GM Stamping Plant
Indianapolis, Indiana

A ULI Advisory Services Panel
June 19-24, 2011
• The mission of the Urban Land Institute is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.

• ULI is a membership organization with nearly 30,000 members, worldwide representing the spectrum of real estate development, land use planning and financial disciplines, working in private enterprise and public service.

• What the Urban Land Institute does:
  – Conducts Research
  – Provides a forum for sharing of best practices
  – Writes, edits and publishes books and magazines
  – Organizes and conducts meetings
  – Directs outreach programs
  – Conduct Advisory Services Panels
Advisory Panels

- Since 1947
- 15 - 20 panels a year on a variety of land use subjects
- Provides independent, objective, candid advice on important land use and real estate issues

Process
- Review background materials
- Receive a sponsor presentation & tour
- Conduct stakeholder interviews
- Consider data, frame issues and write recommendations
- Make presentation
- Produce a final report
Sponsors

• City of Indianapolis
• Develop Indy

• Mayor Gregory A. Ballard
Our Vision

Mixed-use, coherent, sustainable urban neighborhood linked to both the river and the downtown
Our assumptions about the importance of

• Sustainability
• Connectivity
• History
• Revenue generation
• Site Control
• Long Range thinking
• Planning for Change
The Panelists

• Co-Chairs
  – William Hudnut III
  – Wayne Ratkovich

• Panelists
  – William Lashbrook
  – Ralph Nunez
  – Richard Galehouse
  – Justin Fay
  – Tom Cox
  – Roger Williams
  – David Stebbins
  – Tom Murphy

• Staff
  – Tom Eitler
  – Caroline Dietrich

• Ball State Graduate Students
  – Arthur Malito
  – Daniel Liggett
A Big Task
Setting the Stage

- The Questions
- Welcoming New Ideas
- Accommodating Change
### Summary Financials

<table>
<thead>
<tr>
<th>Category</th>
<th>Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residential Land Sales</td>
<td>$42 to $52.5 million</td>
</tr>
<tr>
<td>Retail and Service Land Sales</td>
<td>$6.25 to $8.75 million</td>
</tr>
<tr>
<td>Rental and Service Income</td>
<td>$1.0 to $1.5 million</td>
</tr>
<tr>
<td>Total Revenue</td>
<td>$49.25 to $62.75 million</td>
</tr>
<tr>
<td>Total Investment Over 10 Years</td>
<td>$290 to $300 million</td>
</tr>
</tbody>
</table>
Inspiring the Future

• Many Participants, Many Lives
• Encouraging Creativity, Innovation and Variety
• Be Unique
# Employment Changes 1990 - 2009

<table>
<thead>
<tr>
<th>U.S. Metro</th>
<th>Manufacturing</th>
<th>Professional and Business Services</th>
<th>Education and Health Services</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1990</td>
<td>2010</td>
<td>% Change</td>
</tr>
<tr>
<td>Indianapolis</td>
<td>112.5</td>
<td>82.3</td>
<td>-27%</td>
</tr>
<tr>
<td>Baltimore</td>
<td>128.5</td>
<td>59.5</td>
<td>-54%</td>
</tr>
<tr>
<td>Philadelphia</td>
<td>246.9</td>
<td>130.1</td>
<td>-47%</td>
</tr>
<tr>
<td>Pittsburgh</td>
<td>130.6</td>
<td>85.5</td>
<td>-35%</td>
</tr>
<tr>
<td>USA</td>
<td>17695</td>
<td>11743</td>
<td>-34%</td>
</tr>
</tbody>
</table>

Socioeconomic Tapestry

East of River

27 Metro Renters

- Segment Code: 27
- Segment Name: Metro Renters
- LifeMode Summary Group: L4 Solo Acts
- Urbanization Summary Group: U1 Principal Urban Centers I

55 College Towns

- Segment Code: 55
- Segment Name: College Towns
- LifeMode Summary Group: L6 Scholars and Patriots
- Urbanization Summary Group: U6 Urban Outskirts II

West of River

58 NeWest Residents

- Segment Code: 58
- Segment Name: NeWest Residents
- LifeMode Summary Group: LB Global Roots
- Urbanization Summary Group: U2 Principal Urban Centers II

60 City Dimensions

- Segment Code: 60
- Segment Name: City Dimensions
- LifeMode Summary Group: LB Global Roots
- Urbanization Summary Group: U4 Metro Cities II
Downtown by Choice

- Lockerbie
- Massachusetts Avenue
- University Area
- North of South
- West Side Neighborhood
- The Site
The Master Plan Vision

1. Create a new downtown pedestrian friendly mixed use neighborhood

2. Embrace the White River by extending and expanding the White River Park

3. Create an exciting destination in the new neighborhood

4. Find an iconic symbol that celebrates the city’s embrace of this new neighborhood
Existing Conditions – 100 ac site
Existing Conditions – 100 ac site
Existing Conditions – Proximity
Existing Conditions – Views
Existing Conditions – Views
Existing Conditions – Access
Existing Conditions – Access
Existing Conditions – Access
Existing Conditions – The River
Existing Conditions – The River
Existing Conditions – The River
Master Plan Framework

- Realign Harding at Washington St.
- Realign Harding at Oliver Ave.
- Provide for Transit Station
- Relocate White River Parkway Westward
- Extend South St Across White River
- Extend Greenway Southward
- Improve Existing Underpass
- Provide for Transit Station
Central Indiana’s Transportation Plan
Master Plan Framework
Illustrative Plan

- Playfields
- "High Bay" Reuse
- Riverfront Park
- School
- Monument Square
- Multifamily Housing
- Single Family Housing
- OLIVER AVE
- SOUTH ST
- WASHINGTON ST
- HARDING ST
Bird’s Eye View from Downtown
View to Downtown from Site
Responsible Redevelopment

• Holistic community development
• Build communities not just buildings
• Incorporate area assets
• Access to a quality educational experience for all ages
• Access to quality health care for all ages
Responsible Redevelopment

• Partial use of the existing big building on the GM site
  – Artist live work/gallery space
  – Market
  – Hydroponic growing
Responsible Redevelopment

• Housing
  – Single Family
  – Cottage
  – Townhouse/Rowhouse
  – Multifamily

• Both rental and for sale
Responsible Redevelopment

- School/Community recreation and health facilities
- Street level retail shopping
- Office space
Responsible Redevelopment

• Business incubation clusters
• Involvement of “anchor institutions”
  – EAH
  – Local purchasing
Lifelong Learning

• A lifelong learning opportunity
  – Available to all ages
  – Adaptation to a changing society
  – Requires collaboration among all stakeholders
  – Enhances quality of life
Continuing Care Facility

• Range of health services
• Secure environment for seniors
• Hospice
The River

- A connection not a barrier
- Continue high quality design
- Ecologically sustainable improvements
• A New Downtown Neighborhood
Implementation Strategies

Master Developer:

City or designated entity

- Long-term project = Sustained Focus
- Upfront, public investments to create exceptional value with design excellence
- Establish a overall vision for the site
- Complex redevelopment project and process
- Multiple implementation activities
- Strategic vs. incremental approach
Site Preparation

- Site Control
- Further define redevelopment plan and long-term vision
- Specify remediation and demolition parameters with RACER based on Redevelopment Plan
- Work with City to establish planning entitlements
Access and Site Improvements

• Design, estimate, finance and implement site improvements
  – South Street bridge
  – Shoreline Park and Trail
  – Main spine road and infrastructure

• Funding Sources:
  – State & Federal grants
  – Infrastructure Fund
  – Tax Increment Financing
Developer Solicitations

• Define development parcels and opportunities
• Specify development parameters and public and private benefits
• Shared risk
• Issue RFP’s
Establish Partnerships

- IUPUI Connections
- Real Estate and Design Communities
- Art installations, galleries and studios
- Healthy food initiatives and markets
- Business incubation
- Education and life-long learning
- Neighborhood Revitalization Fund
The Vision – Illustrative Plan

- Playfields
- “High Bay” Reuse
- Multifamily Housing
- School
- Monument Square
- Single Family Housing
- Riverfront Park
- OLIVER AVE
- SOUTH ST
- HARDING ST
- WASHINGTON ST
The Vision – New Neighborhood
The Vision – Embrace the White River

White River, Indianapolis
The Vision – Adaptive Reuse

Granville Island, Vancouver
The Vision – Iconic Connection
The Vision – Iconic Connection
America’s First Road Trip - 1903

Horatio Nelson Jackson, Sewall Crocker and Bud
Lessons for Success

1. Leadership
2. Vision
3. Institutional Capacity
Lessons for Success

4. Financing

5. Land Control

6. Design Excellence

7. Partnerships
Questions?