.

Key Action: Develop a predictive policing model

Predictive policing is proactive policing. Today, law enforcement can use data and analytics to reduce crime and improve public safety. Predictive policing harnesses the power of information, geospatial technologies, and evidence-based intervention models to move law enforcement from being reactive to proactive.

Why is this important?

Predictive police models provide information to determine if resources, including officers, are being used effectively and proactively. This proactive philosophy will help reduce crime and the fear of crime in our city.

When will this occur?

This is a long-term goal, to be assessed and implemented within the next six years.

How will this be accomplished?

With the implementation of the new CAD/RMS system, law enforcement will have access to critical city data, and even regional data through a multi-jurisdictional data sharing approach. Combining this vast data source with analytics models will provide law enforcement with critical information in preventing the occurrences of crime.

PUBLIC SAFETY

Goal 2: Invest in the Community

This goal focuses on creating and investing in the relationship between Indy's public safety personnel and the community, with a citizens-first approach. It centers on improving the current perception of the crime in the city so that people feel safe and want to live in Indy.

Key Action: Assign patrol officers to geographic areas

Indy will use data from the new CAD/RMS system to assign officers to specific zones and/or to neighborhood service areas throughout the city.

Why is this important?

The assignment model is aligned with national best practices to maximize staffing efficiency, to reduce response time, and to allow maximum interaction with officers and the communities in which they serve.

As officers are assigned to a specific area of the city, they are able to strengthen relationship with community members, resulting in increased effectiveness and cooperation ultimately making the community safer.

When will this occur?

Assignment will begin in 2014, with scheduled completion in 2015.

How will this be accomplished?

Indy will use data to strategically place officers in the most appropriate patrol zones to address and prevent crime. Utilizing CAD/RMS data, Indy will be able to assign and coordinate officer placement within the city to increase number of officers on neighborhood patrols.

Key Action: Implement Community Action Teams

Indy will develop Community Action Teams (CAT) in neighborhood service areas to coordinate the response to public safety issues, including code enforcement, public works, and public health. Community Action Teams will provide a higher level of service to Indy residents.

Why is this important?

The alignment of services will allow Indy to better leverage resources and maximize return on investment. Additionally, this approach will maximize the impact of response in neighborhoods and increase quality of life for residents.

When will this occur?

The pilot program will be kicked off in early 2014, with a phased rollout approach beginning after pilot completion. Full program implementation will take place over the next three to five years.

How will this be accomplished?

Services will be coordinated to target neighborhoods throughout the city. A pilot neighborhood will be selected, and a multi-phase approach for implementing Community Action Teams will be planned and deployed.

Key Action: Finalize implementation of SafeTown

SafeTown is a module in the new CAD/RMS system that provides a user interface to the community to view crime information.

Why is this important?

It is Indy's goal that by providing crime data and an additional access point to law enforcement, the community will feel empowered and safer, encouraging trust and a sense of community.

When will this occur?

By 2015, SafeTown will not only provide residents with a portal for viewing crime information, but also information from other areas of the city including code enforcement, public works and animal care and control.

How will this be accomplished?

With minimal additional investment, SafeTown may be rolled out in 2014, after the completion of the overall CAD/RMS implementation.

Key Action: Measure the perception of crime

Indy plans on developing a tool to gauge resident perception of crime. By measuring resident perception, Indy will be able to track public opinion, providing the city with the opportunity to target programs to continue to reduce perception of crime.

Why is this important?

The survey tool will enable Indy to collect public perception data. In addition to crime incidents and statistics, Indy will be able to use this information to target citizen's specific fears and reasons why they leave Indy.

Additionally, a citizen survey is part of the Commission on Accreditation for Law Enforcement Agencies (CALEA) accreditation process, which Indy plans to complete in 2016.

When will this occur?

In 2014, Indy will begin to research an appropriate survey methodology to pilot in 2015. Additionally, the administration of a survey is consistent with the city's goal of receiving CALEA certification in 2016.

How will this be accomplished?

Indy may choose to create and administer the survey themselves or may utilize the IUPUI Public Policy Institute or a similar organization to create and administer the survey. After the survey has been administered, the results will create the baseline for measurement of citizens' fear of crime year over year.

Key Action: Develop DPS Citizens' Academy

Indy is focused on community outreach and empowering citizens with information to help them better utilize city resources. The purpose of the Department of Public Safety Citizens' Academy is to increase the public's understanding of law enforcement duties and responsibilities in order to foster cooperative problem solving between Public Safety and the community.

Why is this important?

The outcome of the academies will be a partnership between Public Safety and community members, to work together to keep the city safe.

When will this occur?

The first academy will be held in 2014. Multiple academies will be held multiple times each year thereafter.

How will this be accomplished?

Through funding and support from the Indy Public Safety Foundation, the public will be invited to a week-long course and then graduate from the academy. Topics that will be covered include: community policing/problem solving, use of force, communication, criminal law, and special unit presentations.

Additionally, an alumni association will be established to assist the city through volunteerism in the future. Indy has a goal to hold two citizen academies in 2014 and five in 2015. With that, the plan is to leverage citizen academy alumni to play a role in organizing and supporting each new academy class group.

Key Action: Develop public service announcements on public safety topics

In an effort to increase communication with the community, Indy will use Public Service Announcements as another method to share public safety information. Awareness of safety topics will enable Indy residents to participate in preventing crime and keeping neighborhoods safe.

Why is this important?

Technology is rapidly changing and the mechanisms for government to share information are changing as well. By proactively developing public safety announcements, Indy may share information in real-time, utilizing a myriad of communication options.

When will this occur?

This is an on-going and long-term goal, to be assessed and implemented in late 2014.

How will this be accomplished?

Utilizing survey data measuring fear of crime, announcements will be crafted to address key concerns of the community. These announcements may be accessible through the city website, government television, and social media.

PUBLIC SAFETY

Goal 3: Invest in the Department

Indy aims to be the best in public safety, putting forth significant investment of time and resources in a trained workforce, accreditation, and programming. The Indy Public Safety Foundation has been established to directly invest in the Department of Public Safety through sustainable funding and donations from community leaders. This investment will advance into the community by putting a well-trained, accredited workforce on the street to best respond to instances that threaten the safety and welfare of our community.

Key Action: Invest in workforce

Indy will provide public safety supervisors and executive leadership with appropriate training to effectively handle personnel issues, communicate better, optimize team performance, and be effective leaders.

Why is this important?

This activity is focused on improving leadership, communication and teamwork within the department. Well-trained leadership is better prepared to equip their officers with techniques that deliver higher quality service to our community.

When will this occur?

Training will begin in 2014, and will continue throughout the life of this plan.

How will this be accomplished?

Over the next year, the department and the foundation will develop training curriculum for first line supervisors and executive leadership. The team will work with One America Human Resources team to develop training curriculum. Additionally, a 360 evaluation will be implemented to include a rating on a scale of one-to-five from each officer's superior, peers, and subordinates.

Key Action: Achieve CALEA certification

Indy is in the process of applying for and achieving the Commission on Accreditation for Law Enforcement Agencies (CALEA) certification. By completing this certification, Indy will strengthen crime prevention,

formalize and streamline essential management procedures, establish fair and nondiscriminatory personnel practices and solidify inter-agency cooperation and coordination. The value of this certification is passed to Indy residents in the form of efficient and improved public safety service delivery.

Why is this important?

Compliance with CALEA standards will result in improved service delivery to Indy residents with a direct focus on crime prevention, coordination, and internal processes. A CALEA certified law enforcement agency understands and implements best practices to protect its residents.

When will this occur?

Indy has a goal of receiving CALEA certification in 2018 after a multi-year accreditation process.

How will this be accomplished?

A full-time CALEA team will be staffed in 2014 in order to manage and advance the accreditation process. The accreditation process will begin in 2015 with a self-assessment and attendance at the national CALEA conference. The self-assessment will be completed in 2016, with an on-site assessment to be scheduled in 2017. Indy plans to be fully accredited in 2018.

Key Action: Implement process improvements to maximize departmental efficiencies

A core objective is to establish a business plan model that will be used by all public safety divisions. Coupled with regularly scheduled process reviews, the goal of this action is for all divisions to run efficiently and identify areas of savings.

Why is this important?

Departmental efficiency results in higher quality service delivery for a lower cost to Indy residents.

When will this occur?

A business plan for each department will be implemented by the end of 2014. In 2015, a computerized dashboard will be implemented to track progress.

How will this be accomplished?

Weekly administrative reviews will be scheduled along with quarterly review of goals and objectives by each department.

Key Action: Continue to develop the Public Safety Foundation

The Indy Public Safety Foundation was established in May 2013 with the intent of providing Indianapolis community leaders, business executives, academic leaders, foundations, and the general public a mechanism to support and enhance Indy's public safety programs and initiatives through monetary and in-kind donations.

Why is this important?

The Indy Public Safety Foundation exists to enhance the safety and quality of life in Indianapolis, by providing financial and other support to the city's first responders.

The foundation's overarching goal is to fill the gap between what is possible to achieve with budgeted resources and what is required to ensure a high level of safety and quality of life for all citizens and first responders in our community.

Additionally, by allowing the public to directly participate in providing support, the community will have a better understanding of how public safety and the community have an intertwined relationship.

When will this occur?

It is the goal of the foundation to receive its 501(c)(3) status by the end of 2014, so that the foundation may begin to receive donations.

How will this be accomplished?

The foundation is governed by a Board of Directors consisting of community business owners and leaders that operate under a set of by-laws. Through its board, the Foundation expects to utilize the knowledge and experience of business, academic, and community leaders to enhance management and supervisor training, adopt appropriate best practices, explore new technologies, assist in strategic planning, and provide counsel to the Public Safety organization. The foundation will raise funds to provide counseling, awards and training for public safety employees, and other programs that enhance the safety and quality of life in our city.

Key Action: Develop an equipment maintenance and replacement plan

Functions of public safety rely heavily on infrastructure, facilities and equipment to help officers communicate and respond quickly and effectively to prevent crime and keep Indy safe. Indy will develop a plan on how to update and replace these important resources, along with a sustainable funding source so that Indy may respond proactively as equipment and facilities need to be maintained and updated.

Why is this important?

Funding critical public safety facilities and infrastructure can be costly, and impacts funds available for public safety operations and hiring personnel. Identifying savings opportunities and long term funding for routine maintenance, in addition to planned capital expenditures, helps ensure sustainable funding for Indy's public safety.

When will this occur?

This is a long-term goal, to be assessed and implemented in the next three to six years.

How will this be accomplished?

An efficiency team will be established to identify and catalog equipment. This catalog will indicate current repair status, maintenance issues and future investment required.

Key Action: Build an interactive public safety training facility

A modern public safety training facility would offer both Indy and regional partners an opportunity to practice and train on the latest technologies while also providing a location for the Public Safety Citizen's Academy.

Why is this important?

A well trained workforce provides outstanding service to Indy residents.

When will this occur?

This is a long-term goal, to be assessed and implemented in the next three to six years.

How will this be accomplished?

Current facilities maintenance funding will be identified and potential partners will be explored. The potential revenue from outside agencies who rent the facility could contribute towards the cost of the facility.



Living & Laughing

VIBRANT NEIGHBORHOODS

Assets like the Cultural Trail, 11,000 acres of parkland, unique neighborhoods with shopping and restaurants, and diverse housing options ranging from high rise condos to multi-acre rural farmsteads make Indy a perfect fit for any person or family. Indy's focus on neighborhoods is to encourage a healthy, sustainable Indy and to promote vibrant neighborhoods through a coordinated effort by multiple city departments.

VIBRANT NEIGHBORHOODS

Goal 1: Connect Indy's neighbors and neighborhoods.

Young professionals, families, and people of all age groups are putting an emphasis on the importance of an active and sustainable community. Indy is in the process of introducing and advancing citywide initiatives to connect the city with sidewalks, bike lanes and trails, create additional park amenities and recreational opportunities, and adopt sustainable practices for city projects and initiatives.

Key Action: Expand Indy's connectivity and greenways

Indy already boasts an extensive network of trails, connecting downtown to outer areas and surrounding suburbs. It is an attribute that Indy wants to promote and expand upon. Two plans, the Mayor's Connectivity Plan and the IndyGreenways Full Circle Plan, detail how Indy will implement additional bikeways, trails, and greenways throughout the city.

Why is this important?

Indy Greenways is a significant part of Indy's overall strategy for fitness, recreation, community growth and economic development. Greenways serve as an alternative mode of transportation that save people money and help promote a sustainable community. Greenways also provide many recreational opportunities for residents and families in communities across Indy.

When will this occur?

Currently, Indy is home to 60 miles of greenway trails that connect neighborhoods and people to parks, attractions and amenities all across Indy. Indy is implementing the 2012-2015 Connectivity Plan, which will provide a total of 200 miles of trails and bikeways. To date, nearly fifty percent of this effort has been completed, and the goal will be finished in 2015. Indy has also initiated a strategic planning process to determine the next phase of planning for Indy's Greenways system.

How will this be accomplished?

The Indy Greenways 2013-2023 Master Plan / Full Circle Plan is a collaborative effort between residents, business owners, community groups and multiple agencies of city government to determine the next steps in building and maintaining an exceptional greenway and trail system. The Plan will clearly identify costs and priorities for the development of the greenway segments.

Key Action: Construct sidewalks on every thoroughfare, focusing on connecting destinations

Increasing connectivity throughout Indy by constructing a sidewalk on every thoroughfare is a long-term action item. It supports Indy's goal of encouraging a healthy, green community.

Why is this important?

Connecting people to key destinations is critical to the growth and development of Indy. Access to jobs, health care, education and recreational opportunities will be enhanced through the addition of sidewalks that connect residents and visitors to transit stops, bike lanes and multi-use trails. Sidewalk connections make it easier for people to use transit or to walk or ride a bike to their destination, ultimately benefiting our environment and contributing to a more healthy community.

When will this occur?

This is an on-going and long-term goal, to be assessed and implemented in the next three-to-six years.

Key Action: Champion mass transit

Mass transit is an important resource to attract both residents and corporations. It connects people to important community resources such as jobs, medical services, schools and universities, grocery stores, and other important services. Mass transit connects residents to critical resources, making Indy living more convenient.

Why is this important?

Reliable mass transit is a critical component to servicing and growing the urban lifestyle and neighborhood businesses. Many of Indy's competitors have robust mass transit systems. Public transit gives people choices, and connects businesses with a larger workforce. Public transit also has the potential to increase property values for parcels that are able to access transit routes.

When will this occur?

This is one of Indy's ongoing initiatives for citywide economic development and system planning is currently in progress.

How will this be accomplished?

Indy will continue to advocate for opportunities for mass transit system funding and implementation, both at the Indiana Legislature as well as the U.S. Dept. of Transportation.

Key Action: Establish additional non-stop air routes

Many companies looking to relocate to Indy need additional national and international non-stop flight options for business purposes. Working with airlines and airports to provide this amenity could result in more companies choosing to relocate to Indy and would enhance our current businesses selection of options.

Why is this important?

In today's business climate, leadership and personnel need to be able to quickly get between company facilities. As a result, companies assess flight options in and out of cities when deciding where to expand or relocate. Indy will benefit from working with airlines to increase the non-stop flight options to major business hubs and even Europe.

When will this occur?

This is an on-going and long-term goal, yet significant improvements have been made in early 2014 with the provision of a new non-stop service between Indianapolis International Airport and San Francisco.

VIBRANT NEIGHBORHOODS

Goal 2: Provide the best city services.

The City must make living in Indy convenient. Quality and timely City services like trash, recycling, and snow removal contribute to the liveability of any city, and Indy will strive to provide exceptional services.

Key Action: Continue Building Indy's Snow Force

Snow removal is a service residents count on for safe travel and to keep our City's economy going strong. In just five winters, Indy's Snow Force has earned a track record for quality service and continual improvement. Upon taking office in 2008, Mayor Ballard was determined to add muscle to Indy's long neglected snow removal fleet and to improve snow plow routes for greater efficiency and coverage of Marion County's 7,000 lane miles of thoroughfare and residential roadways. He introduced 35 new snow removal trucks and launched the Indy Snow Force for the 2009-2010 winter season. To date, Indy Snow Force has replaced 72 out of 90 snow plows since 2008.

Indy Snow Force has also dramatically improved customer service, implementing Indy's first policy for residential street snow removal: When snow accumulations reach 6 inches or more, the City activates contractors to plow neighborhood streets. Combined with better weather tracking technology and increased public engagement and transparency through social media, Indy Snow Force has transformed our City's snow removal service.

2014's historic winter pushed the Indy Snow Force and City budgets like never before, and it taught us some important lessons we can take into the future. Now, Indy Snow Force is poised to take it to the next level, building on past success to achieve increased efficiency and smarter plow routing on thoroughfares and residential streets.

Why is this important?

Indy Snow Force must be prepared to act quickly and effectively in the face of even the most extreme winter weather. Making sure we have appropriate fiscal and material resources on hand, with reserves identified if needed, is critical. Furthermore, ensuring coordination with neighborhood associations, school leaders, private contractors, and other City agencies will maximize positive impact and increase efficiency.

When will this occur?

This is a short-term goal. The City will begin to review its existing snow plan in spring 2014. We will examine best practices around the country and determine if there are process improvements that should be made to improve efficiency and customer service.

How will this be accomplished?

The City will evaluate the Indy Snow Force snow plan, focusing specifically on resources, routing, and coordination.

Making City streets safe in winter events requires massive fiscal resources as well as salt and good equipment. The City will examine its current process for acquiring necessary salt reserves for even the harshest winters. Additionally, the City will examine its replacement plan for snow equipment. Indy's new plows are more efficient, more resilient to extreme conditions, and easier to repair and maintain; however, the City needs a long-term plan to ensure Indy Snow Force remains equipped to keep streets clear and safe for years to come.

Next, the City will examine its plow routes for Indy Snow Force trucks and residential contractors to determine efficiency and proper coverage of main and secondary thoroughfares. For residential streets, the City will examine the timing of activating contractors as well as the coverage expectations in neighborhoods. For example, making sure school and emergency routes are passable is a reasonable expectation the City should be able to meet consistently.

Finally, the City will examine ways to coordinate better internally and externally with neighborhood associations, schools, public safety, and residential contractors to ensure snow removal service is efficient and comprehensive.

Key Action: Coordinate nuisance abatement effort

Working with stakeholders citywide, private and public, Indy is leading the effort to establish Community Action Teams (CAT). Indy is designating certain geographic areas as Neighborhood Service Areas (NSAs) so that City services can be better coordinated, specifically to enhance response to public safety issues, as well as educate residents and build both internal capacity and a sense of community.

Why is this important?

Coordinating services maximizes returns on public investment. Additionally, coordinating services will provide a visual impact, increasing the quality of life of residents of Indy neighborhoods.

When will this occur?

Indy will be piloting the first CAT beginning in the first quarter of 2014, with the pilot to be evaluated by the end of 2014. The CAT model will then be replicated, with several CATs established each year, with full roll-out completed in the next 3-5 years. As new CATs are established, Indy and each CAT institutional anchor will continually maintain all previously established CATs brought on line.

How will this be accomplished?

The CAT team has developed a plan to increase investment in each NSA by holding a series of public meetings designed to gather information about resident priorities. A draft survey has been developed to obtain feedback on how residents feel about their neighborhood. The concerns they may have and use those priorities will be used to build an action plan specifically for the neighborhood.

Key Action: Improve trash and recycling service

Indy has a unique system for waste disposal. Our solid waste crews pick up trash and deliver it to the Covanta facility at South Harding Street. From there, the waste is converted to steam energy that fuels city and state government, Citizens Energy Group, Eli Lilly and Co., and other near-downtown and downtown facilities. This process minimizes the fiscal and environmental expense of shipping Indy's waste to landfills, as only certain items are sent to the South Side Landfill in Marion County.

That said, Indy must examine residential trash collection methods and means. Currently the City covers the central portions of the county and manages contracted services provided by Republic and Waste Management. While service is dependable, revenues have not kept pace with expenses. The overall operational model for solid waste will be examined and improved, resulting in financial and operational efficiencies. Finally, Indy will dramatically increase the amount of recycled material collected from residential households. Currently, despite the availability of cart collection and drop off sites, Indy's recycling rate is only 10%.

Why is this important?

Quality solid waste service and successful recycling programs are an important part of any sustainable, vibrant community. They ensure neighborhoods are clean and healthy. One of the largest complaints received by the Mayor's Action Center relates to solid waste.

Studies show strong recycling programs improve local economies, beautify communities, and create more engaged residents.

When will this occur?

This is a short-term goal

How will this be accomplished?

Indy will right size its trash routes and will continue to find a way to improve recycling participation county wide in the next 18 months.

VIBRANT NEIGHBORHOODS

Goal 3: Invest in building and maintaining better City assets.

By coordinating investments of city resources, such as services and land, in addition to maximizing grant funding, Indy plans on receiving high return on investment in the creation of vibrant neighborhoods.

Key Action: Secure funding for RebuildIndy 2 and continue infrastructure improvements.

Indianapolis has over 10,000 lane miles of residential streets and thoroughfares maintained by the Department of Public Works (DPW). Keeping our entire transportation network (streets, sidewalks, bridges, alleys, trails, etc.) in good and safe condition is one of DPW's primary responsibilities, and it is an ongoing fiscal challenge. Indy will pursue funds to keep the successful RebuildIndy program going.

Why is this important?

RebuildIndy has invested over \$500 million in infrastructure since 2010. Still, there is more to do. Indy has a \$1.1 billion dollar need in transportation infrastructure. Indy has a plan to address many of our infrastructure needs--without increasing taxes. It's called RebuildIndy 2.

When will this occur?

We are seeking Council approval for RebuildIndy 2 in 2014.

How will this be accomplished?

Indy will take advantage of its strong fiscal position to secure bond funds. When matched with federal money and existing transportation budgets, this would allow a \$350 million program of street, sidewalk, bridge, trail and park improvements that would endure for years to come.

Key Action: Improve and maintain the City's aging, failing storm water infrastructure.

The City estimates the value of the storm water system at approximately \$1.1 billion. The system includes 1,300 miles of storm sewer and ditches, 70,000 inlets and other structures, two dams and miles of flood protection levees. This system serves approximately 300,000 customers in Marion County.

Why is this important?

During rain events, storm water runs off rooftops, parking lots, streets, driveways and other surfaces into Indy's storm water drainage system. Many parts of the city lack adequate storm sewers and drainage, leading to standing water in yards and flooded streets and basements.

An average of 20,000 storm water related complaints are filed each year, highlighting the need to improve our storm water system to alleviate flooding and drainage problems. The Marion County Storm Water Management District has 380 identified problem areas at a cost of \$320 Million. It is important to Indy's economic development, competitiveness and attractiveness to resolve these flooding and drainage issues.

When will this occur?

We are working on major solutions immediately.

How will this be accomplished?

Working with City-County Council, Indy will approve and implement an adjustment to current residential and business storm water fees, which are included on property tax bills. This adjustment is expected to lower some residents fees and increase fees for some commercial users of the system.

The adjustment would keep Indy property owners' storm water fees below other large Indiana cities and cities across the country. The adjustment would also allow Indy to address the more than \$320 million in storm water needs identified in every Indy township over the next 20 years.

Key Action: Implement a neighborhood streetlight strategy

Indy is focused on maintaining infrastructure in order to prevent crime. Indy has been under a streetlight construction moratorium since the 1980s due to a cut in the budget appropriation. Although Indy has been efficient relocating or repurposing streetlights when possible, they have not been able to increase the total number of streetlights in Indy. A funding strategy is critical to install new lights.

Why is this important?

Neighborhoods benefit from increased streetlights to reduce crime and make residents feel safe.

When will this occur?

Indy will have an integrated infrastructure maintenance plan by the end of 2014, with an emphasis on streetlight need and funding.

How will this be accomplished?

Indy will work to identify areas of the city that can benefit from additional streetlights. The plan will determine how infrastructure maintenance should be targeted in order to reduce crime in certain areas of Indy, with a specific focus on streetlights. To fully implement a streetlight plan, Indy will need to identify a funding mechanism for installation. The plan will include where streetlights are vitally needed and how they can be sustainably funded.

Key Action: Better maintain City parks, green spaces and right of way.

To attract and retain young professionals and their families, we need to maintain healthy, clean and attractive natural spaces that encourage play and physical activity.

Why is this important?

Indy's parks, trails, greenways and right-of-way should be safe and inviting areas for residents and visitors. This requires ongoing investment and coordinated City services.

When will this occur?

This is a short-term in-progress key action

How will this be accomplished?

Using existing City resources and funding combined with private investment and community engagement and volunteerism, Indy will create a plan for regular maintenance of all natural spaces.

Working in coordination with the Mayor's Action Center and the Department of Code Enforcement, the City will substantially increase efforts to monitor the condition of natural spaces in Indy's neighborhoods and address resident concerns quickly and appropriately.

VIBRANT NEIGHBORHOODS

Goal 4: Improve Indy's parks system

High quality parks are an essential aspect of vibrant neighborhoods and of attracting more people to Indy. Our parks are beautiful natural spaces that offer important refuge from the urban world and access to valuable programming for children and families all year round.

Key Action: Improve people's perception of Indy parks

Indy Parks is integral in promoting the vitality and livability of Indy. Our park system should be inviting and offer a well-rounded choice of recreational opportunities that promote the well-being of residents who choose to live in Indy. Improving the overall perception of parks will lead to an increase in park patronage which is crucial to the long-term success of our park system. To ensure we are capturing the pulse and desire of what our citizens would like in a thriving system, Indy plans to create a survey to capture a baseline of the perception citizens have about Indy's parks and recreational facilities to help identify program and park needs. This information is crucial to the development of a new revenue model and park development plan.

Why is this important?

Residents of a thriving community expect public park spaces that promote improved health and well-being of the community and include a variety of unique recreational opportunities. The survey will serve as a gauge for Indy's future investment into park facilities, demonstrating whether current investments are meeting residents needs, and give important feedback as to what new facilities or improvements might be needed or wanted.

When will this occur?

Indy will develop and administer the survey in 2014.

How will this be accomplished?

Indy will develop an outreach strategy to educate the community on park assets and programs and spur interest in utilizing our great park system. This will include public service announcements to highlight the

activities and opportunities in Indy Parks. To ensure our customers are receiving our best service, Indy will re-launch our P.A.R.K.S customer service model, where we will reinforce having our staff always say **P**lease and thank you, have an **A+** attitude, **R**eact, respond, resolve issues, have a **K**now it/own it attitude to service, and provide **S**ensational service with a smile. Indy will conduct customer surveys to gain feedback on both park facilities and programming available and gauge customer satisfaction. The survey will be administered annually, with the goal of a year over year increase in customer satisfaction.

Key Action: Increase the number of park partnerships and sponsorships

Indy Parks is promoting a new program "My City, My Park" to spur personal and corporate volunteerism, financial support, and adoption of city park spaces and programs. In addition to this corporate and community citizenship approach, Indy Parks has released a Request for Proposals (RFP) to solicit formal partnership opportunities that encourage development of new amenities, as well as identify new opportunities to maintain current facilities and programs.

Why is this important?

Indy Parks "days-of-service" program has resulted in several improvements that have added value to our park system. My City, My Park will be a more proactive approach to developing partnerships and sponsorships which will result in community buy-in to maintain the parks and promote an awareness of park facilities. Financial and in-kind donations from the community will enhance Indy Park's facilities and programming and lead to a more thriving park system.

When will this occur?

My City, My Park was initiated in 2013. In 2014, a more proactive approach and more focused marketing effort will be initiated through new promotional materials and a media campaign. Also, Indy Parks will review responses to the RFP to generate public/private partnerships, and execute a contract, where feasible.

How will this be accomplished?

My City, My Park will focus on four components: park adoption, park beautification, corporate partnerships, and donations/sponsorships. Indy will develop the appropriate relationship in each area to ensure meaningful development of park spaces is accomplished. The community-based initiative will focus on current small and large scale days-of-service activities where large scale capital investments are at a minimum. The RFP process will focus on large scale capital investments that will enhance our park system.

Key Action: Increase efficiency rating for park facilities

Increasing the efficiency of parks is dependent upon increasing the revenue generated while decreasing resources expensed to provide a particular service. Indy wants to maximize the value public parks and recreational facilities offer to citizens by ensuring that there is a positive relationship between revenue and expenses.

Why is this important?

A high park efficiency rating indicates that people are attending and enjoying parks, and that they operate in a fiscally responsible manner; thus, maximizing public investment. It shows the value of Indy Parks, and encourages economic development and investment in and near highly used parks, which moves parks toward the end goal of a self-funded model.

When will this occur?

An RFP was released in November 2013. Responses will be evaluated and partners selected in 2014.

How will this be accomplished?

Indy Parks will evaluate and select creative RFP responses that offer continued maintenance of current parks and facilities, as well as development of new and valuable park facilities and activities throughout Indy. Activities selected for implementation will have a revenue component that surpasses the projected cost to provide the service delivered.

Key Action: Modify ordinances to encourage development near parks

Indy has abundant park space and trails throughout the city; however, many of these spaces could be better utilized with developments that complement park activities. Indy will encourage this development by assessing and adapting ordinances to promote opportunities to leverage IndyParks.

Why is this important?

Indy is fortunate to have significant in open spaces, however, many of these parcels of land could benefit from development in and around the parks to increase their utilization. Enacting the appropriate codes to encourage these development activities could prove successful for parks, visitors, and surrounding homeowners.

When will this occur?

This is a long-term goal, to be assessed and implemented in the next three-to-six years.

Key Action: Create self-funded park strategy

It takes significant funding to keep Indy Parks well maintained. By increasing revenue generating capabilities of parks, parks will in turn be able to self-fund their operations, freeing up revenue for other important uses geared toward attracting individuals and families. Indy's goal is to increase park revenues so that 50% of park operations are self-funded.

Why is this important?

As park revenues increase, Indy is able to provide additional programming while freeing up funds in the general fund for other residential services. This advances Indy's quality of life by leveraging additional funding to invest in programs and services that attract individuals and families.

When will this occur?

This is a long-term goal, to be assessed and implemented in the next three-to-six years.

VIBRANT NEIGHBORHOODS

Goal 5: Accelerate Community Development Strategies

Building community is complex. Housing, infrastructure, amenities and recreation opportunities all come together in the term “Community Development.” Indy has a tremendous history of public/private/philanthropic community development support, but now a new model is needed to match evolving demographics and real estate trends and opportunities.

Key Action: Invest in and around anchor institutions

Investing in and around anchor institutions, such as the University of Indianapolis, Butler University, the Children’s Museum of Indianapolis or the Indianapolis Museum of Art, is a proven strategy for leveraging dollars and building strong community neighborhood brand identities. In addition to traditional education institutions, medical and wellness institutions such as hospitals play a major role in being community anchors.

Why is this important?

Anchor institutions are not easily mobile, and therefore are invested in the community surrounding the institution’s location. Given the limited amount of city resources, investing in an area where there is a vested interest by a major institution is very important to make sure that funds are invested wisely and leveraged accordingly.

When will this occur?

An anchor institution strategy planning activity is in-progress with anticipated completion of Phase 1 findings in May 2014.

How will this be accomplished?

Indy will continue to work with local Colleges, Universities, Hospitals, and other large community organizations to identify what investments are needed and leverage funds to make investments possible.

Key Action: Support and promote multi-family and single family housing opportunities

Improving existing housing stock and diversifying new construction opportunities is important for providing different options to people looking to move into Indy.

Land use planning is a key tool in guiding the development of the City’s land. Regulatory tools such as zoning and subdivisions controls should work hand in hand with planned and thoughtful land use planning to meet market demands and ensure a diverse portfolio of options for current and future city residents.

Why is this important?

Not all people are looking to move into just multifamily housing complexes or single family houses. Providing options are an important component of having a diverse housing portfolio in our city.

How will this be accomplished?

The Indy Rezone process represents the largest overhaul to the city’s zoning policy since the creation of UniGov in the early 1970s.

When will this occur?

It is anticipated that first drafts of this policy will become available in mid-2014.

Key Action: Leverage grant dollars to improve community development opportunities

Federal Community Development Funding, administered by the Department of Metropolitan Development (DMD), has often been distributed without significant consideration for additional funding leverage from other non-profit, philanthropic and private sources. Additionally, minimal consideration has been given to funded projects having a placemaking impact on neighborhoods.

Why is this important?

Funding for community development initiatives is limited. Building strong leverage models and impactful placemaking to implement transformative projects not only affects existing residents of neighborhoods in Indy, but creates excitement and interest in those who might consider moving to such a neighborhood in the future.

When will this occur?

Criteria for community development funding will change for the 2014 funding cycle to address the needs for leveraged and impactful placemaking. In April 2014, awardees will begin actual work on transformative projects in our neighborhoods. Throughout the year, Indy will monitor leverage of these projects as well as their impact on surrounding neighborhood real estate.

How will this be accomplished?

Indy will lead a conversation about on-going community development activities through the Plan 2020 community-wide planning process. This conversation will inform future funding priorities as well as bring focus to the distribution and leverage of future federal grant dollars.

Key Action: Incentivize and rehabilitate city owned property

Indy will compile a complete inventory of Indy DMD owned properties. The information will be mapped and interfaces created to allow for robust site selection activities that could assist in moving un-needed or redevelopment opportunities out of City ownership and into productive status.

Why is this important?

Currently, Indy does not have a comprehensive repository of DMD-owned property due to the myriad of agencies involved in property ownership and management in local government, making it difficult to market available parcels. The first step of compiling a list of properties will allow Indy to be more aware of these properties and match them to opportunities. As parcels are rehabilitated, neighborhoods will experience increased property values, in addition to a safer and more vibrant neighborhood.

When will this occur?

Indy will complete the inventory of DMD-owned properties by early 2014. Indy has also launched a partnership with Renew Indianapolis (Land Bank) to market and advertise single family/residential opportunities in early 2014. Indy will complete a Business Planning / Reuse Feasibility Study for key legacy properties, execute business plans for each, and continue to track plan progress all by the end of 2014. Annually, Indy will continue yearly progress tracking of DMD-owned property in terms of sale proceeds and on-going cost/revenue models.

How will this be accomplished?

Indy will work to match potential development opportunities to potential locations. In addition, new tracking tools will be leveraged to understand what city-owned properties exist, their condition, and relevant data for the marketing and disposition of those properties. Indy will establish additional relationships with external private real estate organizations and brokerages to build an understanding of the marketplace. Indy will utilize redevelopment tools to deploy DMD-owned properties back into active use as privately owned properties and/or for the use of non-profits in community. For properties unlikely to leave City/DMD ownership, Indy will develop revenue and cost models to identify sustainable financial conditions.

VIBRANT NEIGHBORHOODS

Goal 6: Encourage Citizen Engagement and Connection

People want to live in communities where they feel a sense of belonging, connection, and responsibility to their neighborhood's well-being. Furthermore, people want to live somewhere fun. They want access to unique places and spaces that inspire creativity and camaraderie.

Key Action: Encourage local buying

There are many companies in Indy producing quality goods. Other local companies should be encouraged to use those products whenever possible to continue to grow our economy.

Why is this important?

Local companies supporting one another will maximize economic impact to the community.

When will this occur?

This is one of Indy's ongoing initiatives for citywide economic development and a focus of several economic development efforts.

How will this be accomplished?

Indy will work with local anchor institutions to develop buy local initiatives if the institution does not have one already. This initiative will encourage local institutions to purchase goods and services from local companies when prices are competitive. Additionally, new opportunities for key purchasing and marketing avenues will be promoted through our economic development efforts.

Key Action: Promote new cultural districts

Indy has six uniquely branded Cultural Districts: Broad Ripple Village, The Canal and White River State Park, Fountain Square, Indiana Avenue, Mass Ave and the Wholesale District. The Indianapolis Cultural Development Commission has successfully labeled, branded, and marketed each area. Indy will continue to promote and expand Cultural Districts and small business corridors, such as Irvington, 49th and Penn, and Holy Cross to name just a few.

Why is this important?

Providing unique cultural and living options for people looking to move into Indy is critical. Indy's cultural districts offer different amenities and diverse opportunities to match the wants and needs of Indy residents. Local cultural districts and business corridors are attractive areas to target city funding to continue to grow and invest the districts.

When will this occur?

This is one of Indy's ongoing initiatives for citywide economic development.

How will this be accomplished?

Indy will continue to invest in and support the development of cultural districts and small business corridors. These areas have already proved to be successful in attracting local businesses and residents, and we should continue to invest in them. Additionally, as new areas in Indy are developed, it should be a consideration to create, brand, and promote a new cultural district. It is anticipated that a new cultural district around the City Market area will be unveiled in Spring 2014. Additionally, gateway and street improvements will assist in identifying the Lafayette Square area as Indy's "International Marketplace."

Key Action: Invest in social and cultural amenities

Social and cultural amenities are an important component to attract people to Indy. Areas like Mass Ave, Fountain Square, Indiana Avenue or the Cultural Trail are unique to Indy, offering residents a variety of activities from enjoying local restaurants, to theater and concerts, to recreational opportunities.

Why is this important?

For the past 50 years people have moved for the job. The current trend is people move to where they want to live, and then focus on finding a job. To be an attractive place for people to move, and for employers to move, we must invest in cultural and social amenities.

How will this be accomplished?

Indy will continue to invest in infrastructure and amenities like the Cultural Trail. Additionally, Indy will continue to focus on sporting events and festivals that bring visitors, such as the Big Ten Tournament, USA Diving, Super Bowl, and the Final Four.

VIBRANT NEIGHBORHOODS

Goal 7: LiveIndy

Ultimately, there is no stronger vote of acknowledgment of a community's success than to have residents living in its borders. In the months ahead, city officials, along with key community and neighborhood representatives will launch an initiative to bring attention to the opportunities of living in Indy. This initiative will tackle a myriad of issues and focus on several key opportunities.

Key Action: Create a powerful narrative for living in Indy

Why is this important?

Residents have choices in Central Indiana. Indy needs to be able to showcase its strong amenities and desirable neighborhoods to attract those residents to become a part of the social, economic and community fabric of the city. While clear narratives exist for working or visiting Indy, a comprehensive narrative for living here has not been created in recent history.

Key Action: Address the information deficit

Why is this important?

When a potential resident comes to Central Indiana, there is not always clear information available about Indy's options for residential living. This is partly because of scale and size - Indy is nearly 400 square miles in geographic area. But it is also partly due to the lack of a coordinated effort to transmit information to relocation specialists, human resource departments and real estate agents. Both need to be addressed.

Key Action: Create access to art, nature and beauty every day for everybody

Why is this important?

While this strategic plan document highlights many of the "nuts and bolts" of cities, there are emotional and mental connections that exist and need constant nourishment and enhancement. To this end, Indy must strive to be a place that offers a value proposition of art, nature and beauty every day for everybody.

Key Action: Engage new young professionals

Why is this important?

Life before a family for a young professional can be a time when strong community connections are made that last lifetimes. Indy must work hard to reach out to our emerging professionals and find ways to have them be a part of the fabric of our community. Such connections show later in life when those young professionals become the community leaders of our neighborhoods, non-profits and business organizations.

Key Action: Encourage employers to engage new hires and rising stars

Why is this important?

Employers are often looking for the best young talent available. Yet, when this talent joins the company team, they often are not connected into civic opportunities for leadership. Indy must seek out company leaders and extend a hand of opportunity that allows leaders to channel new, young talent into city and civic opportunities.

Growing & Building



ECONOMIC GROWTH

Indy will coordinate and invest in disparate areas to maximize the city's economic potential. A targeted development strategy focuses on increasing the city's property and income tax base by attracting and retaining workforce talent and residents that desire to live, work, and play in an urban setting. Talent and resident attraction and retention is created by focusing Indy's development efforts and resources into supporting real estate redevelopment, job opportunities, and amenities that these individuals and families seek. Where the private market provides opportunities, the city will provide support to projects that are transformative, catalytic, and that would not otherwise occur without civic assistance.

A transformation has occurred where people are prioritizing their desire to live in a particular city over the desire to work for a particular company or industry. This change in priorities provides increased focus on a city's business and social culture, availability of services, and presence of unique amenities. A broad based and diverse job market, unique shopping and dining options, and the increasing convenience of urban living will continue to attract residents to Indy.

ECONOMIC GROWTH

Goal 1: Pursue real estate redevelopment opportunities

Indy plans to invest in targeted mixed use projects that create a strong sense of place and provide the mix of amenities and services that allow both individuals and families to meet their needs. Commercial redevelopment opportunities will also be pursued, especially where they provide the opportunity to create high-paying, knowledge-based jobs that will continue to foster Indy's entrepreneurial culture.

Where appropriate, the city will look for opportunities to combine these residential and commercial projects with amenities that enhance the experience and convenience of urban living.

While Indy's focus is on mixed use development, it is important to not underestimate the role that finding attractive options for single family housing will have in this strategy. Indy will need to provide a range of housing options for individuals and families.

Expanding the property and income tax base is primarily driven by the private market, which makes decisions regarding the types of projects that are both attractive and financially feasible. As Indy grows, the city has a role in providing support to real estate projects at the leading edge that will continue to push Indy into a new era. In the last six years, Indy has leveraged a 10/1 ratio of private to public investment by supporting these types of projects. By continuing to push for the development of transformative and catalytic projects, the city will capitalize on its current momentum.

Key Action: Invest in targeted mixed use projects

Indy will continue to promote the development of and provide needed support for transformational or catalytic, mixed use projects that increase density while also providing the residential environment desired by individuals and families.

Why is this important?

People are increasingly deciding where to live prior to choosing a job or career. This decision is often based upon residential living opportunities that are in close proximity to retail and commercial centers. In the last five years, Indy has seen an increase in the number of apartments units available downtown of over 30%, while vacancy rates continue to fall and rental rates continue to increase. As these units are absorbed, the data indicates that over 50% of the units are occupied by residents coming from either outside the state or county, at an average income level of over \$85,000 per year. These new residents represent an opportunity for Indy to capture income tax that would have previously been diverted to surrounding suburban counties or neighboring metropolitan areas.

When will this occur?

Indy continues to invest in projects that capitalize on these changing demographics. In 2014, construction will begin on a 28-story residential tower at the former Market Square Arena site. This mixed use development will add 300 units to the east end of downtown, as well as 45,000 square feet of retail space. This development adds to the increased single and multi-family housing resurgence on the east end of downtown. In addition to the Market Square Arena project, Indy will focus on the redevelopment of the following downtown sites beginning in 2014:

- Former Indy Star headquarters;
- Former Broad Ripple Shell site;
- Current Indianapolis Public Schools Bus Facility site; and
- Current Pan Am Plaza.

How will this be accomplished?

In the majority of these projects, the city must rely on the private sector to begin development. In these instances, the city works cooperatively with developers to eliminate obstacles to development at these sites. Where fiscally prudent and only in the case of absolute need, Indy will continue to be aggressive in using incentives to provide support to transformational and catalytic projects that could not be completed without the city's involvement. Indy will continue to meet with developers regarding opportunities on privately controlled projects. In instances where land is controlled by the city, it will evaluate the potential for procurement requests seeking transformational uses of that space.

Key Action: Redevelop commercial spaces to provide opportunity for clustered job growth

Indy has a number of commercial spaces, both in use and vacant, that are currently underutilized. Where possible, Indy will seek redevelopment of these spaces in a way that will encourage the growth of existing companies, foster an entrepreneurial small business culture, and provide opportunities for the growth of complementary industries.

Why is this important?

Recent studies continue to show that an economic development strategy solely focused on company attraction is not successful in fostering long-term job growth. To provide the opportunity for organic growth of existing sectors, as well as diversification of the local economy into new sectors, Indy must create opportunities for communication and collaboration among different business types.

When will this occur?

In 2014, Indy will take possession of a 19-acre parcel located within the 16 Tech Downtown Technology District. Recently, BioCrossroads announced that initial funding targets had been reached for the creation of the Indiana Biosciences Research Institute, an industry led effort that aims to create a leading life sciences research institute that will collaborate with Indy's life sciences industry, academic, and healthcare players. Indy will continue to work with BioCrossroads and other area stakeholders to provide opportunities for the Institute to be located in or adjacent to 16 Tech. In addition to 16 Tech, the city will focus on redevelopment opportunities for the following commercial sites:

- The Former General Motors Stamping Plant
- Numerous Neighborhood Industrial and Brownfields locations.
- The Mass Ave./Brookside Industrial Corridor - in collaboration with the Urban Land Institutes's Rose Fellowship program
- Numerous Downtown and Suburban Office Locations

How will this be accomplished?

Currently, class B and C office space vacancy rates are nearly 25%. Companies, similarly to individuals, have shown an increased desire to be located in an urban environment; the current market of properties, however, is not desirable to these types of tenants.

Indy will begin engaging owners of these spaces in a conversation centered around the best opportunities for redevelopment, whether it be support for remodel of the space itself or conversion to another, possibly residential use. After promoting this conversation, Indy will make a determination regarding the best possible opportunities for necessary and targeted support of these projects.

For vacant and underutilized commercial properties, the creation of the Mayor's Manufacturing Reuse Task Force will bring together industry leaders for the first time to focus on a coordinated strategy for redevelopment and economic enhancement.

Key Action: Encourage projects to include necessary amenities that enhance the attractiveness of urban living

Residential and commercial developments alone are insufficient to create the type of environment that will attract residents from other counties and states. Indy must remain competitive by providing amenities that serve to both distinguish the city from its metropolitan competitors, while also providing the services and modern conveniences to compete against suburban options.

Why is this important?

Attracting residents requires more than providing housing opportunities; rather, Indy has to provide an urban living environment on par with major metropolitan areas. Companies are also beginning to abandon the suburban office park for a more urban environment that allows them to integrate within a commercial and residential center. This environment should not require residents and employees to only be able to access groceries, daycares, and parks by car, but should provide amenable options within a reasonable walking or biking distance.

How will this be accomplished?

The Velocity study performed by Indianapolis Downtown, Inc. has provided clear identification of the amenities that Indy's urban areas lack, specifically groceries, daycares, healthcare, parks, and dog parks. The city will take a more active role in encouraging new projects to provide necessary connectivity and amenities. In addition, the city will ensure that projects receiving incentives for development will include or provide, where applicable and appropriate, unique amenities that contribute to the public's use and enjoyment of space.

ECONOMIC GROWTH

Goal 2: Job Retention and Attraction

Job attraction amongst municipalities is more competitive than ever. Strategies that are focused on attracting a Fortune 500 company to an area fail to provide significant or systemic job growth beyond the number of people relocated. Indy's ability to build on its existing strengths, core competencies, and competitive advantages will be critical to increasing the number of quality jobs available. Indy is part of a global economy; part of supporting our existing industry will consist of creating opportunities with foreign corporations. At the same time, it is becoming more and more important to foster an entrepreneurial or start-up culture that creates spin offs from existing companies, as well as new opportunities in supply chain or other related capacities. Job creation or retention cannot happen in a vacuum, though, as people want to live where quality jobs are located in a quality community so that they can live, work, and play in their community.

Young professionals and families are identifying cities where they would like to live and then searching for opportunities in those cities. To compete for this talent, Indy must provide an attractive job market and business culture in addition to residential opportunities and cultural amenities. The best way to build a diversified local economy is by quickening the growth opportunities for local businesses. Whether by providing ample local talent or supplying international customers, Indy must focus its efforts on its existing industry sectors. In addition, fostering an entrepreneurial culture and environment will allow local talent to take advantages stemming from these sectors and create complementary and supply chain businesses that further diversify the jobs base.

Key Action: Continue focus on sectors that represent Indy's core competencies

Indy has five job sectors representing areas where it has a significant competitive advantage:

- Life Sciences;
- Information Technology;
- Advanced Manufacturing/Logistics;
- Energy/Alternative Energy; and
- Sports.

It is clearly in Indy's best interest to continue to invest in and grow these clusters to attract jobs and residents to the city. Additionally, many of these industries require high skilled labor, which in turn will attract further high skilled labor to Indy's market. By focusing on these sectors, Indy not only has an opportunity to grow its economy, but also to build a brand synonymous with the City similarly to other specific sector hubs such as Silicon Valley or San Jose.

In addition, Indy's role within the global economy must be a priority. As Indy grows its targeted job sectors and its small business climate, continuing to search for opportunities for global partnerships, use and development of supply chain services, and identification of possible exportation destinations will be critical.

Why is this important?

Strategic focus on clusters allows Indy to more efficiently leverage its support resources. In Indiana, life sciences represent a \$3.5 billion industry annually, placing it third in the nation. This statewide cluster has been built by having a nexus of companies that are located close enough to each other to spur further growth and cluster development. This concentrated growth is also an efficient use of city investment, while promoting supply chain coordination, support services, and increased productivity. In the same fashion, Indy will continue to promote local targeted sectors so that these same efficiencies and benefits develop in an even tighter geographic area.

Indy companies also need to find a way to grow the pie, rather than just simply looking to increase their share. By actively searching for international partnerships and opportunities, Indy presents itself with greater opportunities for its companies and individuals to find new customers that will drive growth and expansion.

When will this occur?

This continues to be an ongoing initiative for Indy's economic development activities. From an incentive perspective, Indy will continue to meet and work with local and foreign organizations looking to expand or relocate in Indy.

How will this be accomplished?

Indy is about to complete targeted studies that will result in key actions to best build and promote Indy's business clusters. Indy plans to leverage the Rose Fellowship Study, the Local Initiatives Support Coalition cluster analysis, and the Indy Fast Tracks/I-70 Corridor study, all of which are to be completed in 2014, to review and adjust Indy's strategy in light of the data that these studies will provide.

Relative to energy, Indy will evaluate in 2014 options to leverage federal policies to uniquely place Indy to capitalize on a compressed natural gas strategy. Recognizing the prominent place that alternative energy sources will have in the future economy, Indy will examine the resources required to turn it into a hub for both the production and transportation of compressed natural gas. Following that evaluation, Indy will make a recommendation in 2015 regarding identifying the steps necessary to increase its position within this industry sector.

Indy is currently working with the Brookings Institute Global Cities Initiative, a 3-4 year process aimed at creating a two-part plan focused on regional exports and foreign direct investment. The first phase of this project, occurring by 2016, will be to conduct a market assessment of Indy's current exporting activity to create a baseline from which to operate. This assessment will be completed by interviewing and surveying companies within the metropolitan region and will culminate in a regional export plan. The second phase, occurring by 2018, will drive towards attracting direct foreign investment to Indy.

Key Action: Encourage local company growth or expansion

Indy must continue to support its local companies as they expand. Whether by providing financial incentives or working to provide real estate solutions to increasing demand for space, the city will continue to work collaboratively with these companies to ensure their changing needs are able to be met.

Why is this important?

The pursued relocation of large companies as a job growth strategy has been found to be inefficient. Large companies from other states looking to relocate often require significant incentive packages, due to the competitive environment for their services. To ensure growth of the local job market, Indy must support its home grown businesses, which are more likely to use and encourage the development of complementary and necessary industries, such as supply chain and support services.

When will this occur?

Indy will continue to meet with local company leadership to assess changing needs. As company expansion and growth is driven by the companies themselves, timing and opportunities will be dependent upon needs identified as they arise.

How will this be accomplished?

Indy will continue to leverage its ability to offer incentives to companies looking to expand or relocate within the city. While the city will continue to promote awareness regarding these opportunities, success in this endeavor is dependent upon the private market's ability to navigate both the local and national economy in a way that provides opportunity for growth.

Key Action: Improve Indy's regulatory approvals process

To compete with greenfield areas for development, Indy must provide a sophisticated regulatory system that fairly protects City assets yet allows for creative development uses. Coordination amongst Indy's various approval agencies is necessary to ensure that projects are moved through administrative processes as quickly and fairly as possible.

Why is this important?

Indy is in constant competition with other metropolitan and surrounding suburban areas for development. Indy has a number of natural advantages over these other areas, but these advantages are often offset by regulatory approvals that add additional financial cost and time to projects. This higher cost and increased time negatively impacts a small or large businesses' ability to preserve necessary capital. Lowering this burden, both financially and temporally, will provide new and existing businesses the ability to transfer their financial and human capital from project development and management to job growth.

When will this occur?

In 2014, Indy will create its Business Acceleration Team. This team will pull members from a variety of different regulatory agencies to focus on reducing the cycle time for projects in targeted sectors. This team, headquartered in the Develop Indy offices, will begin accepting projects for acceleration through the regulatory process.

Additionally, the Department of Metropolitan Development is currently reviewing and modifying the Marion County Zoning Ordinance in a process called Indy Rezone. This update and modification will greatly improve regulatory clarity for the land use process.

How will this be accomplished?

Indy will allocate resources from its various regulatory agencies to participate as part of the team. This team will take a client based approach to projects, ensuring that client goals and time frames are identified early on and incorporated into the approval process. This team will also re-examine and re-sequence the approvals process where possible, ensuring a holistic view of the process that will eliminate duplicity and decisions made in a vacuum.

Key Action: Promote entrepreneurship in targeted sectors

To create a competitive and diversified local economy, Indy must provide a business climate that fosters small business growth. The majority of new jobs in a local economy stem from small businesses. To remain competitive going forward, Indy must focus its efforts on leveraging existing resources to maximize the potential for job growth in targeted sectors.

Why is this important?

Talent attracts talent. Start-up and small businesses thrive where they can exist within a community of similarly minded groups. Considering the failure rate of small businesses, Indy must focus on leveraging its strengths and existing resources to create a climate that provides small businesses and entrepreneurs with the things that they need most: low cost space, mentorship, opportunities to land first clients, and access to capital. By combining these assets in a proximate location, Indy will provide an intense environment that will accelerate small and ancillary business growth.

When will this occur?

Indy is evaluating the potential to identify a location and structure that would allow the City to participate as a partner in supporting entrepreneurial opportunities through a business accelerator or some other structure by 2015.

How will this be accomplished?

Indy continues to meet with local leaders in the technology and the small scale manufacturing community to study the need for a business accelerator focusing on these areas. In 2014, Indy will continue the conversation regarding the most efficient method to accelerate business growth in these areas. Once the need has been clearly identified, the city will search for a location that will allow it to sufficiently subsidize rents for those companies requiring space. Once a location has been identified, Indy will work to identify a management structure for an accelerator so that the continuing level of its contribution may be identified and capped.

Conclusions

EDUCATION. We believe every child has a fundamental right to an excellent education and, in turn, the opportunity to define his or her life path. It is our moral imperative and essential to our city's long-term health and stability. Through our collective efforts, Indianapolis is uniquely poised to provide high quality educational opportunities for students and families.

PUBLIC SAFETY. We believe in the people of our City. While public safety challenges exist, we believe that with a strong plan and clear approach, we can meet and exceed the expectations of our citizens creating a safe and comfortable city to call home.

VIBRANT NEIGHBORHOODS. We know people are attracted to vibrant neighborhoods, and will choose to invest time and money in an appealing neighborhood knowing they will benefit from this investment. By coordinating city services and investments, Indy's unique neighborhoods will be prime locations for attracting new residents and increasing the property and income tax base.

ECONOMIC GROWTH. And finally, our strategy of economic growth focuses on the two areas most critical to our future: pursuit of real estate development and job attraction and retention. The ability to continue to attract residents and workforce talent to Indianapolis, which flows from these efforts, will be the primary driver of Indy's economic growth in the future. By providing the right mix of residential options, commercial opportunities, and needed amenities, Indy will be able to attract residents. Focusing on our core competencies and leveraging competitive advantages in industry, encouraging local company growth, promoting entrepreneurship, and finding ways to relieve the burdens of the regulatory process will provide those new residents with the job opportunities needed to be life-long members of our exceptional community.

It's time to LiveIndy.



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