



Phase 1

Citizens Energy Group ARI Strategy

BUILDING THE NEIGHBORHOOD STORY

JUNE 28, 2017
DRAFT

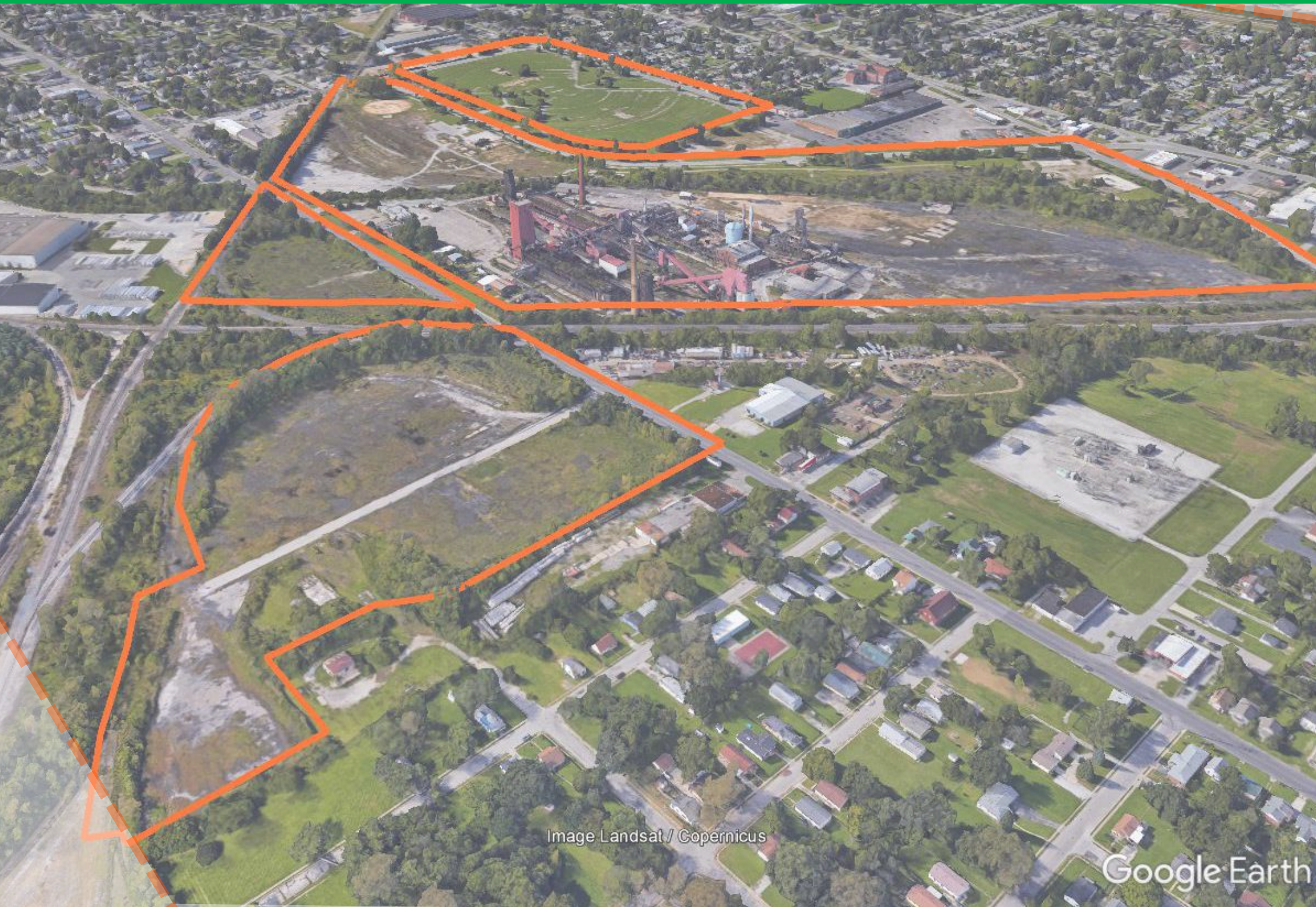


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00 Overview

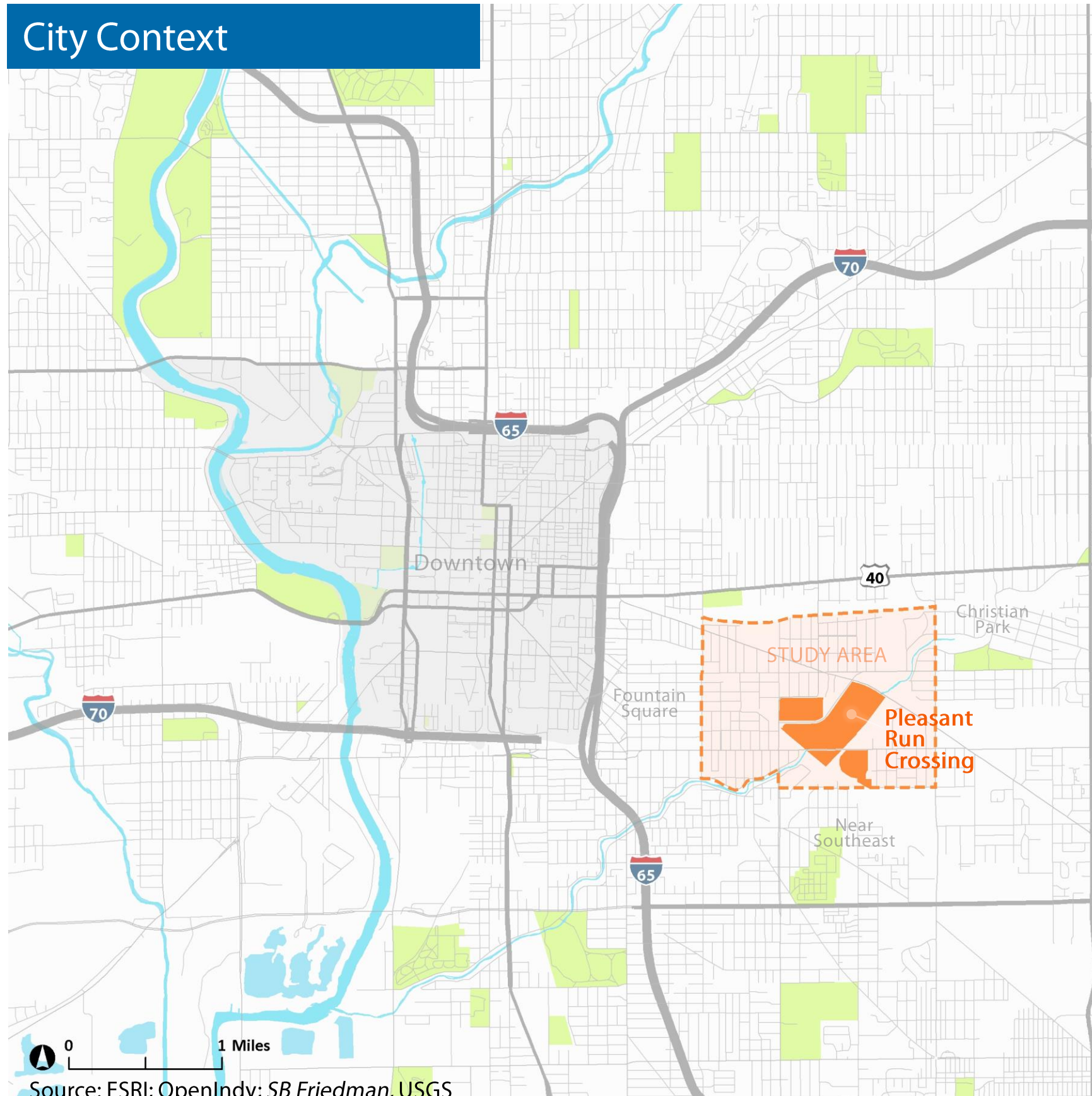
THE OPPORTUNITY

BUILDING THE NEIGHBORHOOD STORY

UNLOCKING THE POTENTIAL

00. Overview: The Opportunity

City Context



As Indianapolis gets ready to celebrate its Bicentennial, the City has a unique opportunity to bring about a transformational impact on the southeast side. Located at the confluence of multiple neighborhoods on the City's southeast side, the 140-acre former Citizens Energy Coke manufacturing site ("Pleasant Run Crossing" or the "Site") on Prospect Avenue, provides an unprecedented opportunity to attain the Partnership for Sustainable Communities' Livability Principles by:

- Redeveloping the site and attract modern industrial and commercial uses;
- Leveraging economic clusters driving growth in Indianapolis including advanced manufacturing and logistics;
- Implementing workforce strategies that train local residents with needed skills and provide a competitive edge to companies seeking trained workers;
- Maximizing the creation of good-paying jobs for neighborhood and Citywide residents; and
- Improving the overall quality of life on the southeast side.

Pleasant Run Crossing is located in the southeast side of the City of Indianapolis in Marion County. While the large vacant parcels, rail lines and Pleasant Run Creek currently disconnect the neighborhoods in the greater Twin Aire Neighborhood (the "Study Area"), the redevelopment of Pleasant Run Crossing is an opportunity to reconnect the Site with the urban fabric of the Study Area and create a new center of economic activity. With strategic public and private investments, Pleasant Run Crossing can become a commercial and industrial hub providing opportunities for residents of the southeast side as well as the City as a whole.

00. Overview: Building the Neighborhood Story

Neighborhood Boundary



Understanding the existing socio-economic conditions is the first step in the process to create a new high-performing economic center that supports job creation through innovation, entrepreneurship and demand-driven workforce development strategies. This report presents a granular description of key demographic and economic metrics to provide an understanding of the spatial and temporal distribution of the unique characteristics of the broader neighborhood within which Pleasant Run Crossing is located.

The 140-acre Pleasant Run Crossing Site is located at the center of the Study Area. The Study Area comprises multiple smaller neighborhoods ("sections") on the City's southeast side, each with their own neighborhood association:

- WEKAN – West and East of Churchman Avenue Neighbors
- SECO – Southeast Community Organization
- Norwood Place
- Twin Aire
- Christian Park

The center of the Study Area is occupied by the decommissioned Citizens Energy Coke Plant (or "Pleasant Run Crossing"), which disconnects and creates a barrier between the various smaller sections within the Study Area.

Since 2000, and more recently since the Citizens Energy Coke Plant was decommissioned, this area has experienced a period of transition, experiencing both population and employment loss. Despite demographic and economic shifts in recent years, there are many "defining" characteristics that contribute to the identity of the area.

00. Overview: Unlocking the Potential



The City recently announced its plan to build a community justice campus on a portion of Pleasant Run Crossing. The community justice campus would likely include a 2,600- to 3,000-bed jail; an assessment and intervention center focusing on mental health and substance abuse treatment needs; and acute health care and mental health units. News sources indicate that a consolidated civil/criminal courthouse is also a possibility on the Site. The justice campus itself will be an immediate catalyst for the Site bringing in jobs and new economic activity into the Twin Aire neighborhood. While the proposed criminal justice campus would occupy approximately 50 acres, there are still 90 acres left unplanned to attract private investment.

Citizens Energy, the owner of Pleasant Run Crossing, is committed to facilitating sustainable redevelopment of the property. Demolition of existing Coke Plant facilities is nearly complete and environmental remediation is currently in process to get the Site development-ready. With financial support from the Economic Development Administration ("EDA") and federal programs such as the Promise Zone, Citizens Energy is initiating the creation of an implementable redevelopment vision for the Site.

Now is the time to unlock the potential and explore what could be for the remainder of Pleasant Run Crossing. Building on the visionary work already occurring amongst local community organizations and in cooperation with federal partners, the goal is to rejuvenate this high-potential yet challenging brownfield Site into a vibrant commercial and light industrial district that can bring growth to southeast side neighborhoods.

01 Demography:

Who Lives in the Neighborhood

CURRENT POPULATION AND POPULATION CHANGE

RACE/ETHNICITY

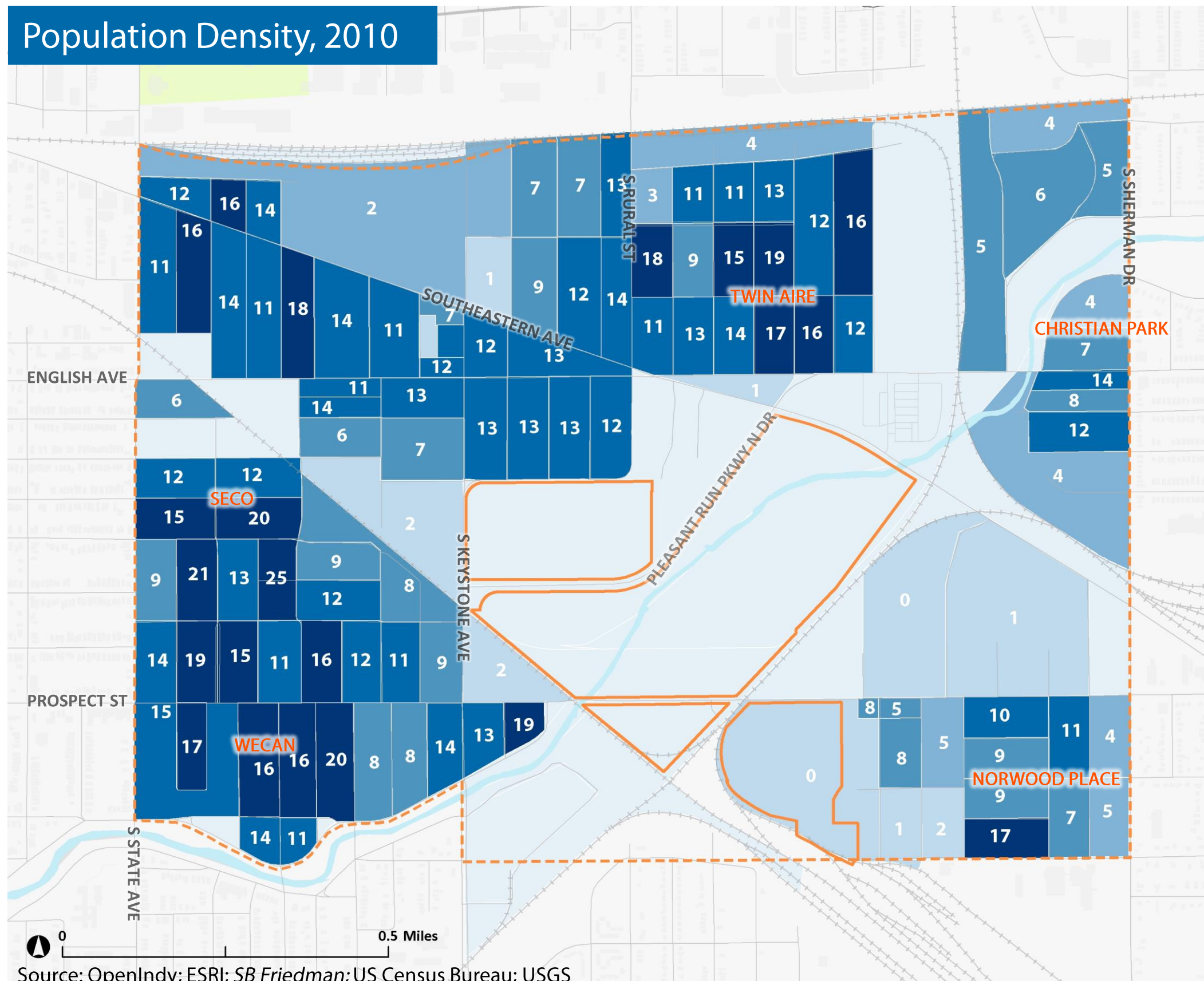
AGE

MEDIAN INCOME AND POVERTY

EDUCATION

6,593

The Study Area comprised approximately 6,600 people in 2010, in the sections surrounding Pleasant Run Crossing. The WECAN/Prospect Falls section is one of the most dense residential areas within the Study Area, with some small neighborhood-serving commercial located along Prospect Street. With up to 25 people per acre, the SECO section is also relatively dense, as well.

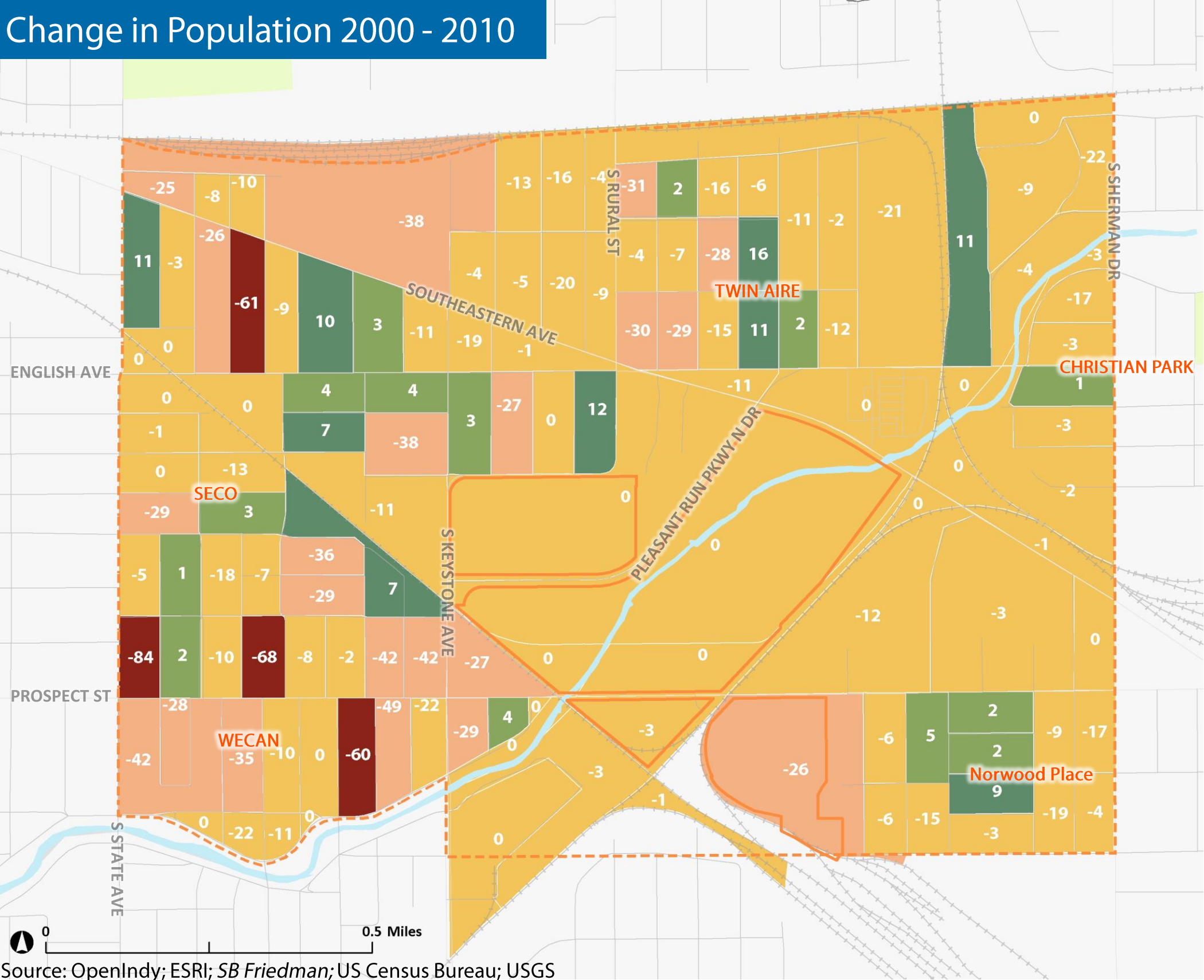


POPULATION DENSITY

| | | | | | | |
|--------------------|-----|-------|------|-----|-----|---|
| XX PEOPLE PER ACRE | 15+ | 10-15 | 5-10 | 2-5 | 1-2 | 0 |
|--------------------|-----|-------|------|-----|-----|---|

01 Demography: Population Change

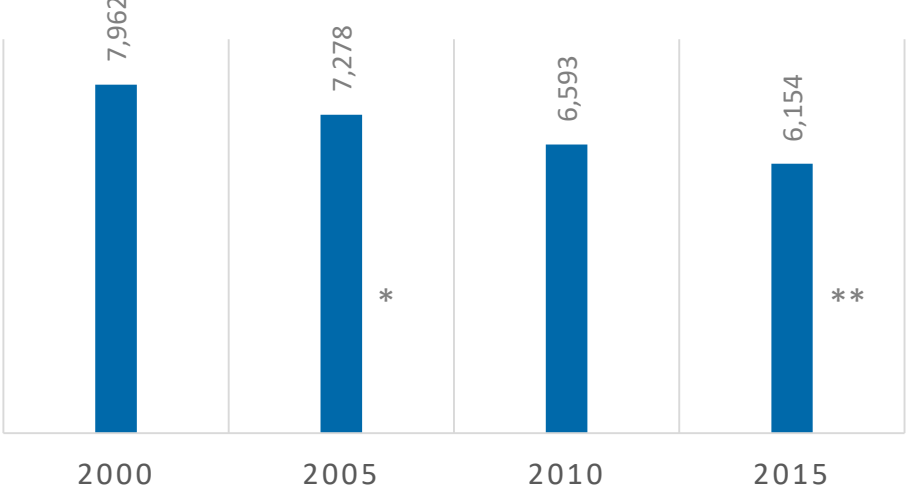
Change in Population 2000 - 2010



Source: OpenIndy; ESRI; SB Friedman; US Census Bureau; USGS

Since 2000, the Study Area has experienced significant migration out of the neighborhood. Between 2000 and 2015, the population within the Study Area has declined at a compound annual growth rate ("CAGR") of -1.7%, declining from 7,962 people in 2000 to 6,154 people in 2015. Of the various sections of the Study Area, both the WECAN and Twin Aire sections have experienced significant population loss during this time period.

STUDY AREA POPULATION



*Study Area population is based on an interpolation of US Census Data from 2000 and 2010

**ACS 5-year data based on a sampling of the population. Margin of error is roughly +/-34%.

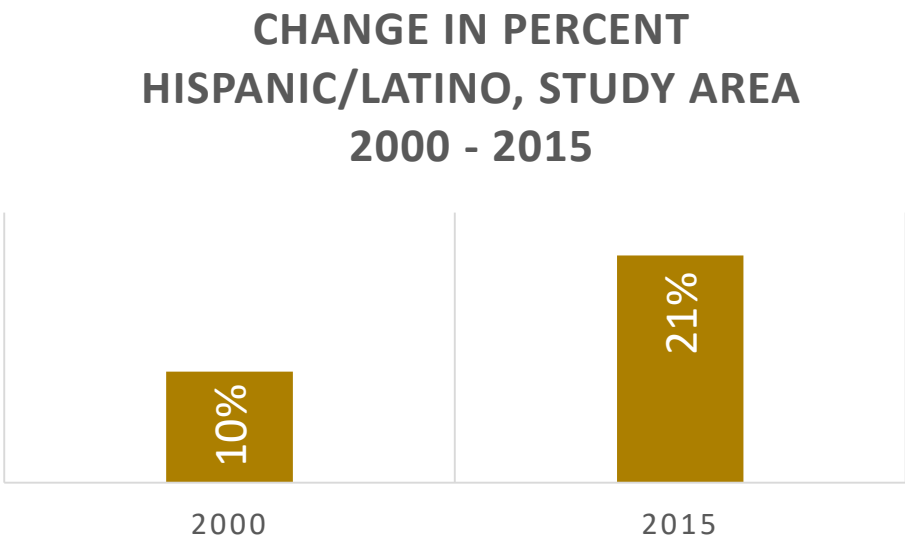
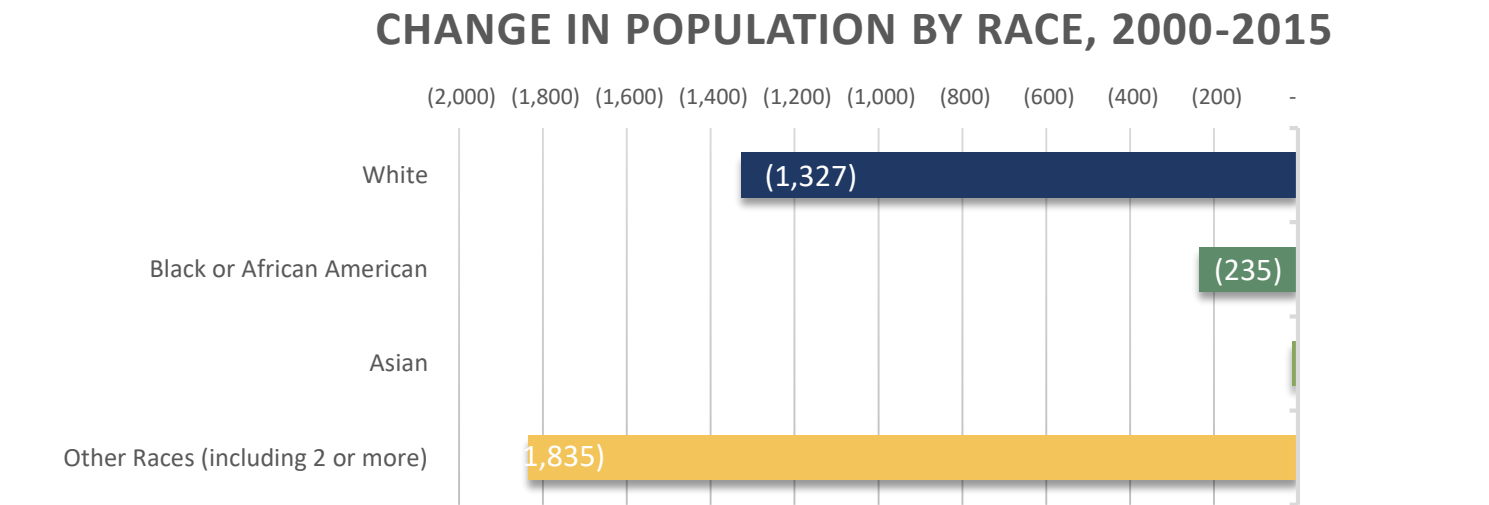
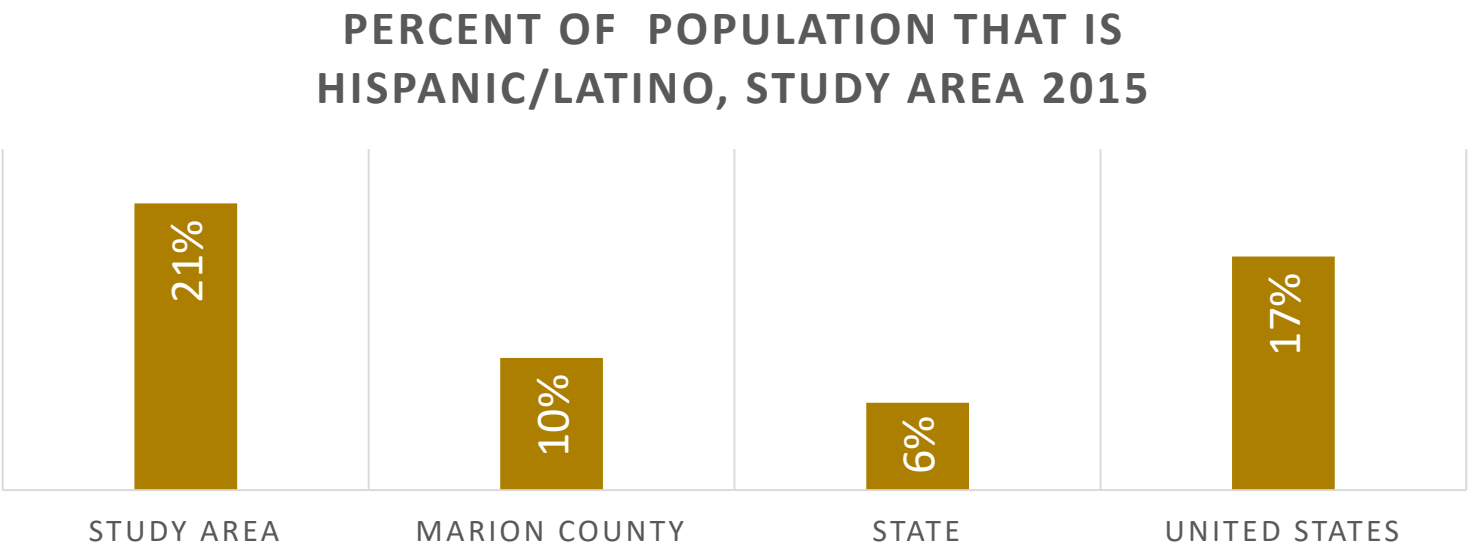
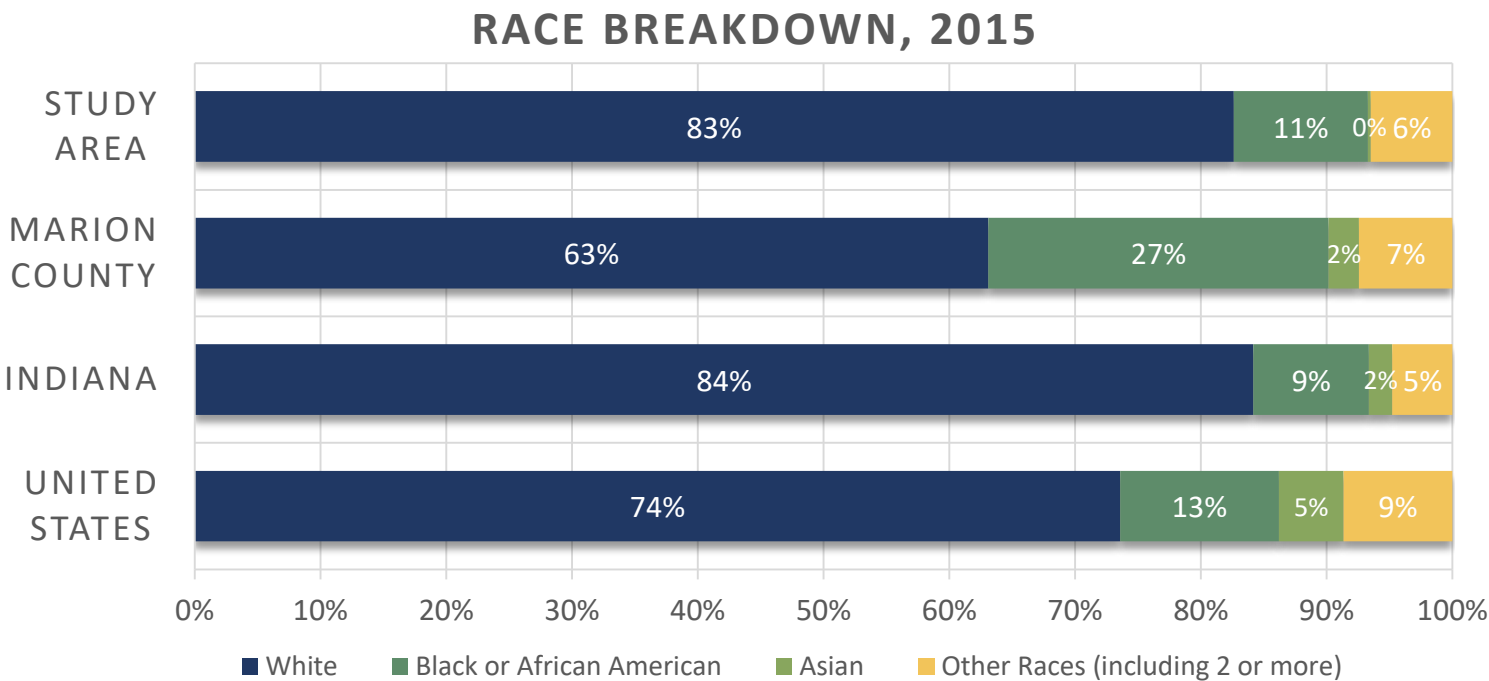
POPULATION CHANGE



01 Demography: Race/Ethnicity

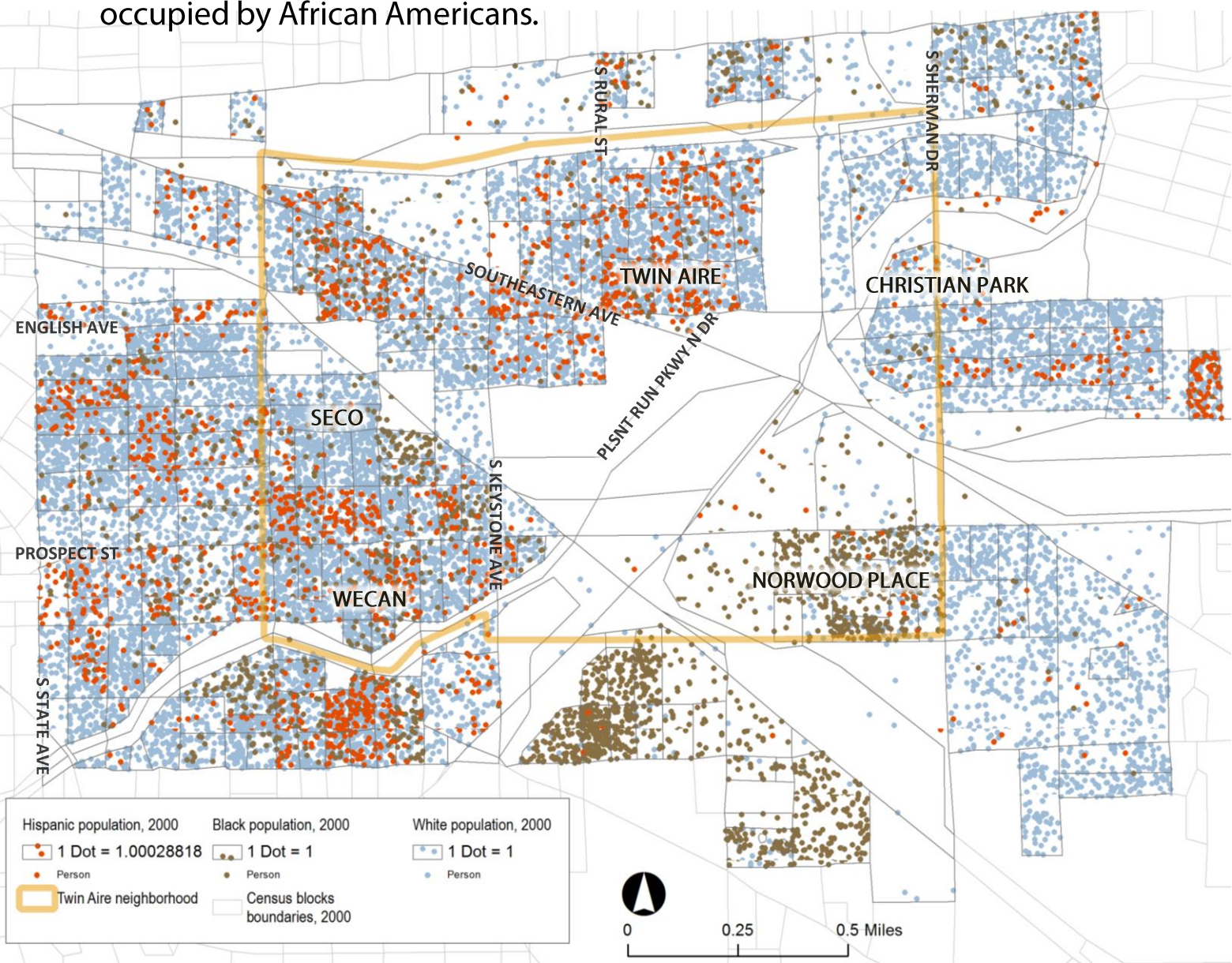
The U.S. Census Bureau treats race and ethnicity as separate and independent categories. In 2015, the population of the Study Area was predominately white, comprising 83% of the population compared to only 11% black, and 6% of the population identifying as other. In addition, over 20% of the population identifies as Hispanic/Latino. Hispanic/Latino individuals comprise a much greater proportion of the population within the Study Area than Marion County.

Between 2000 and 2015, population demographics have shifted. While the total population of all races declined during this time period, the Study Area experienced a significant influx of Hispanic/Latino individuals, increasing at a compound annual growth rate (“CAGR”) of 3.1%. The proportion of Hispanic/Latino individuals nearly doubles, growing from roughly 10% of the Study Area population to 21% of the Study Area population, during this period.



01 Demography: Race/Ethnicity 2000 and 2010

The following maps illustrate the spatial distribution of population by race. While the various races are somewhat dispersed throughout the Study Area, at the more granular, census-block level, racial clustering is apparent in some portions of the Study Area while other census blocks appear to be more racially integrated. The neighborhood has transitioned from distinct “black” sections (e.g., Norwood Place) and “white” sections (e.g., Twin Aire) to neighborhoods that are a relative mixture of whites and blacks and Hispanics and non-Hispanics. The comparison of the two maps illustrates an influx of Hispanic population (shown in red) between 2000 and 2010. Most notably, there has been an influx in the Hispanic populations in the southwest WECAN section as well as the area to the northwest of Pleasant Run Crossing. The section to the southeast of Pleasant Run Crossing (Norwood Place) has also experienced an influx of Hispanic individuals, many of whom are moving into homes formerly occupied by African Americans.

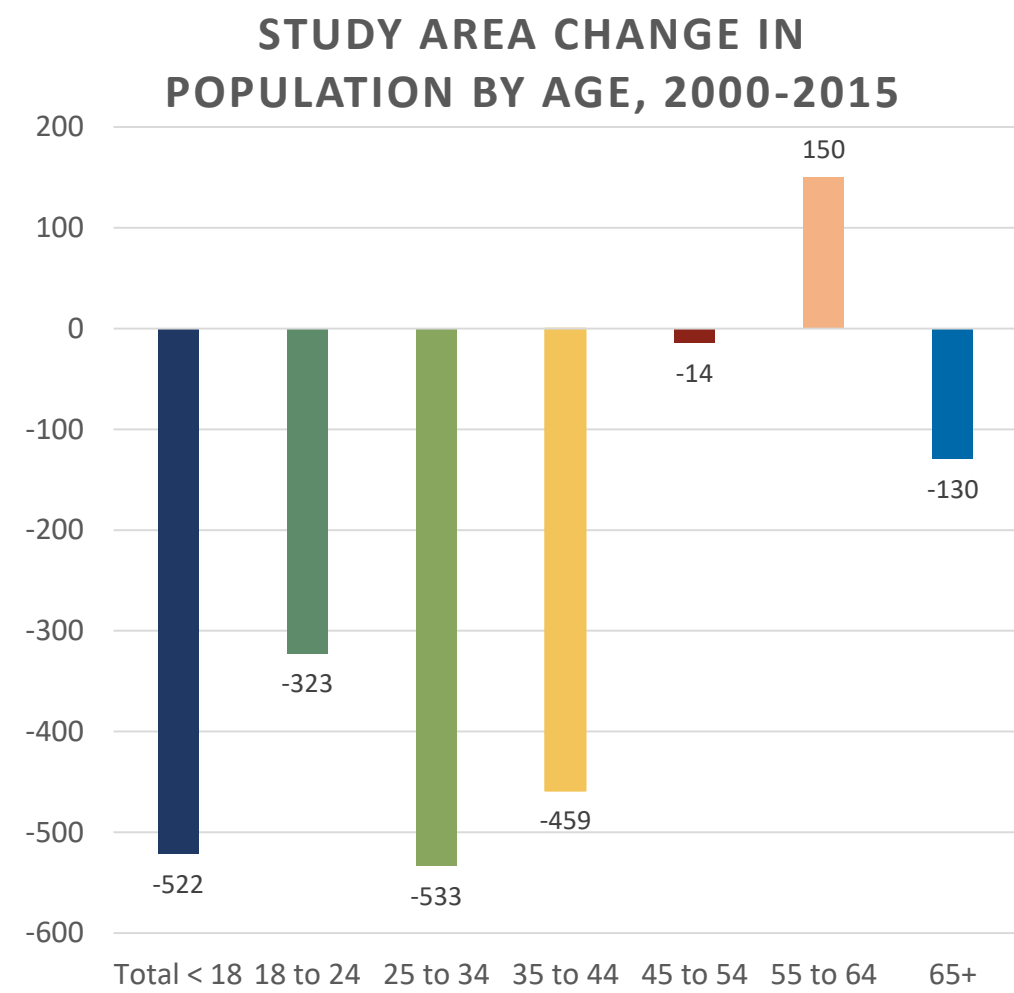
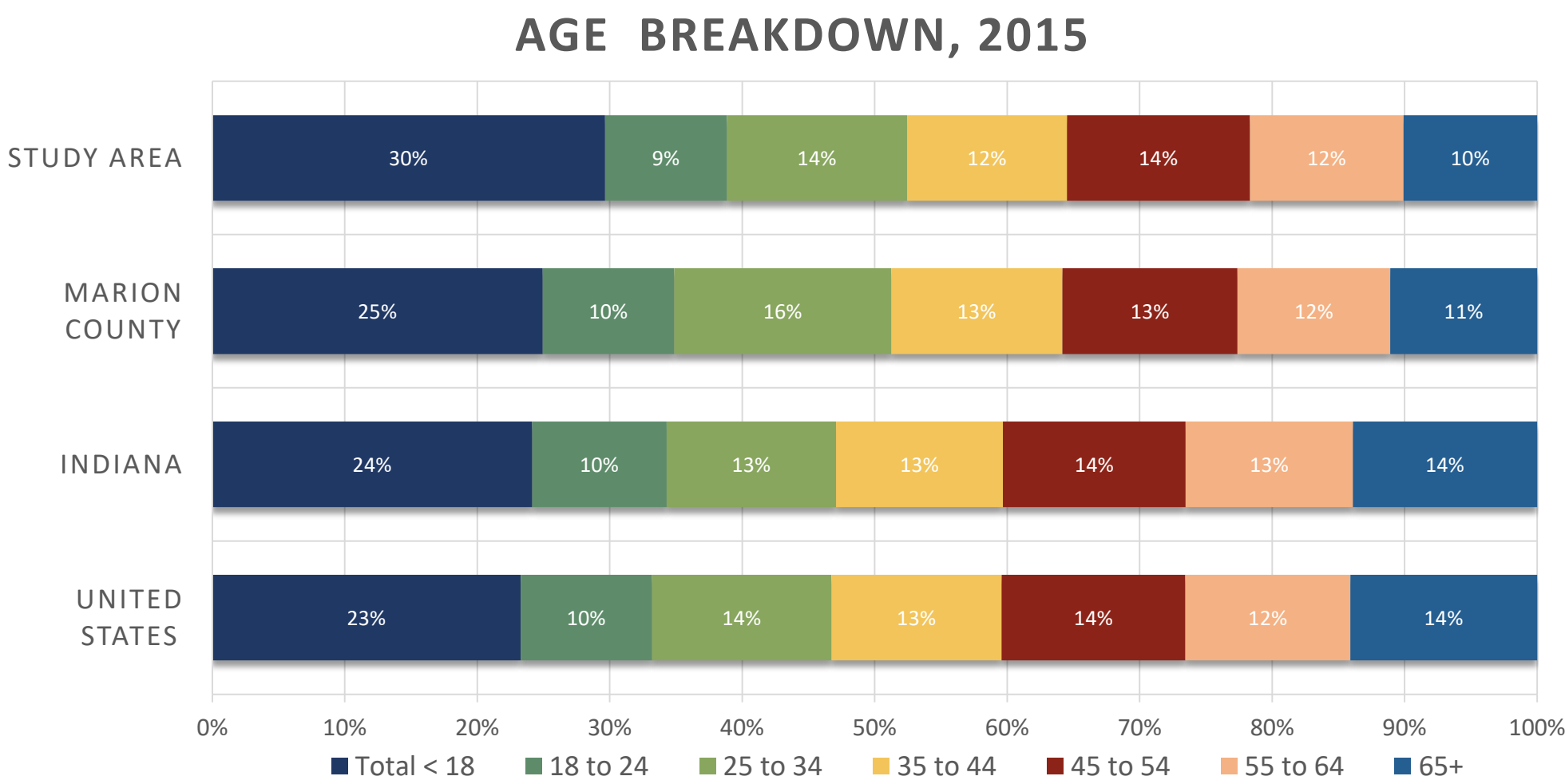


RACE DISTRIBUTION 2000

RACE DISTRIBUTION 2010

01 Demography: Age

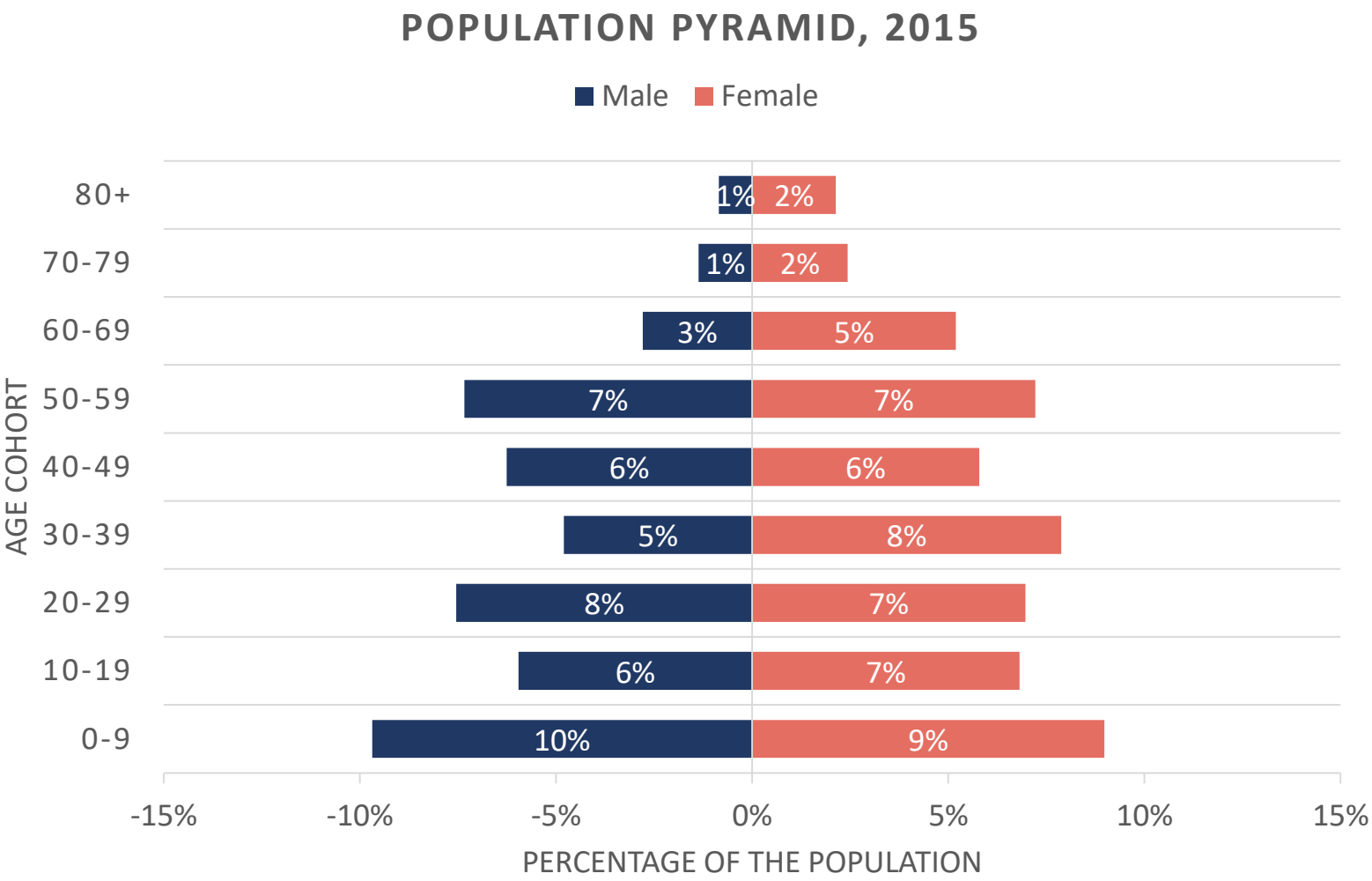
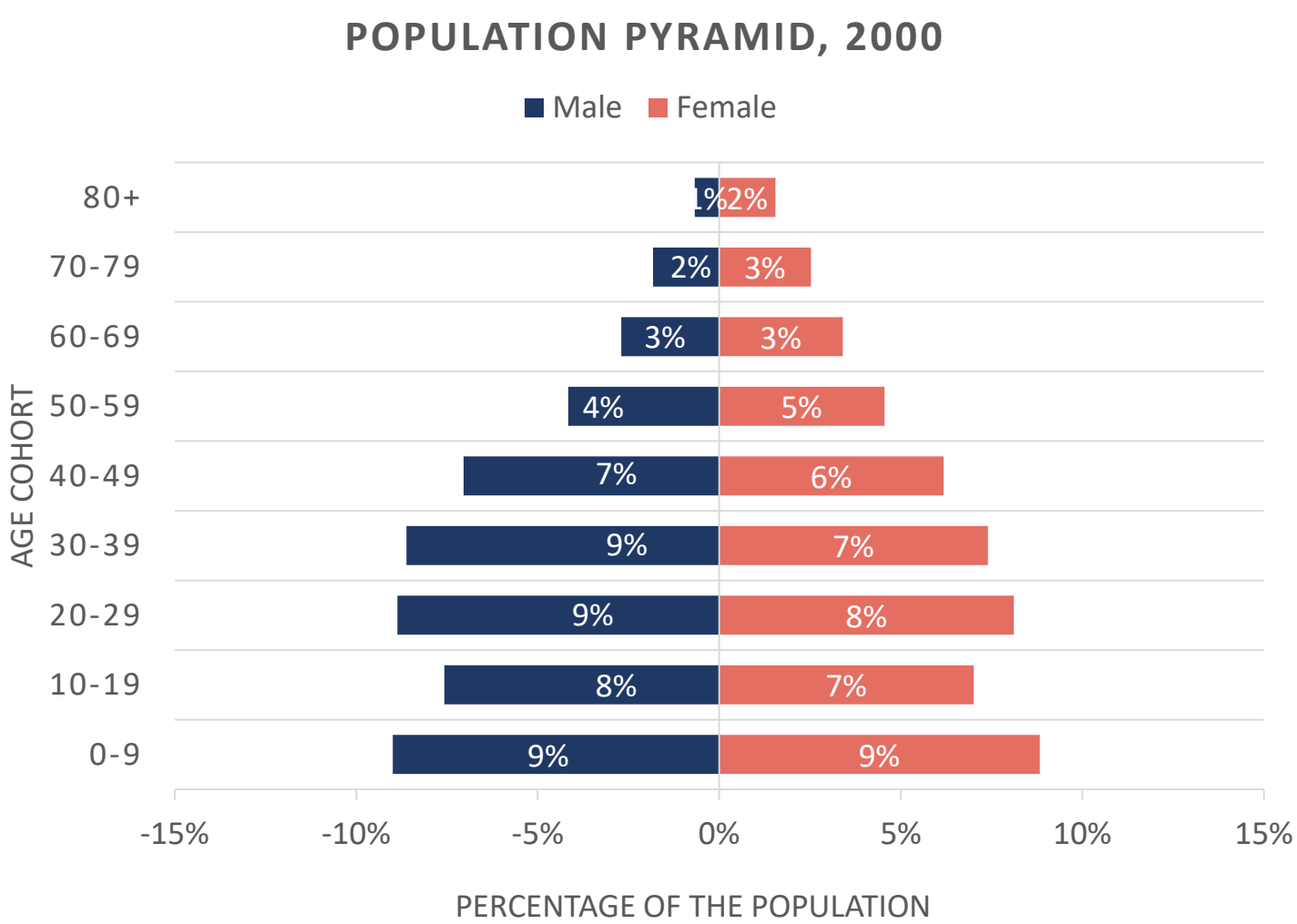
The age cohort breakdown of the Study Area is similar to Marion County as a whole, although it has a slightly greater proportion of children under the age of 18 than that of Marion County. Between 2000 and 2015, the Study Area has seen population declines in all cohorts with the exception of population aged 55 to 64, which experienced a slight increase.



Source: US Census Bureau

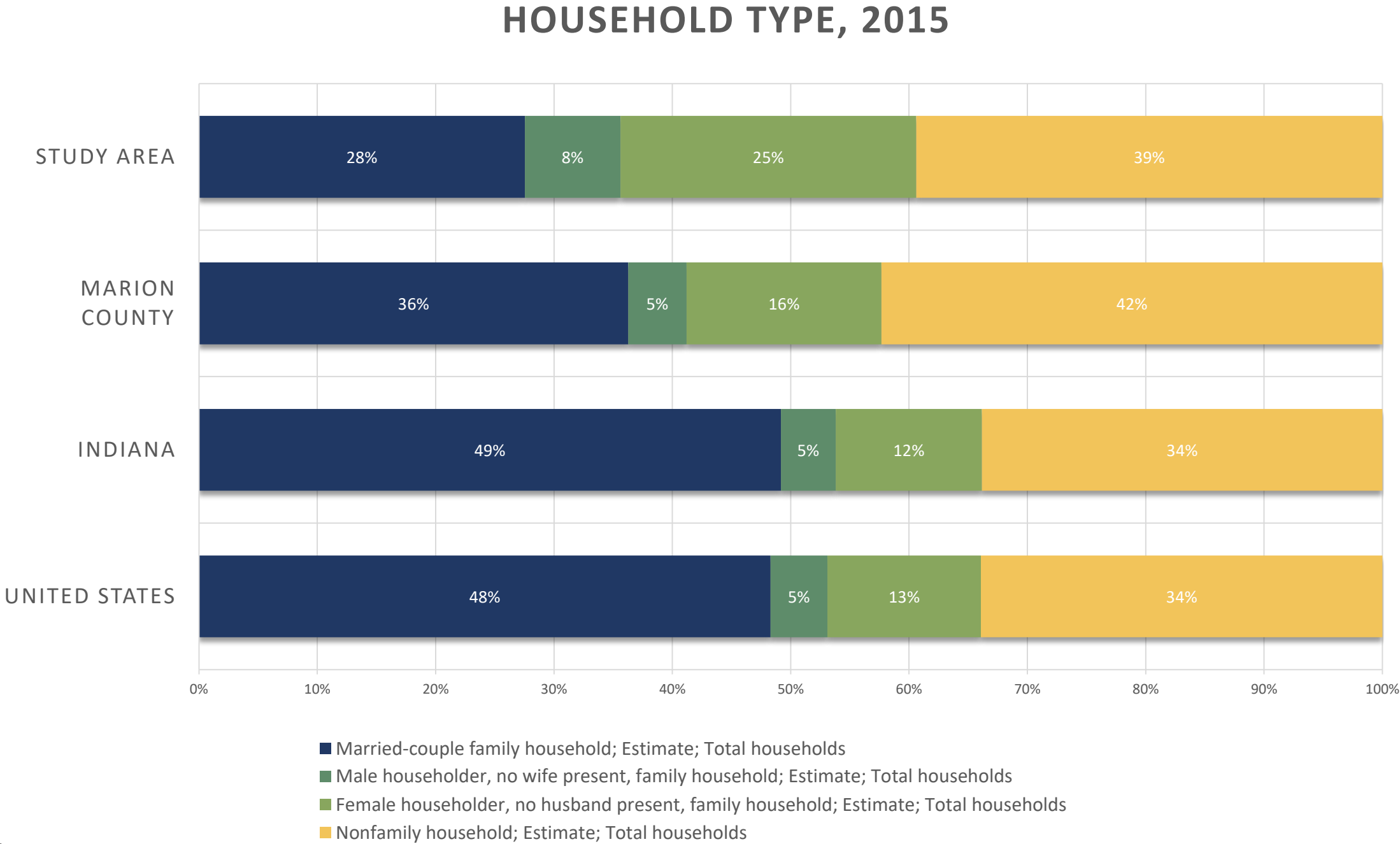
01 Demography: Population Pyramids

Population pyramids are visual representations of the age distribution of the population by gender. The ratio of females to males slightly increased between 2000 and 2015, from 50% female and 50% male in 2000 to 52% female and 45% male in 2015. The proportion of people (male and female) 50 years of age and older expanded from 21% to 29%, resulting in a net increase of 111 individuals 50+ years of age from 2000 to 2015.



01 Demography: Household Composition

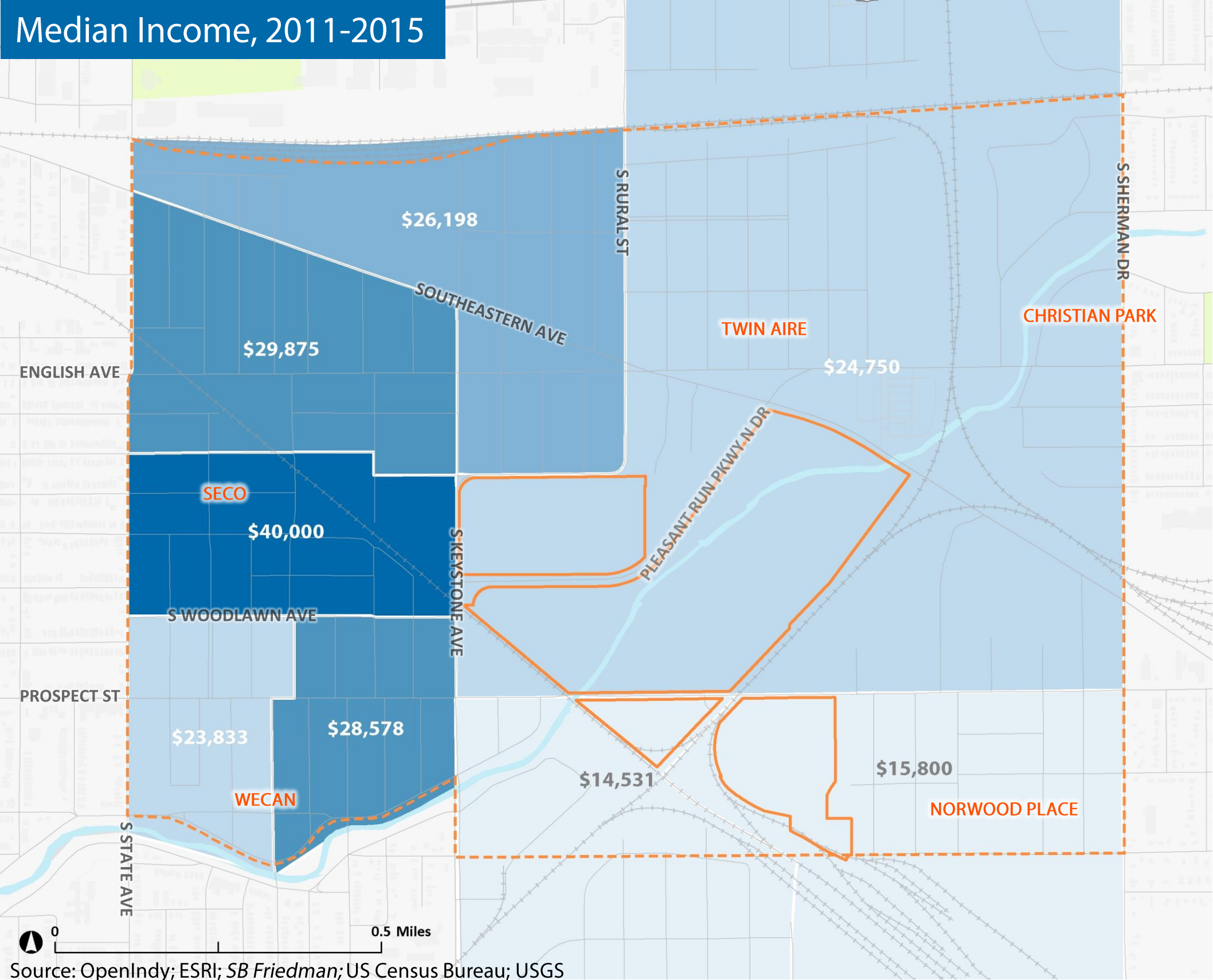
Approximately 61% of households in the Study Area are occupied by families, although less than half of all family households are comprised of married couples. Roughly 25% of all households are occupied with a female householder with no husband present, nearly double the state-wide percent. A larger percent of households in the Study Area are also occupied by non-family households, nearly 40%, as compared to the State and Country.



Source: US Census Bureau

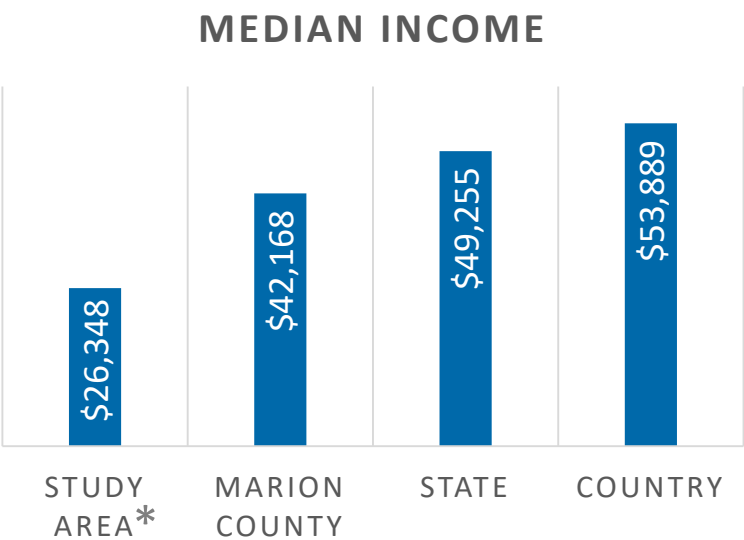
01 Demography: Median Income

Median Income, 2011-2015



Source: OpenIndy; ESRI; SB Friedman; US Census Bureau; USGS

The median household income of the Study Area is significantly lower than the County and State medians, with an overall median household income of approximately \$26,000. The Study Area median income is roughly 62% of the median household income of the rest of Marion County. There are significant income differentials within the various sections of the Study Area. The median household income of the Norwood Place section is less than \$16,000 while portions of the SECO section have a median household income of \$40,000.

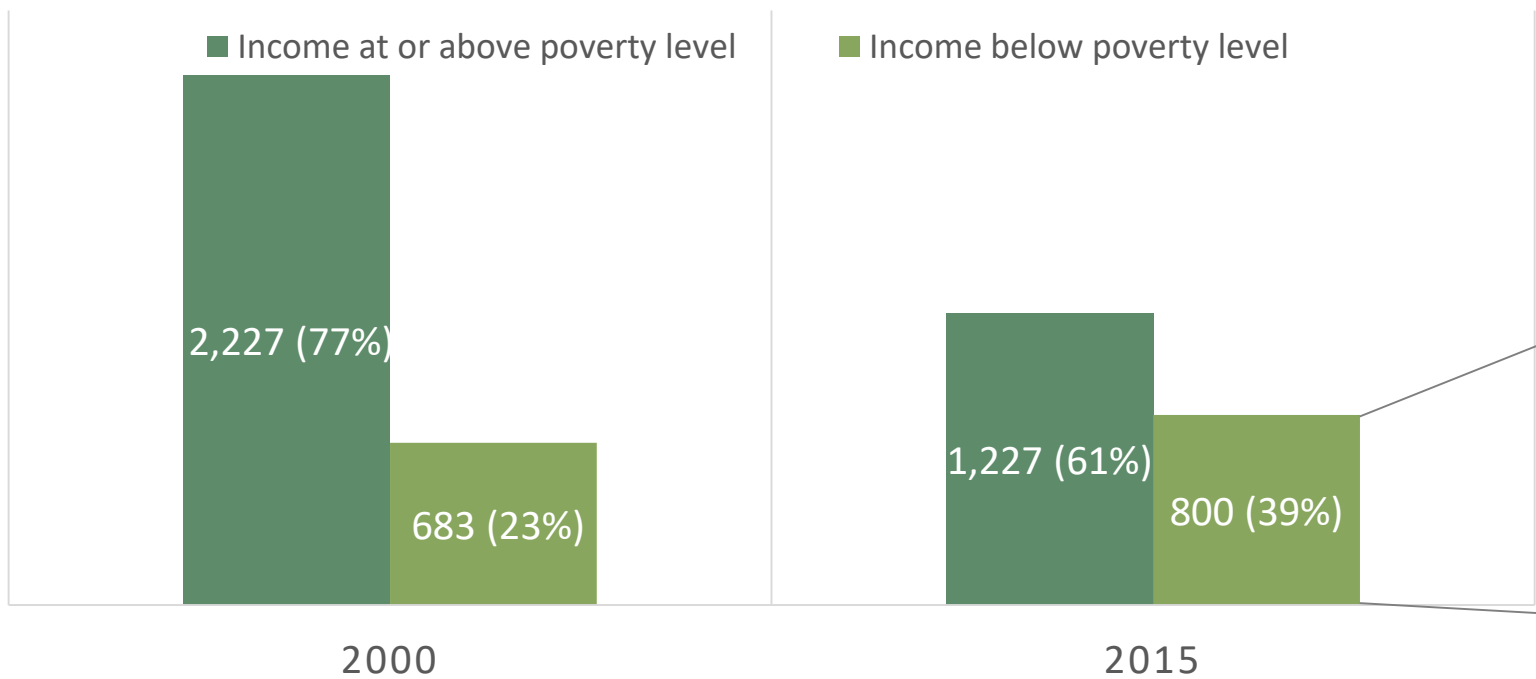


*Study Area median income estimated based on a weighted average for census BLOCKS comprising the Study Area

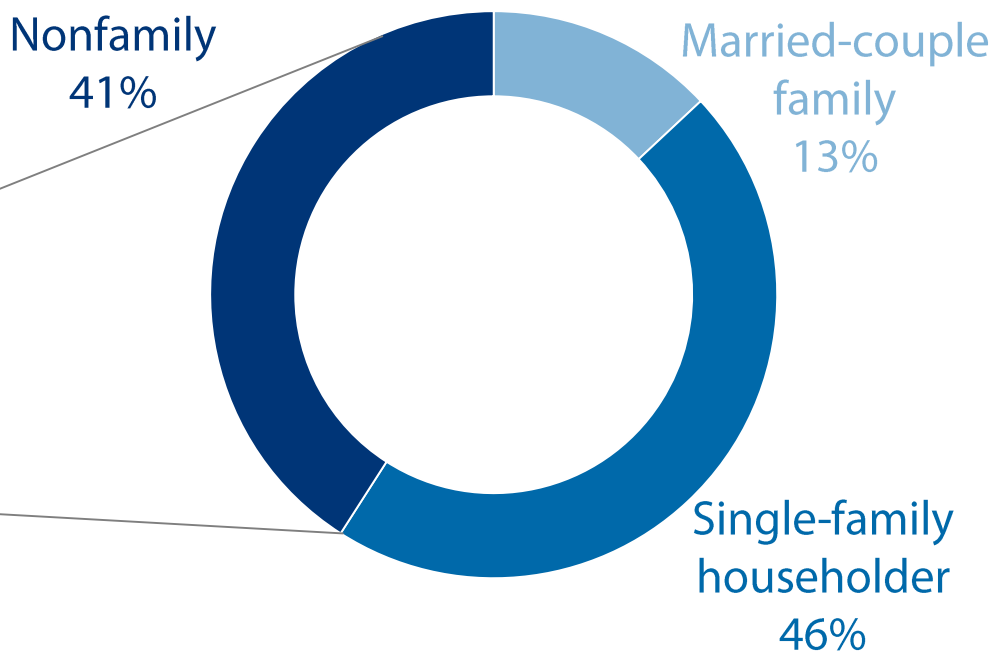
01 Demography: Poverty Rate

Despite the total number of householders in the Study Area declining between 2000 and 2015, the percentage of households living under the poverty rate has increased from 23% to 39% during this period, growing from 683 householders to 800 householders. Nearly 40% of the Study Area population lives below the poverty rate, more than double the proportion in Marion County. Of the householders living below the poverty rate, 13% are married-couple families and roughly half are single-family householders.

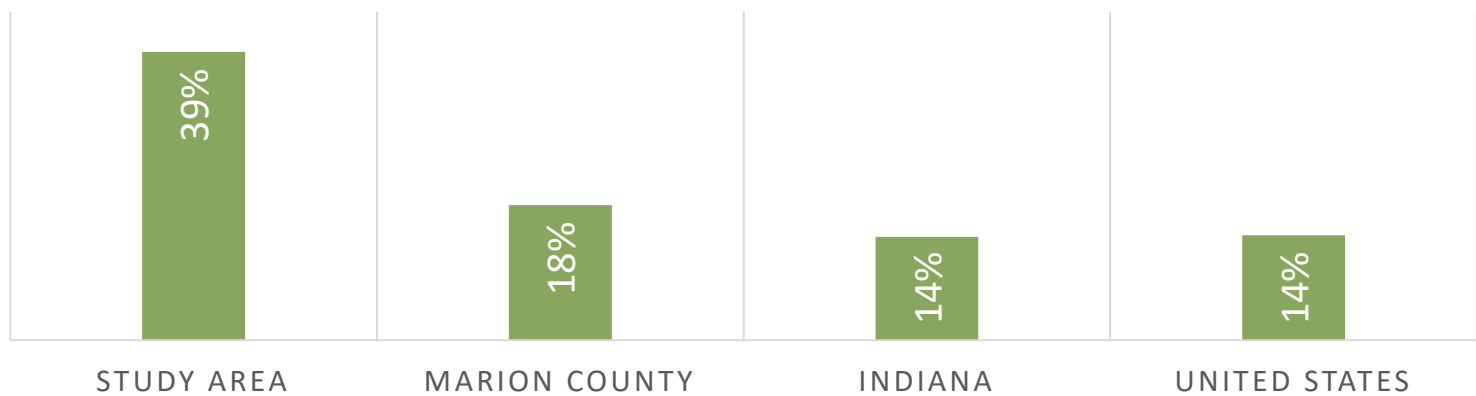
STUDY AREA HOUSEHOLD POVERTY STATUS, 2015



HOUSEHOLD TYPE OF HOUSEHOLDS BELOW POVERTY LEVEL, 2015

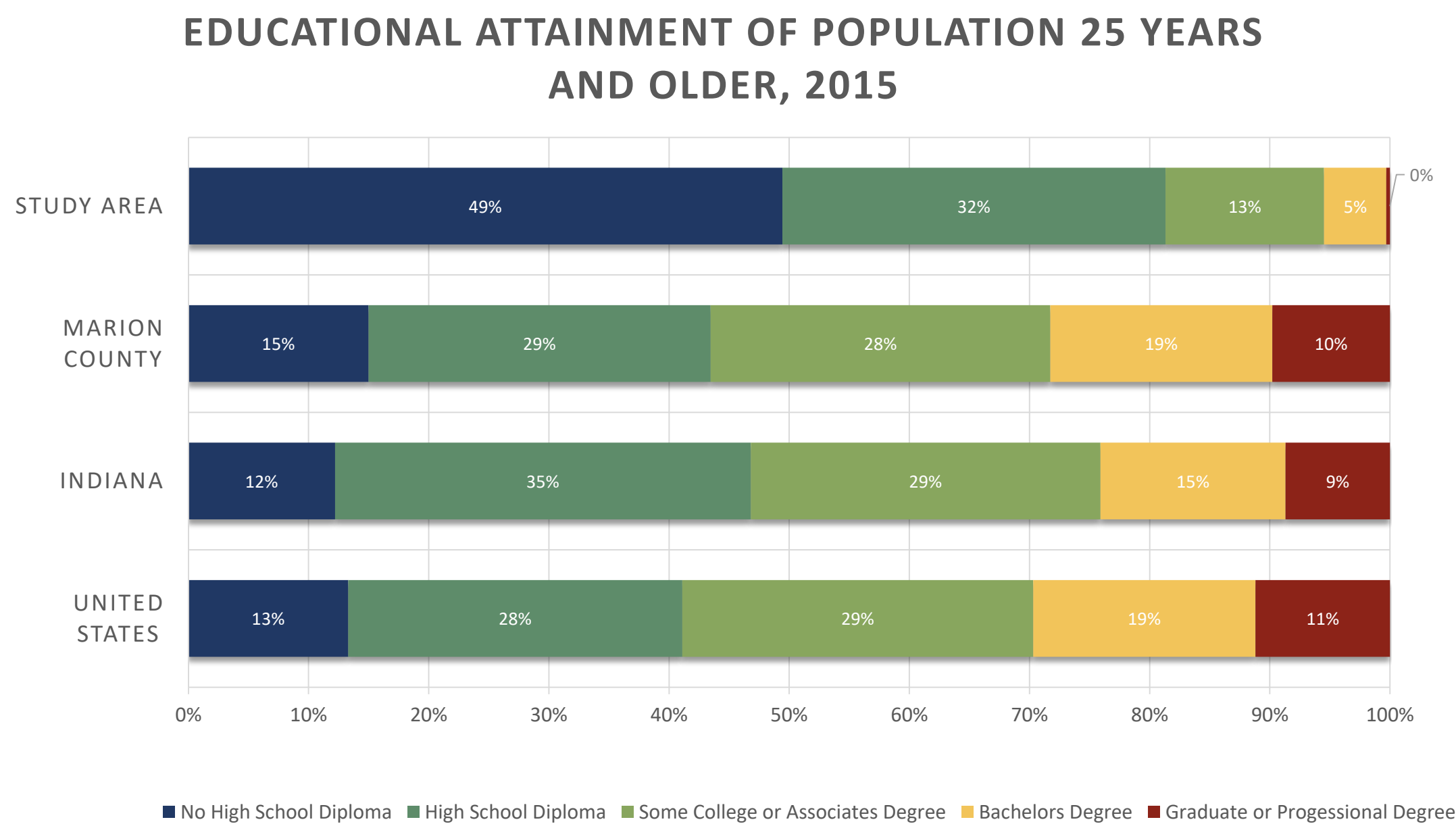


PERCENT OF POPULATION WITH HOUSEHOLDS LIVING BELOW THE POVERTY RATE, 2015



01 Demography: Educational Attainment

The Study Area is home to higher proportion of adults without a high school degree compared to Marion County, the state and country. Nearly half of the population aged 25 or older do not hold a high school degree while approximately a third of the population has graduated from high school. Only 18% of the population over 25 has some level of higher education.



Source: US Census Bureau

02 Economy:

Where Do People Work in the Neighborhood

LAND USE

EMPLOYMENT

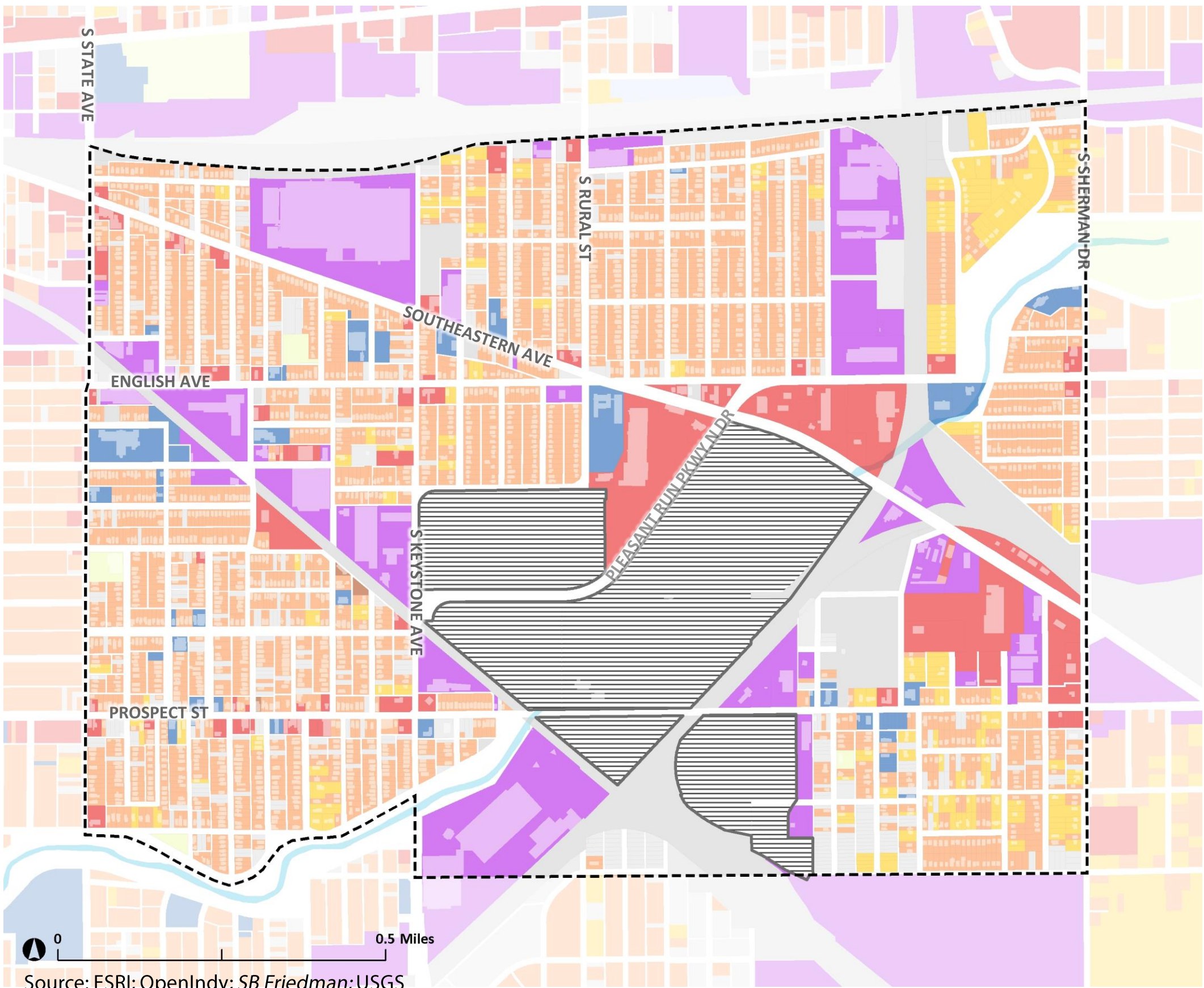
JOB BY SECTOR

JOB BY KEY ESTABLISHMENTS

COMMUTING PATTERNS

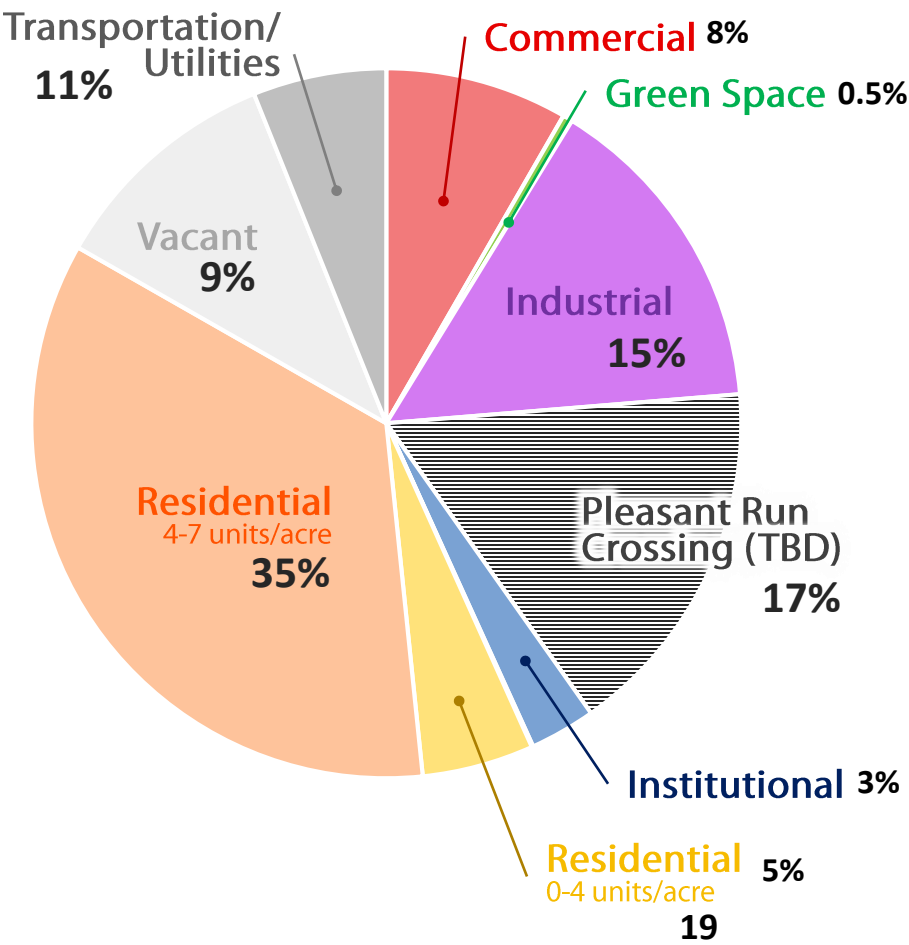
WAGES

02 Economy: Existing Land Use (2014)



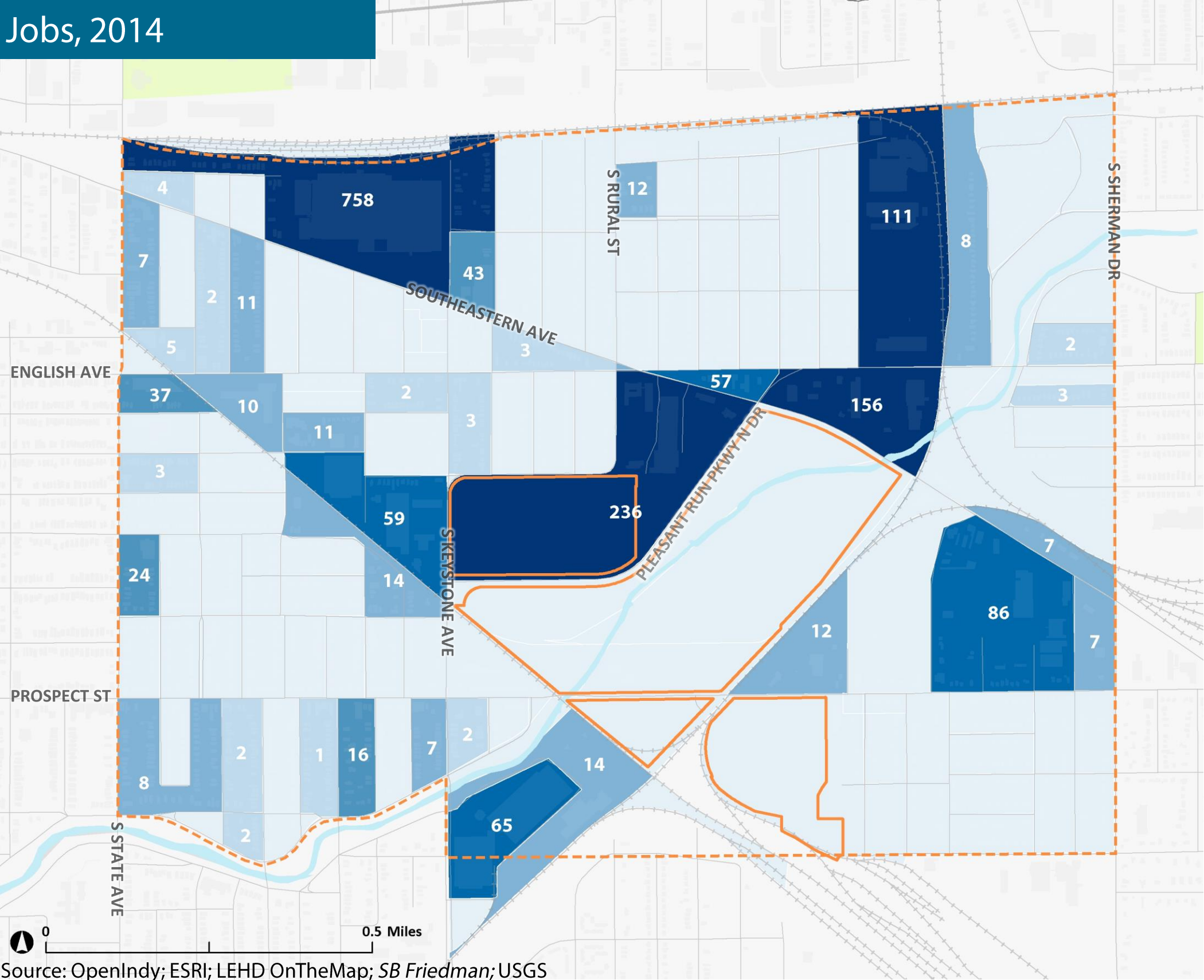
The Study Area comprises a variety of land uses, including residential, industrial and commercial uses. The primary commercial corridors are located along Southeastern Ave with a smaller retail cluster along Prospect Street. Although industrial is located throughout the Study Area, this land use is primarily clustered along the railroad track. The Pleasant Run Crossing Site comprises 17% of the Study Area.

STUDY AREA LAND USE BY ACREAGE (2014)



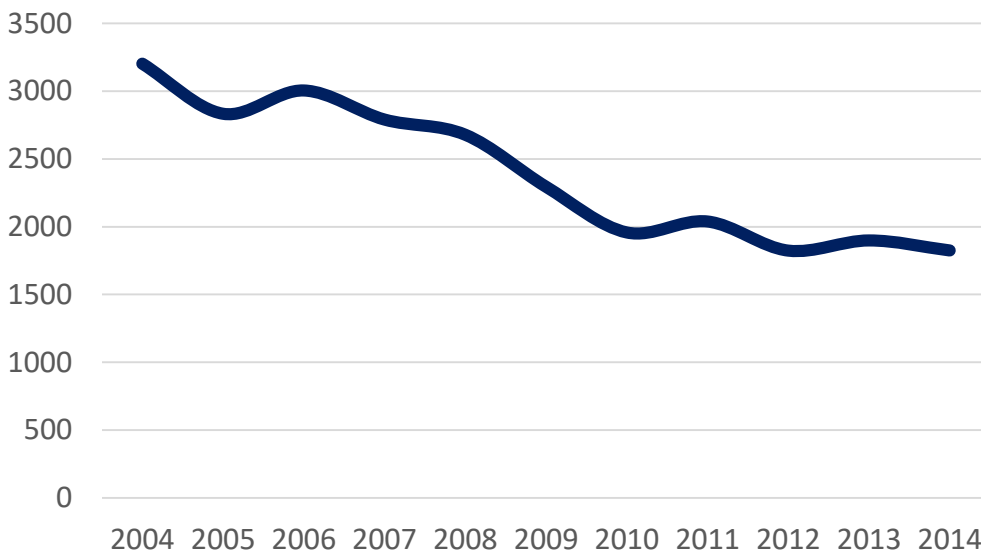
02 Economy: Employment

Jobs, 2014



In 2014, there were 1,824 jobs* within the Study Area, a decrease from 3,204 jobs in 2004. Jobs have declined at a compound annual growth rate of 5.5% over this time period.

STUDY AREA TOTAL JOBS, 2004 - 2014



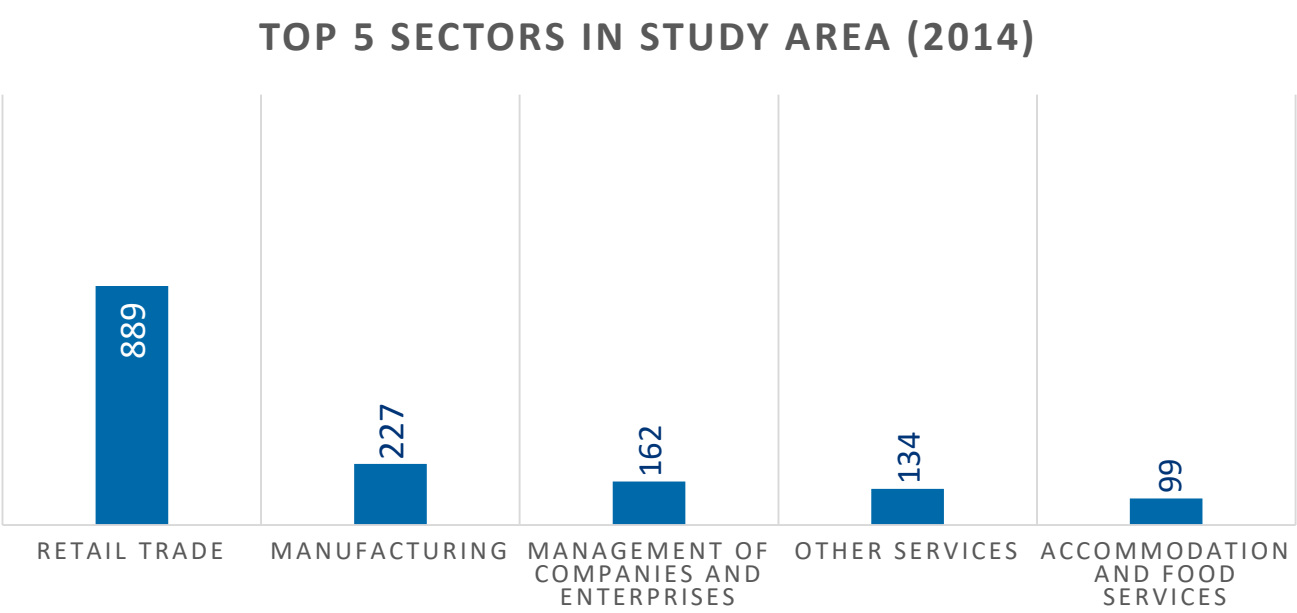
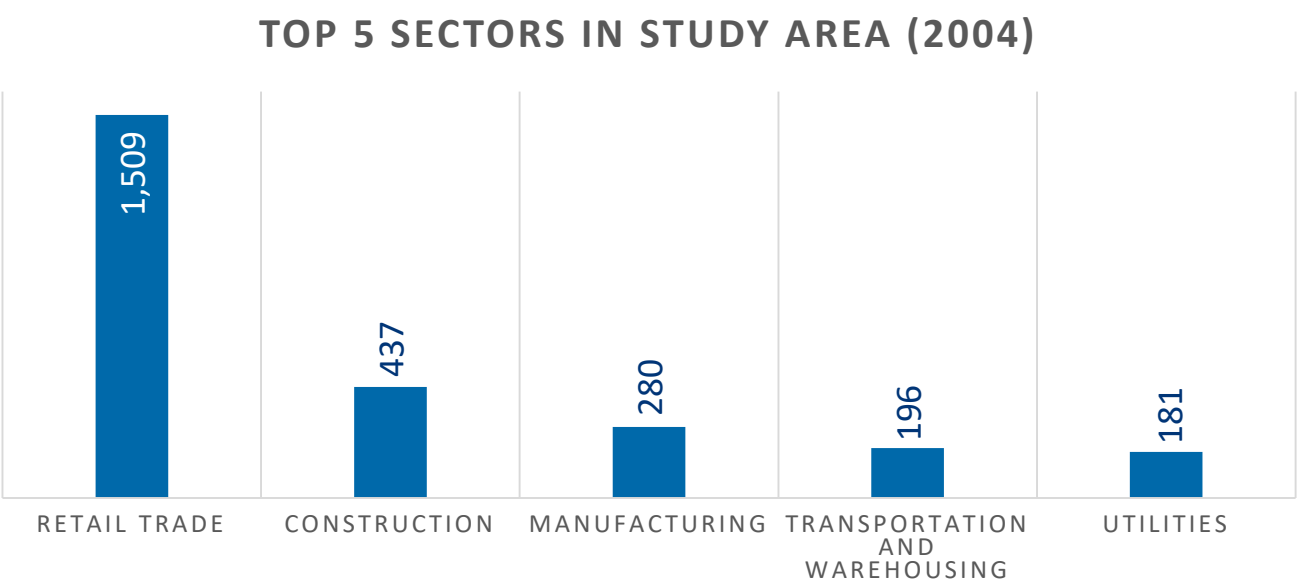
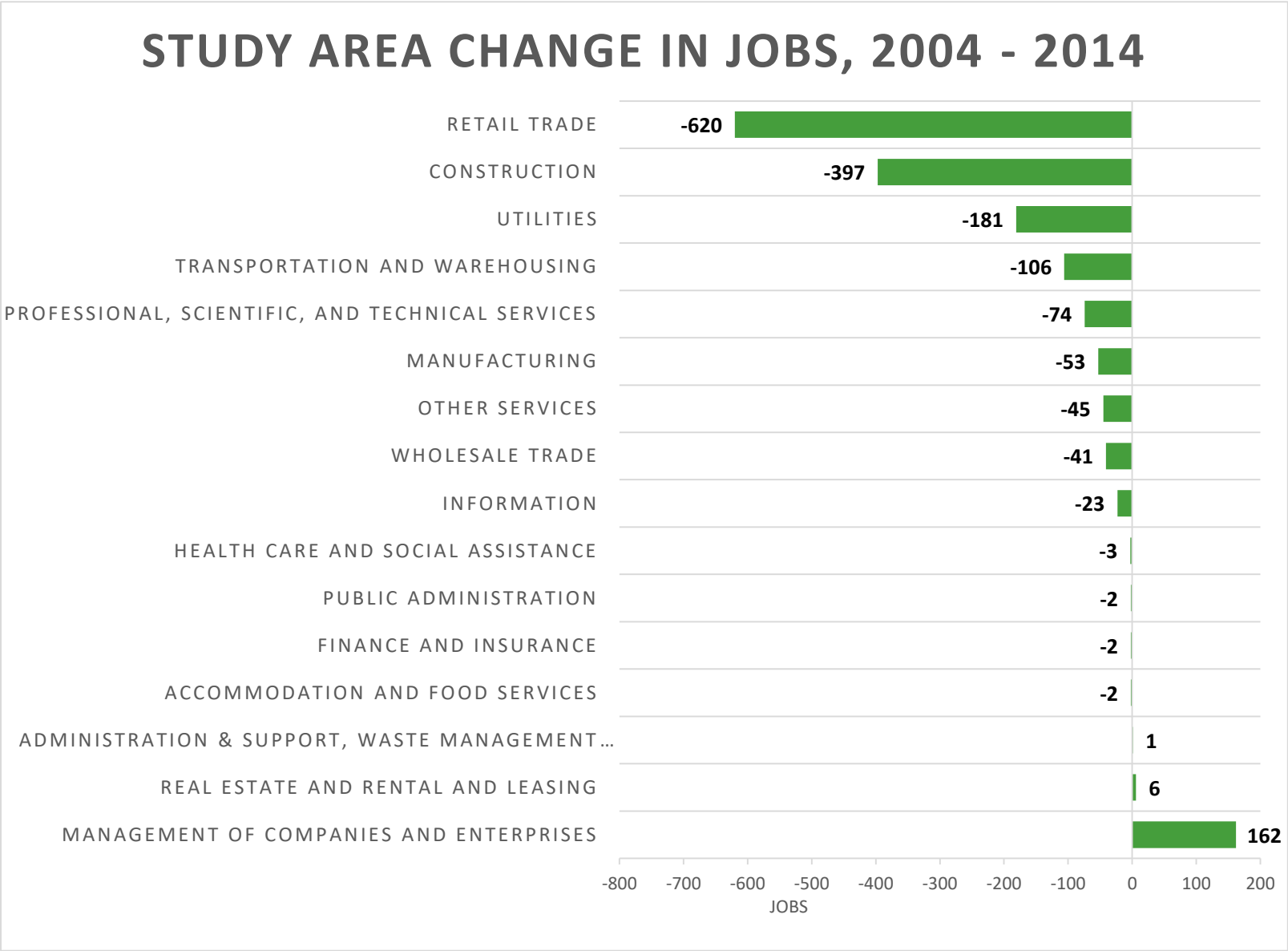
JOB COUNTS (PRIMARY JOBS*)



*Primary Job: An individual's highest paying job – excludes independent contractors (self employed)

02 Economy: Jobs by Sector

The Study Area’s jobs are driven largely by five sectors: retail, manufacturing, management of companies and enterprises, other services, and accommodation and food services. Since 2004, the Study Area has seen significant job decreases in retail trade, construction, utilities, transportation and warehousing, and professional jobs, both in terms of percentage and total jobs. The decline in utility jobs is primarily driven by the closing of the decommissioned Coke Plant in 2007.



02 Economy: Jobs by Sector

As previously discussed, jobs within the Study Area are primarily driven largely by five sectors: retail, manufacturing, management of companies and enterprises, other services, and accommodation and food services. This map presents key business establishments by sector.



02 Economy: Jobs by Key Establishments

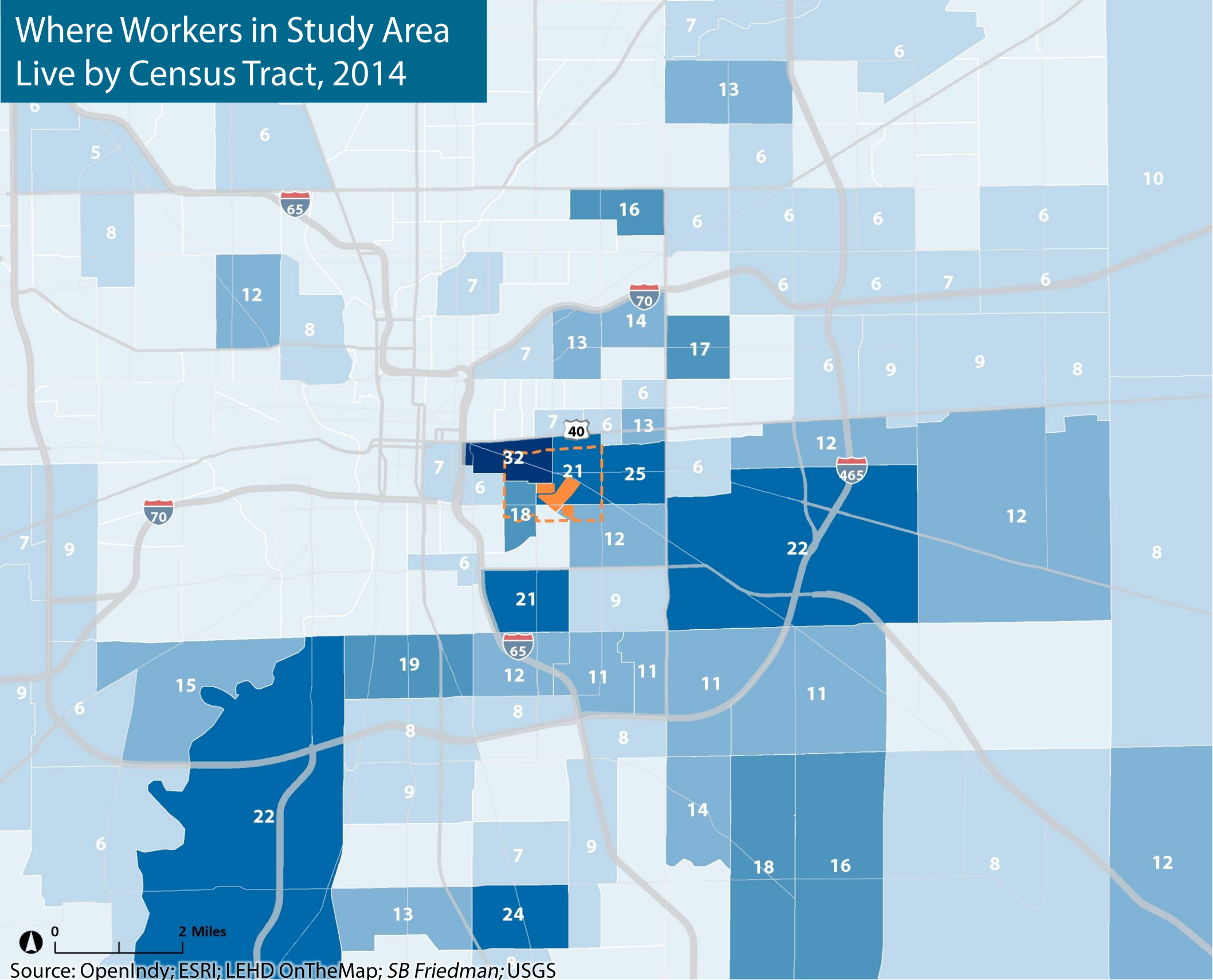
Establishments by Employment



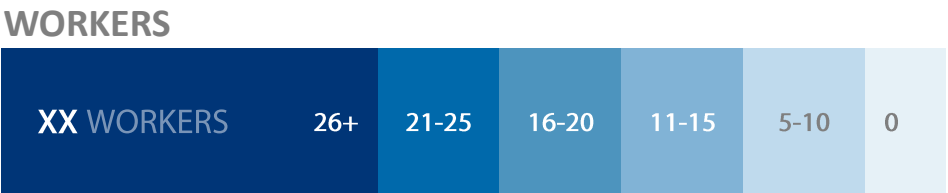
The Study Area is comprised of a mix of residential, commercial and industrial properties. The primary commercial center in the Study Area is the Twin Aire Plaza in the center of the neighborhood at the intersection of English Ave, E. Pleasant Run Parkway, and Southeastern Ave. This center is anchored by Kroger, Dollar General, Ace Hardware, Advance Auto, Citi Trends and McDonald's. Other large employers include Full Beauty Brand, Alliance Data, Max Katz Bag, Circle City Recycling, Euclid Machine Co, and Metal Masters. Institutional anchors such as McKinley Elementary and Trinity School are also important employers in the Study Area.

02 Economy: Commuting Patterns - Where Workers Live

Where Workers in Study Area Live by Census Tract, 2014



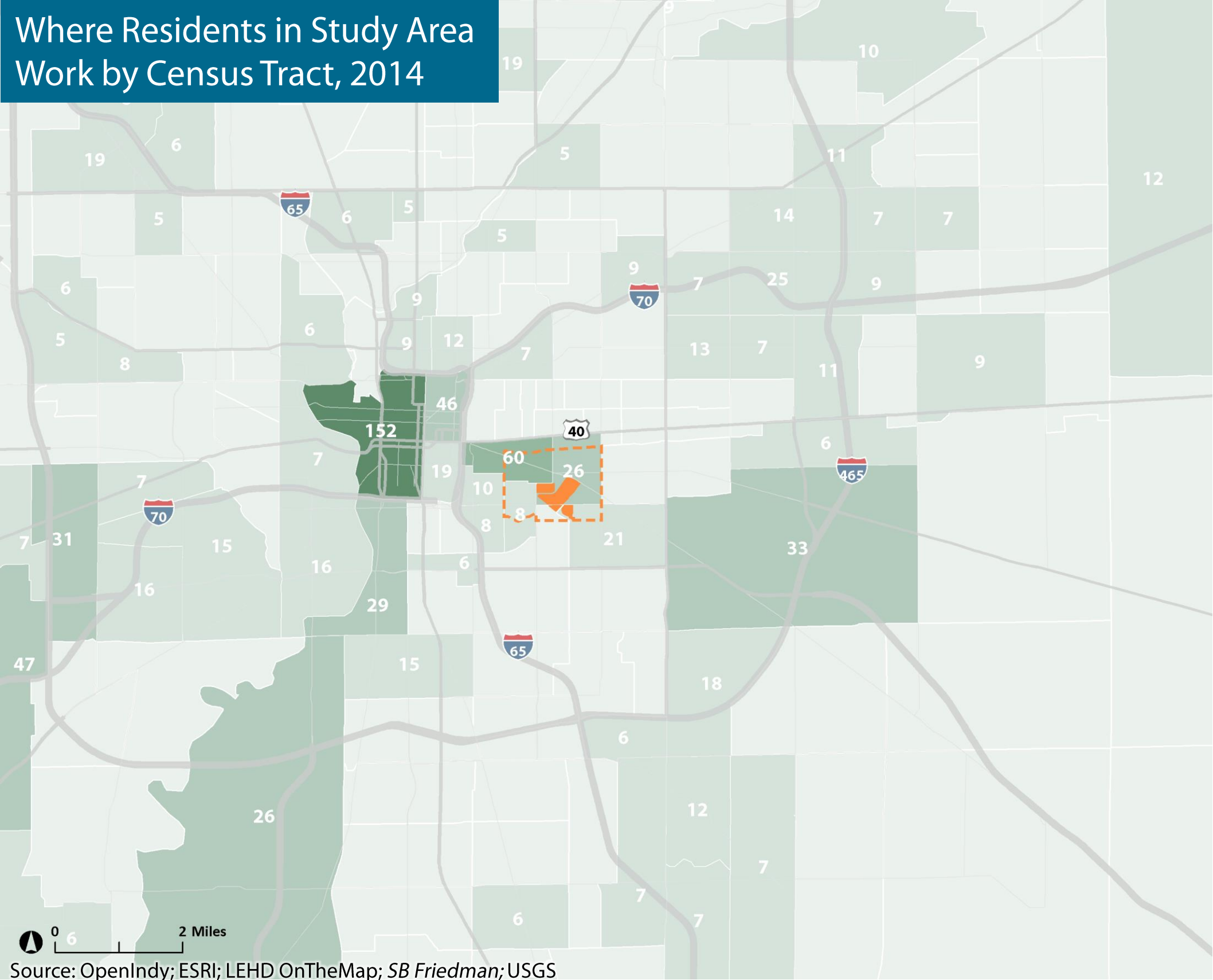
Of the approximate 1,800 jobs currently located within the Study Area, over 96% of employees live outside of the Study Area. Many workers live in neighborhoods located throughout the City’s southeast side including: Near Eastside, Near Southeast, University Heights, North Perry, Sunshine Gardens, Beach Grove, Southeast, and Raymond Park.



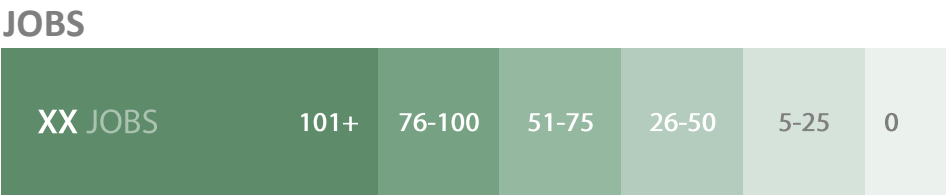
Source: OpenIndy; ESRI; LEHD OnTheMap; SB Friedman; USGS

02 Economy: Commuting Patterns - Where Residents Work

Where Residents in Study Area Work by Census Tract, 2014



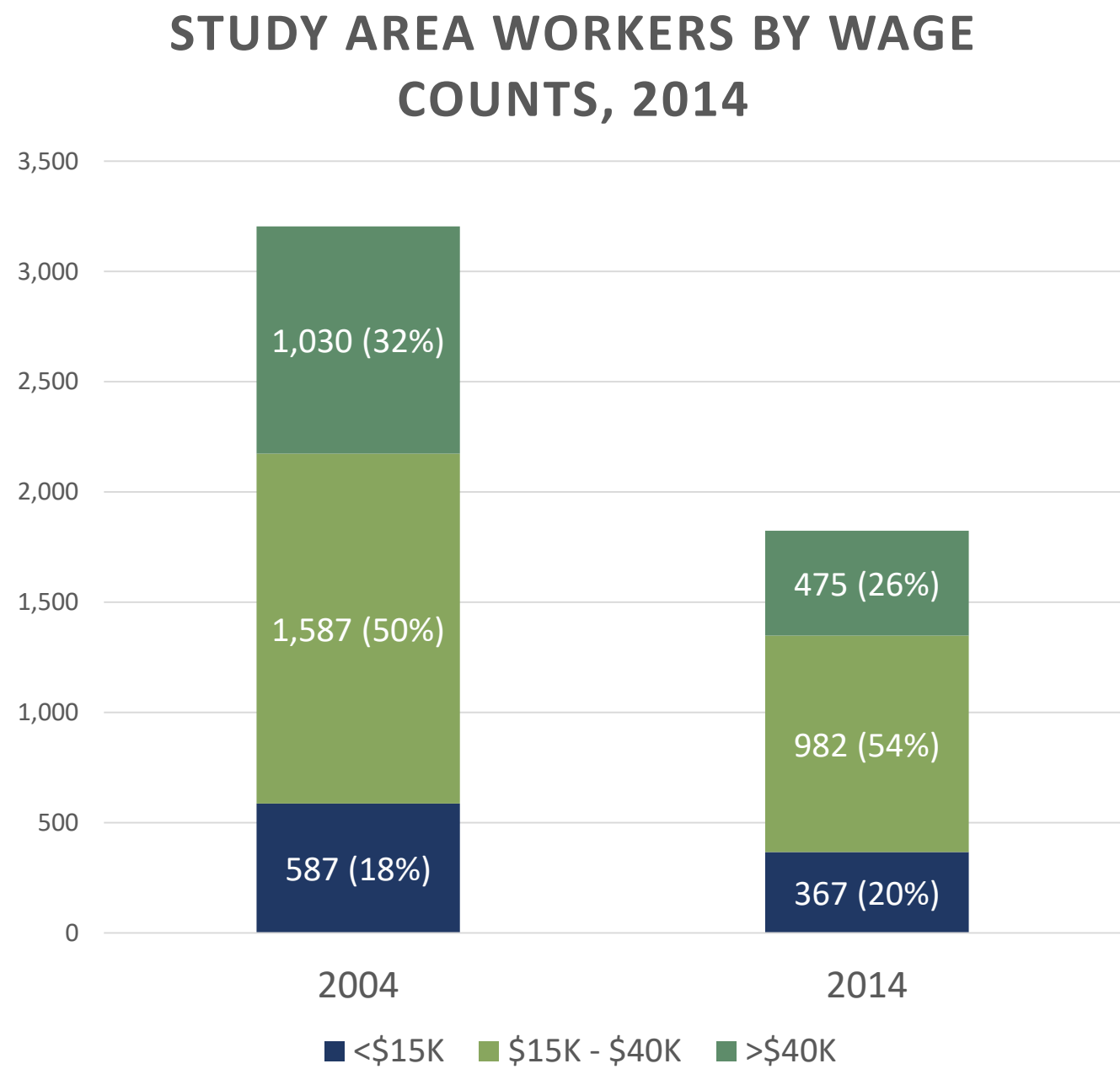
The majority of employed residents commute outside of the Study Area for work. Data from LEHD On the Map indicates that less than 3% of residents live and work in the Study Area. Residents travel throughout the region for employment opportunities with the largest percent commuting downtown (approximately 7% of Study Area residents work downtown). The area around Indianapolis International Airport is also a major employment hub, accounting for approximately 7% of Study Area employment. Similarly, concentrations of logistics and industrial jobs along the I-465 corridor (especially near Raymond Park and both the I-70 and Harding Street junctions) appear to attract a significant share of Study Area workers.



Source: OpenIndy; ESRI; LEHD OnTheMap; SB Friedman; USGS

02 Economy: Wages

The total number of workers in the Study Area declined from 3,204 in 2004 to 1,824 in 2014. The proportion of workers in the Study Area earning less than \$15,000 per year increased from 18% to 20% during this time period. In addition, during this same time period, the number of workers earning greater than \$40,000 per year decreased from 32% to 26%, a significant decrease from 1,030 workers to 475 workers.



Source: US Census Bureau

03 Housing:

Where Do People Live in the Neighborhood

HOUSING MIX AND TENURE

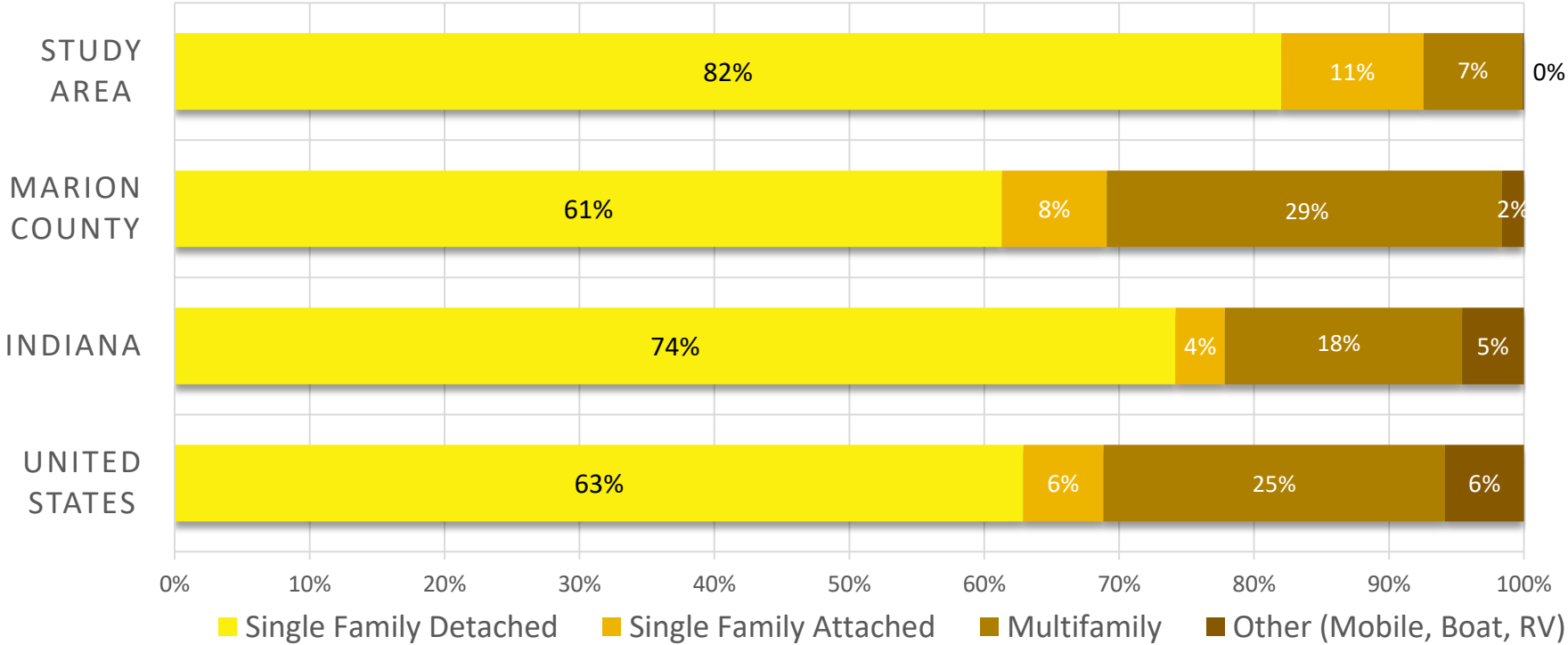
PROPERTY VALUE

VACANCY

03 Housing: Occupied Housing Unit Mix

The Study Area is a mix of residential and commercial properties primarily built since the 1950s. It is comprised mainly of single family detached housing units, which represents approximately 82% of the total occupied housing stock, a significantly higher proportion than that of Marion County with only 61% single family detached units. In addition, the Study Area is predominately owner-occupied, with just over half of residential units owner-occupied. Median gross rental rates in the Study Area have increased significantly since 2000 and are consistent with Marion County. Generally speaking, the housing stock is showing its age. Efforts are being made to update some properties as the condition and price at the point of sale encourage new residents to purchase and address existing issues.

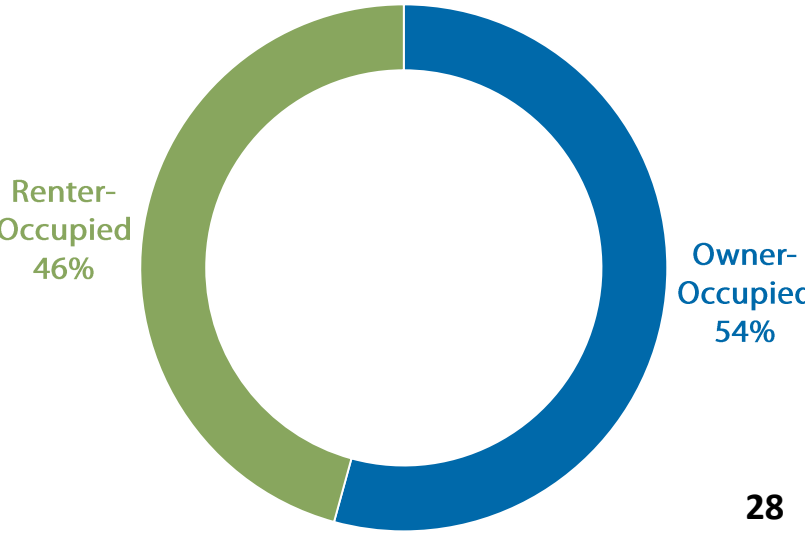
UNIT MIX, 2015



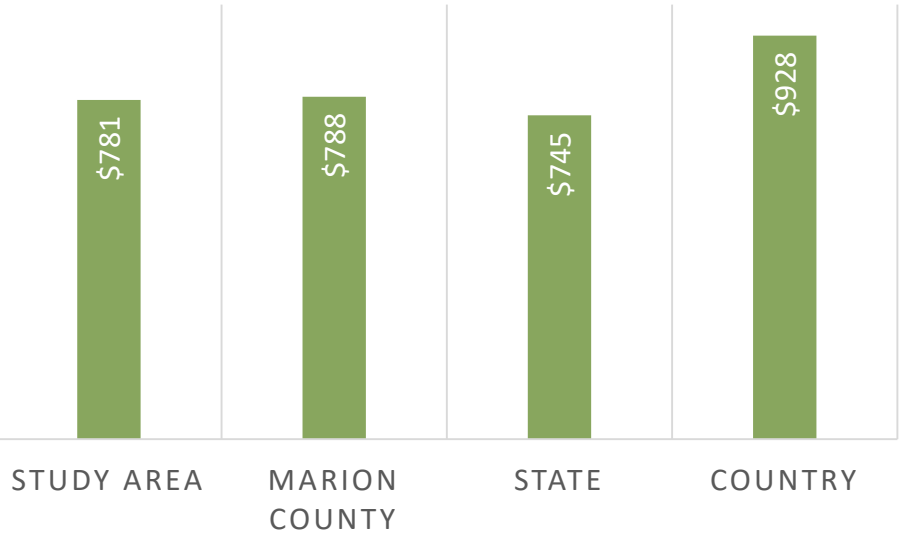
STUDY AREA TENURE, 2015



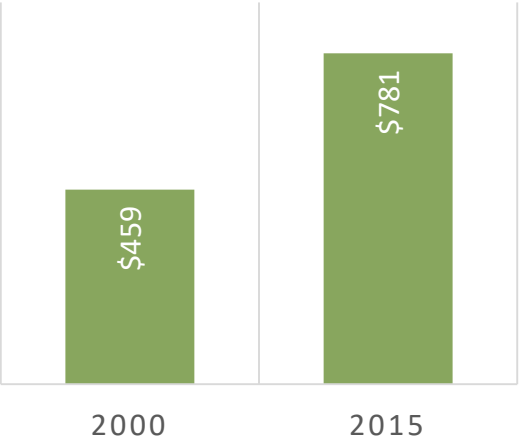
MARION COUNTY TENURE, 2015



MEDIAN GROSS RENT, 2015



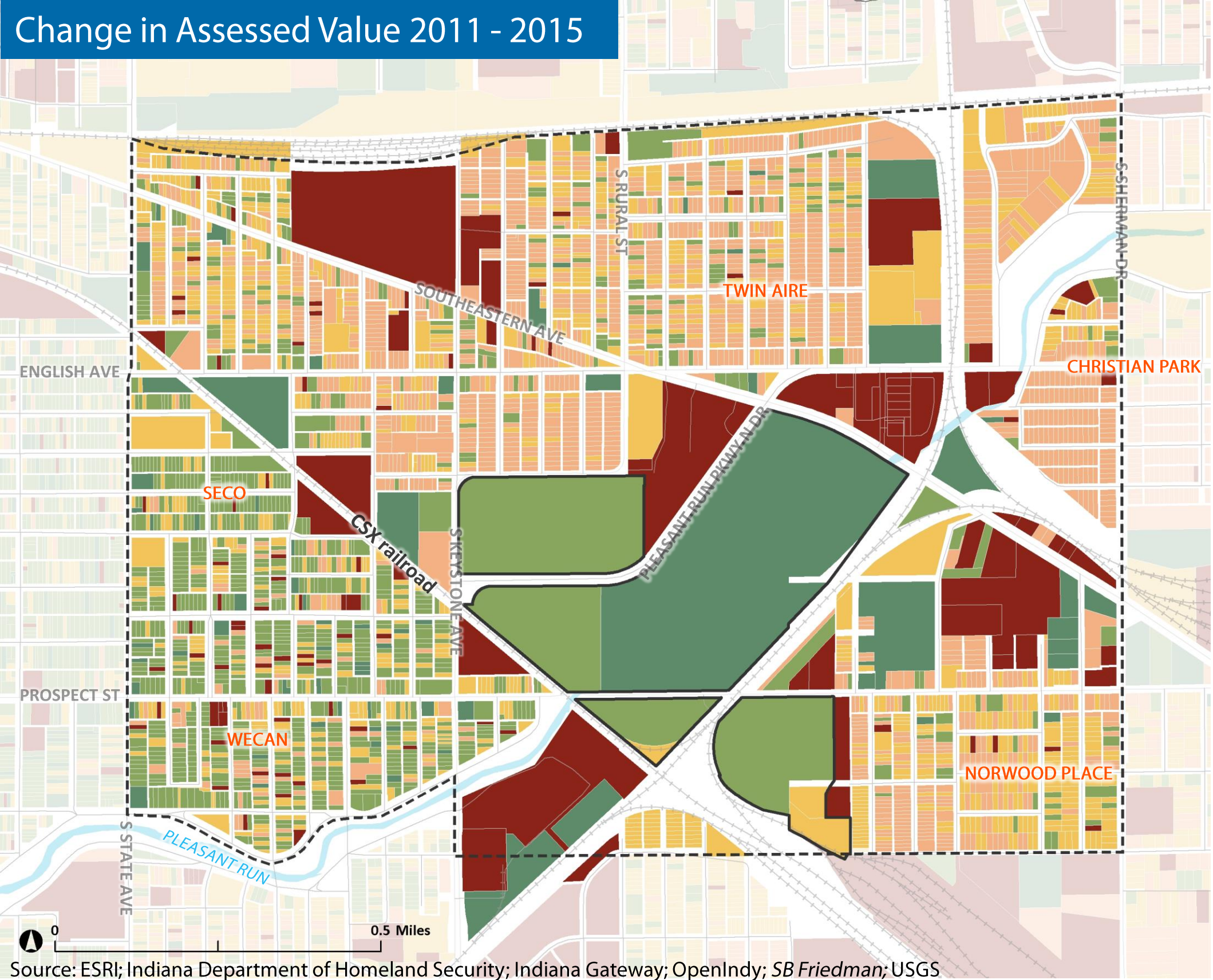
STUDY AREA MEDIAN GROSS RENT



* Not adjusted for inflation

03 Housing: Property Value

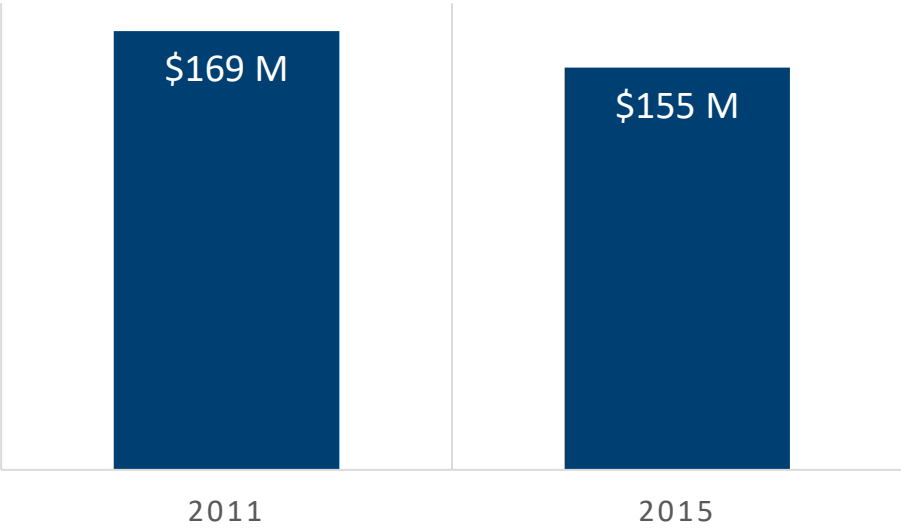
Change in Assessed Value 2011 - 2015



Source: ESRI; Indiana Department of Homeland Security; Indiana Gateway; OpenIndy; SB Friedman; USGS

Between 2011 and 2015 Study Area property values, overall, declined approximately 8%. Much of the decrease occurred in areas northeast of the CSX rail line, including the Twin Aire, Christian Park, and Norwood Place sections. Portions of the Study Area east the line and north of Pleasant Run Creek, including the Seco and WECAN sections, saw, on average, a 13% increase in property values during the period.

ASSESSED VALUE

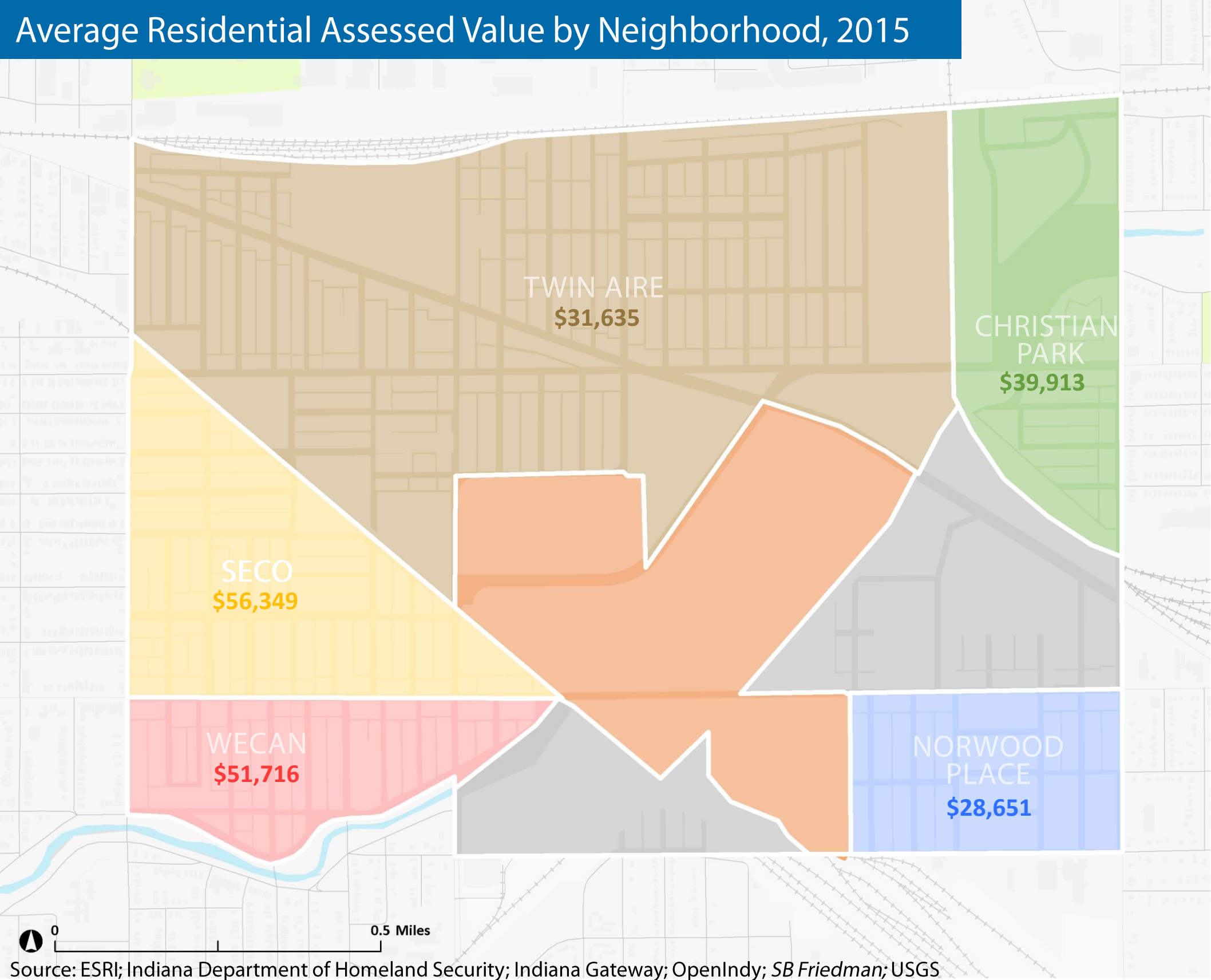


CHANGE IN ASSESSED VALUE



03 Housing: Property Value by Neighborhood

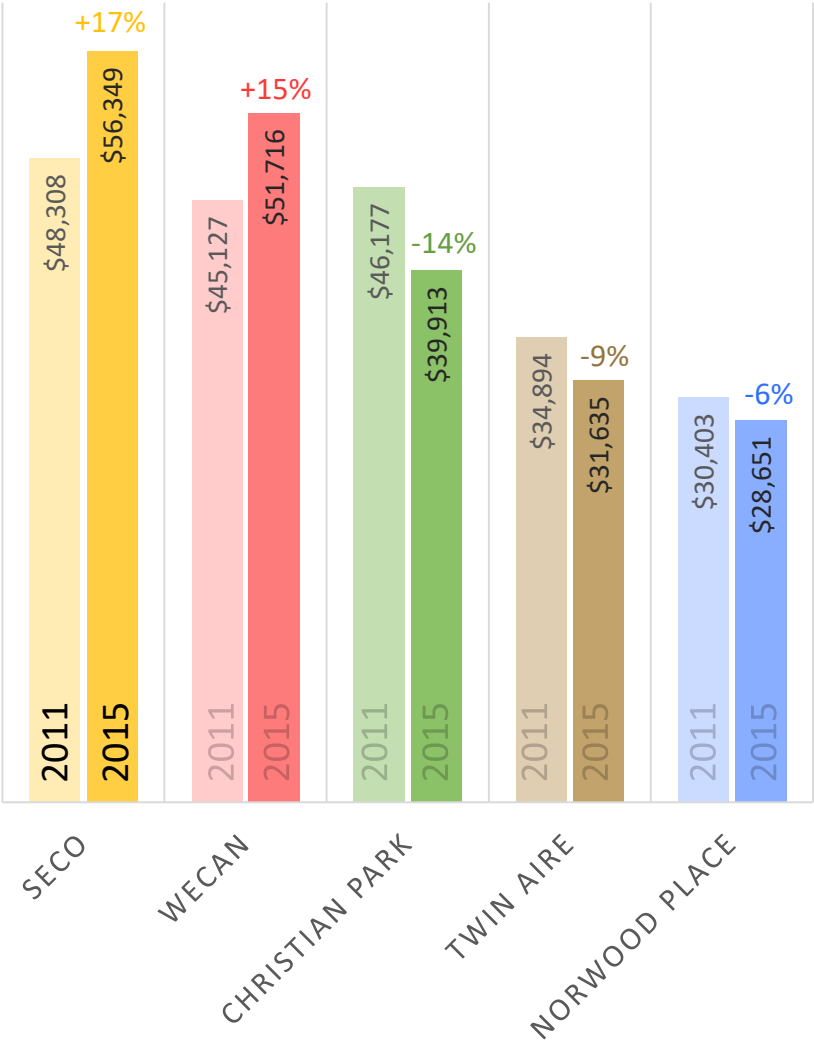
Average Residential Assessed Value by Neighborhood, 2015



Source: ESRI; Indiana Department of Homeland Security; Indiana Gateway; OpenIndy; SB Friedman; USGS

In tax year 2015 Study Area assessed values were highest in the SECO and WEKAN neighborhoods. Bolstered by significant growth between 2011 and 2015, average values in both neighborhoods exceeded \$50,000. Average assessments in Christian Park, Twin Aire, and Norwood Place were all below \$40,000.

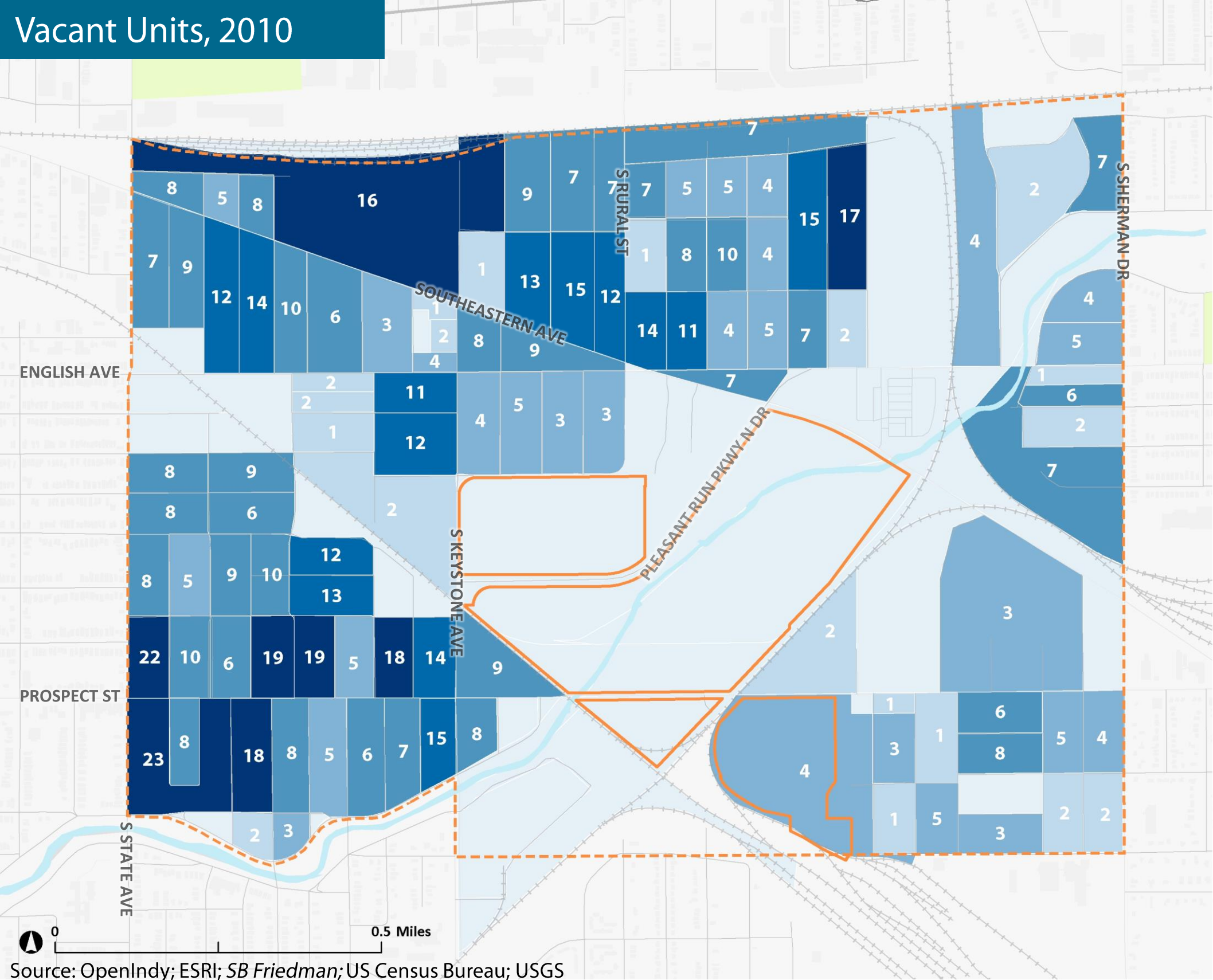
AVERAGE RESIDENTIAL ASSESSED PROPERTY VALUE* BY NEIGHBORHOOD



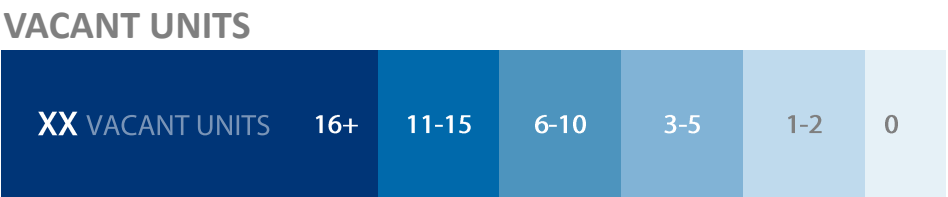
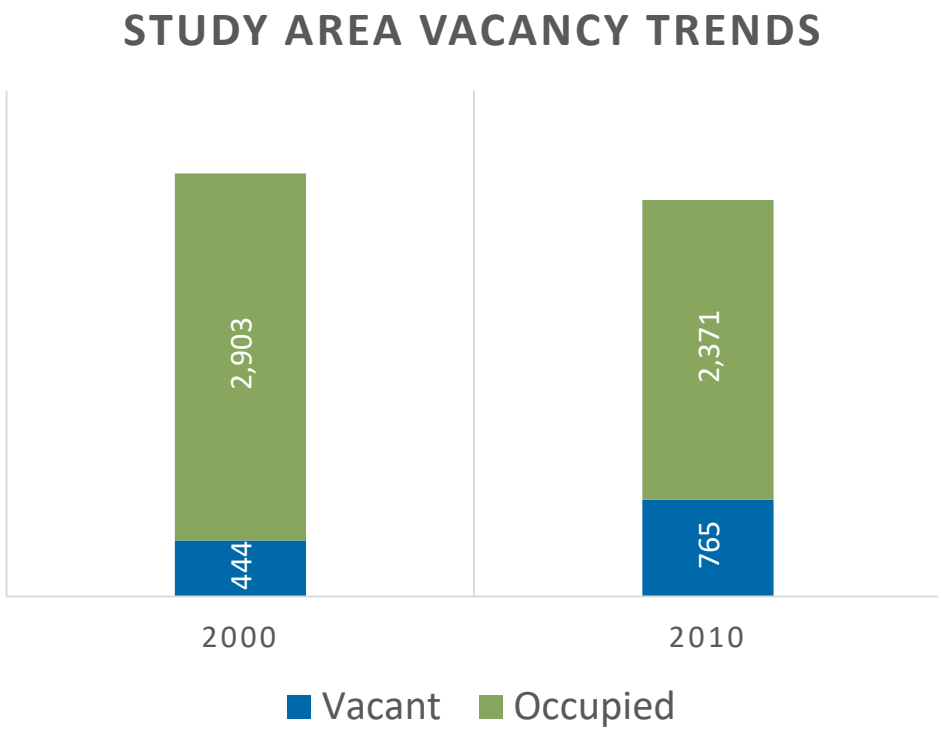
*Residential properties include all single-family homes and a limited number of apartment complexes

03 Housing: Vacancy (Census)

Vacant Units, 2010



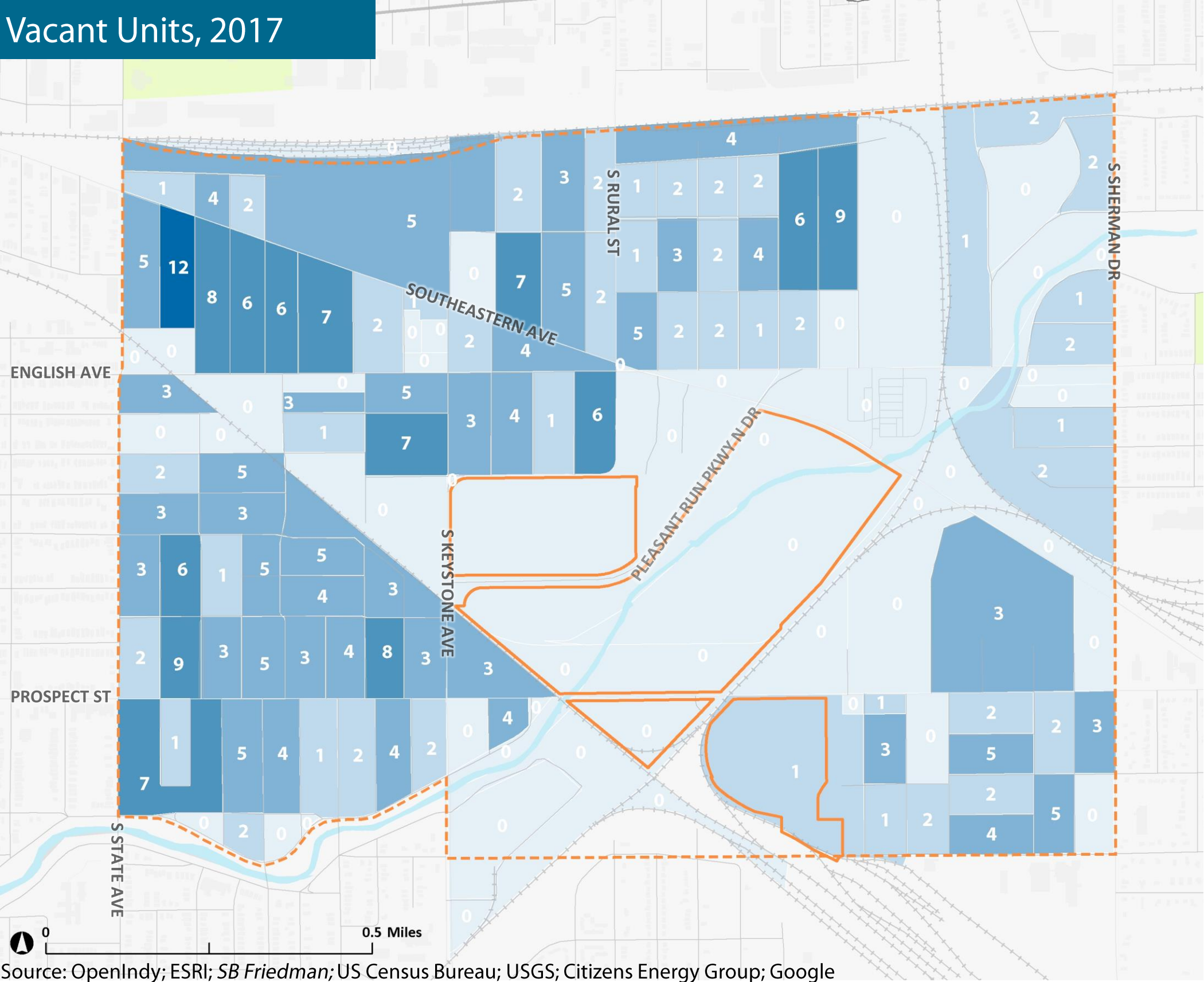
Over a third of the available housing within the Study Area is vacant. Vacancy within the Study Area has increased significantly since 2000, increasing from 13% vacant in 2000 to 24% vacant in 2010.



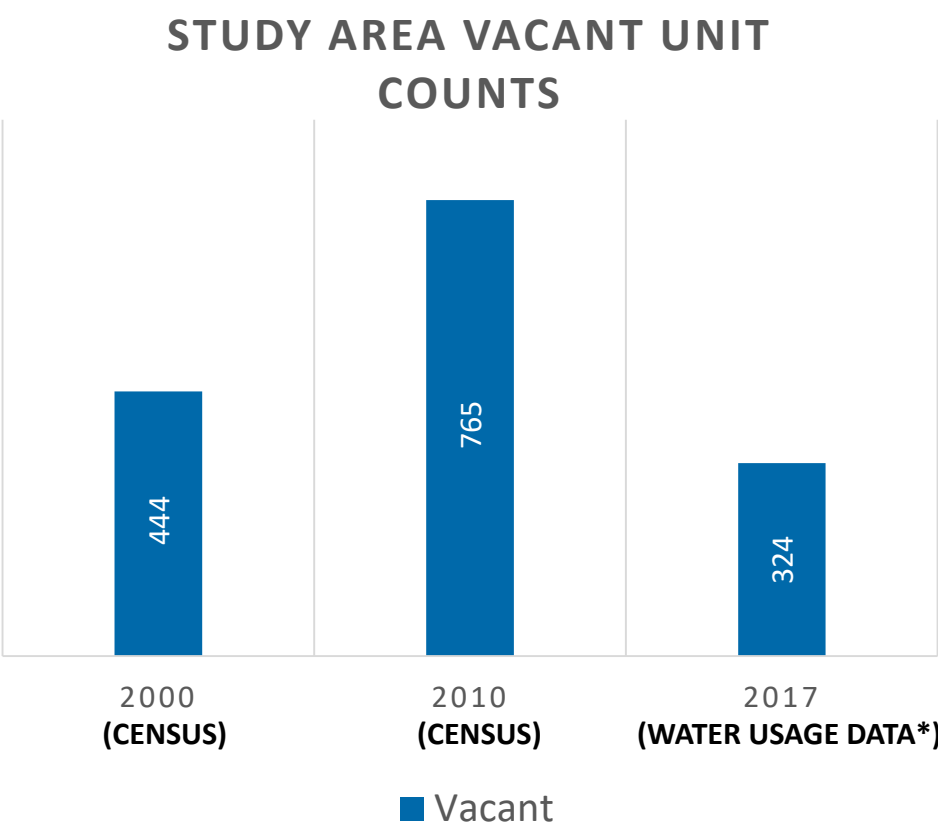
Source: US Census Bureau

03 Housing: Vacancy (Water Consumption Data)

Vacant Units, 2017



Despite overall population declines, vacancy appears to be declining since 2010. Based on water consumption data provided by Citizens Energy Group, there are approximately 325 vacant units, less than half as many as there were in 2010.



*Vacancies are equated with inactive accounts and active accounts with less than 200 gallons water consumption for the past year

Source: US Census Bureau; Citizens Energy Group; Google

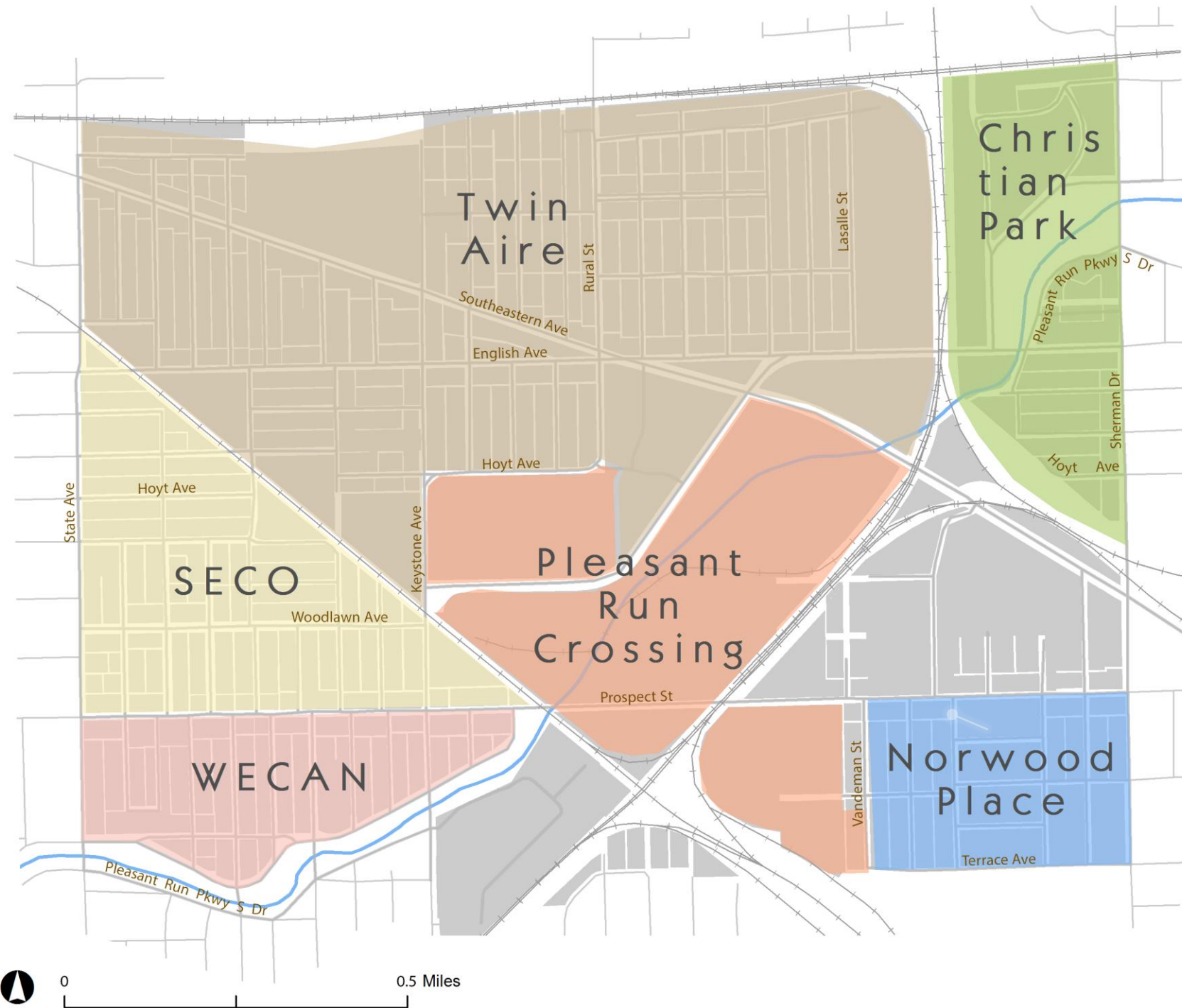
04 Community Identity:

What is the
Community Identity?

- NEIGHBORHOOD BOUNDARIES
- COMMUNITY PAST
- COMMUNITY PRESENT
- COMMUNITY FUTURE
- OVERVIEW ON CRIME

04 Community Identity

Neighborhood Boundaries



Collectively known as the “Twin Aire Neighborhood,” the Study Area was a recipient of a Great Places 2020 designation in 2016. The Study Area is an aggregate of the former Citizens Energy Coke Plant site (Pleasant Run Crossing) and five distinct neighborhoods (“sections”), each with their own neighborhood association:

- WECAN – West and East of Churchman Avenue Neighbors
- SECO – Southeast Community Organization
- Norwood Place
- Twin Aire
- Christian Park

For the purposes of the “Community Identity” study, the area of interest includes the entire SECO, Twin Aire and Norwood Place sections in addition to part of the WECAN and Christian Park sections.

In terms of current advocacy efforts, it should be noted that community identity is a function of concerned residents, the Southeast Neighborhood Development, Twin Aire Community Coalition, and Southeast Community Services.

To develop an understanding of the Study Area’s community identity, we conducted key stakeholder interviews and reviewed existing literature including previous reports and pieces from the popular press. Based on our research, it was evident that advocates identify with both the Twin Aire Neighborhood and their home section. Interestingly, newer in-migrants, both Hispanic and non-Hispanic, appear to identify with either their section or their subsection (street and immediately adjacent areas) without necessarily adopting the section nomenclature.

04 Community Identity - Past

Neighborhood History



Source: <https://www.substreet.org/indy-coke>



Source: <http://drive-ins.com/pictures/inttwi2009/twin-drive-in-theater-indianapolis-in>

The Community Identity research focused primarily on the present-day identity of the Neighborhood. During the course of the study, the past and future of the Neighborhood became a relevant part of the conversation.

Much has been said and written about the area's attachment to the past and resistance to change. This appears to be, at least in part, a function of the built environment.

Not surprisingly, two features in the study stood out from the perspective of Community Identity: The Coke Plant (top) and the Twin Aire (Theatrical) Drive In. The now decommissioned Coke Plant was a historically important source of employment and a dominant part of the neighborhood viewshed and airshed for neighborhood residents. The Twin Aire Drive In was a popular venue for entertainment. These landmarks helped to define the past identity of the neighborhood. In addition, the housing stock contributes to the Community Identity, given the pervasiveness of mid-twentieth century era styles.

Community pride and a connection to the past, especially for residents that have a long-standing connection to the neighborhood, are evident in the residents' ability to hold successful reunion-type activities (e.g., Norwood Place). For newer in-migrants, particularly Hispanics/Latinos, their connection to the past is exemplified by their common origin (we encountered several unrelated new residents that came from Tala, Jalisco, Mexico).

04 Community Identity - Present



There are many “defining” characteristics that presently contribute to the community identity of the Study Area. As with the past, place plays an important role.

The community is grateful for the commerce that does exist in the neighborhood. Access to food, clothing and other essentials are embedded in the community in the form of both chain and local stores. While not exhaustive, a variety of goods and services are available.

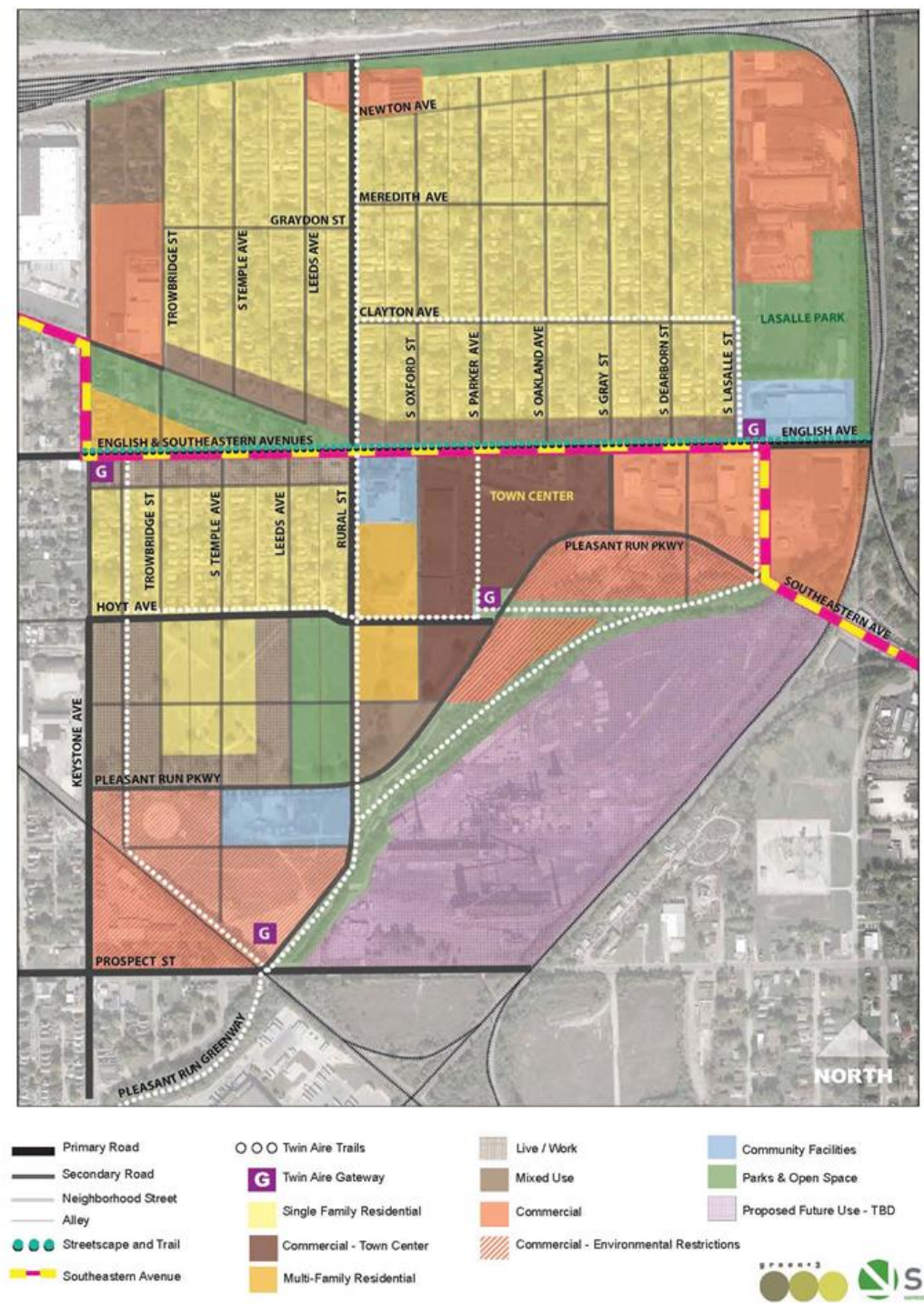
Throughout the study, the evidence suggested that family and community are highly valued. As will be discussed in terms of the community capitals in the following chapter, there are aspects of the community that serve to foster these valued bonds and aspects that also constrain the development of a more aggregate sense of community.



As a whole, residents are resourceful and trying to make a life for themselves, given the limited resources and opportunities available. An interesting perspective on this comes from a national demographic analysis called Tapestry Segmentation done by ESRI, based on secondary data and the prevailing themes that surface. The Tapestry analysis divides neighborhoods across the United States into 67 distinct segments. Analysis of the Twin Aire Neighborhood suggests that three Tapestry segments inhabit the area: Hardscrabble Road (83%), City Commons (14.4%) and Social Security Set (2.6%).

04 Community Identity - Future

TWIN AIRE VISION PLAN



While the future Community Identity remains to be seen, it should be noted that a variety of current initiatives are taking place in the Neighborhood and these, coupled with the trends discussed in previous sections, will have a significant effect on the outcome.

Previous studies and stakeholder interviews suggest that the neighborhood would like to improve their quality of place (e.g., upgrades to housing, infrastructure, public space, etc.) while maintaining/enhancing their quality of life without the unintended consequences that come with gentrification. This narrative was evident during the Community Identity analysis.

The opportunity for stakeholder input is highly valued by some interviewees. For others, it appears that such civic engagement is either a foreign concept or not adequately promoted. With an increasingly diverse neighborhood such as the greater Twin Aire Neighborhood, a variety of techniques will need to be employed to ensure that a finger is kept on the pulse on the community's ever evolving identity.

04 Community Identity – Overview on Crime



| Area | # in 2017 | % Violent | % Property | % Drugs | % Other |
|------|-----------|-----------|------------|---------|---------|
| 1 | 79 | 15.2 | 32.9 | 11.4 | 40.5 |
| 2 | 577 | 18.4 | 48.2 | 5.2 | 28.2 |
| 3 | 389 | 18.5 | 42.4 | 6.4 | 32.6 |
| 4 | 72 | 22.2 | 36.1 | 1.4 | 40.3 |

In 2017, between January 1st and August 3rd, there were 1,117 total crimes reported in the Study Area. To examine the data, four areas were created, loosely based on the current neighborhood designations (Christian Park (1), Twin Aire (2), WECAN and SECO (3) and Norwood Place (4)).

Crimes were categorized as Violent (Battery, Homicide, etc.), Property (Burglary, Vandalism, etc.), Drug (Controlled Substance Possession, Driving while Intoxicated, etc.) and Other (Criminal Trespass, Disorderly Conduct, etc.). More crimes were committed in the densely populated sections of the community. Property-related and other crimes were the most frequent across all four areas. Drug-related crimes were the least frequent.

Source: <http://maps.indy.gov/MapIndy/index.html?theme=CrimeViewer/>

05 Community Capitals:

What are the Key Assets
of the Neighborhood

OVERVIEW

BUILT CAPITAL

FINANCIAL CAPITAL

POLITICAL CAPITAL

SOCIAL CAPITAL

HUMAN CAPITAL

CULTURAL CAPITAL

NATURAL CAPITAL

05 Community Capitals – Overview



The community capitals concept is a framework used to ascertain community assets and identify opportunities. It can be thought of as a lens through which one can examine a community. This “lens” comes with seven filters, or community capitals. Each capital can help one think of what a community has, and what it could do, and ultimately focus on the primary goals of the community.

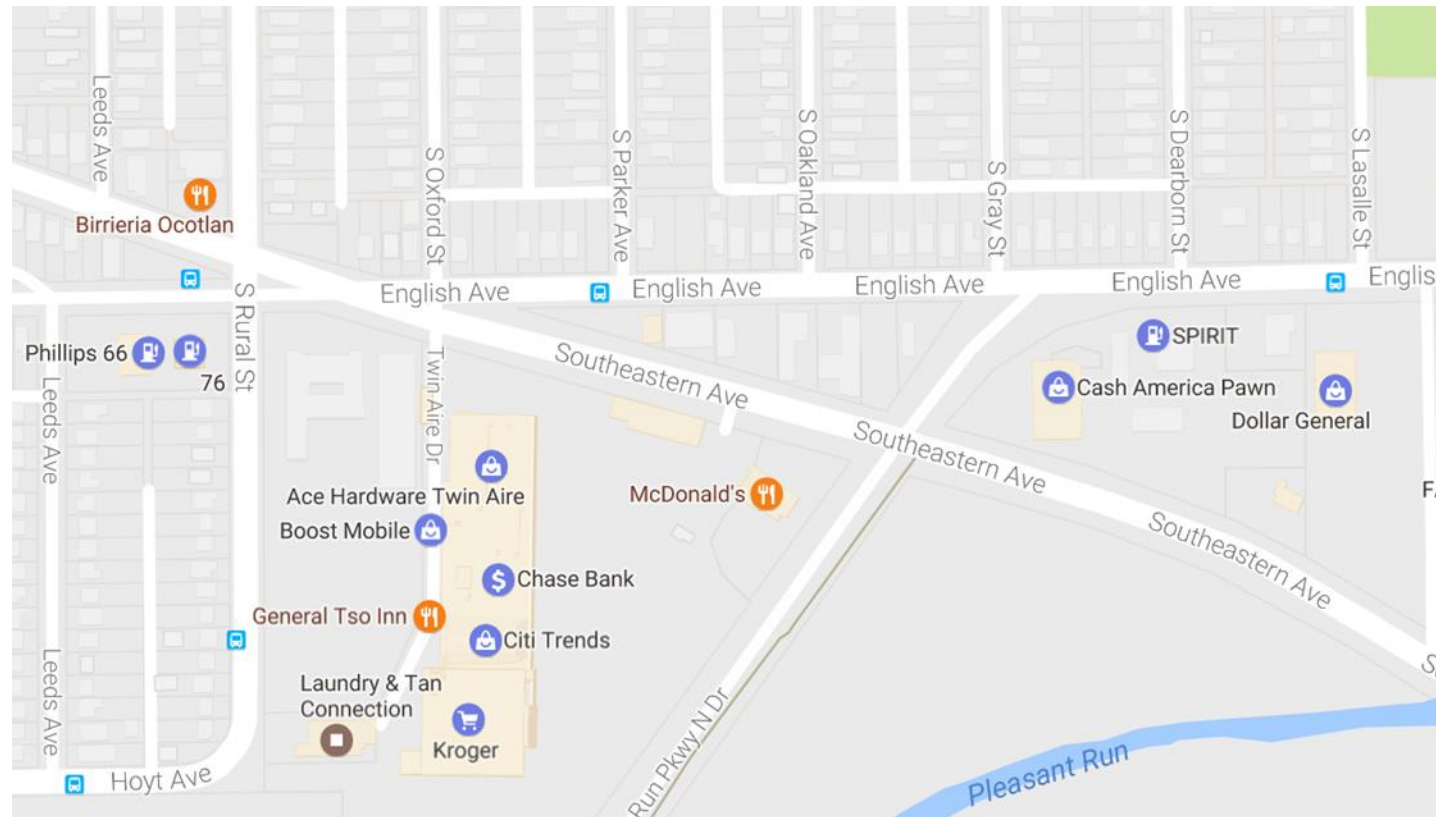
Taken as a whole, community capitals offer a holistic framework to develop a Community Identity.

The seven community capitals are:

- Built
- Financial
- Political
- Social
- Human
- Cultural
- Natural

In the slides that follow, we will examine what attributes serve to form the Community Identity of the greater Twin Aire community.

05 Community Capitals – Built Capital



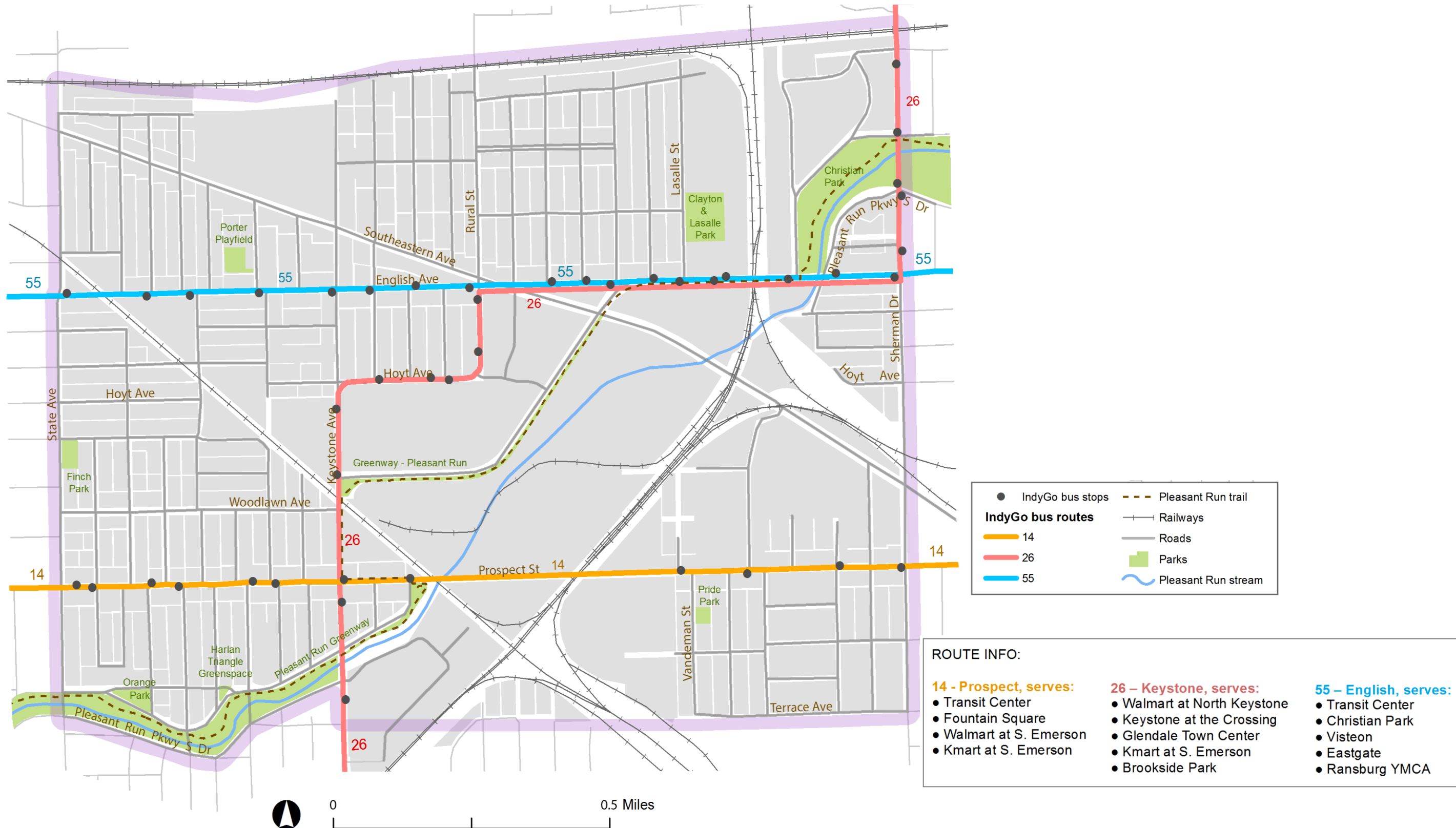
Built capital includes the facilities and the physical infrastructure found in a community. Built capital can be singular in purpose or offer a means of providing a variety of services. Built capital oftentimes strengthens the impact of other community capitals through intentional and synergistic investments.

In terms of the Twin Aire Neighborhood, built capital is actually the focal point of the Community Identity. During an interview with law enforcement, we asked about the Community Identity of the Twin Aire Neighborhood. Without a pause, the answer was “Dysfunction Junction” due to the confusing infrastructure. The intersections near the Kroger Shopping Center have consistently been identified as a challenge for the residents of the Neighborhood. It is very telling that this served to define the Community Identity for an institution that is dedicated to serving and protecting the residents of Twin Aire. In addition, there was much discussion regarding the layout of the Neighborhood and the resulting enclaves due to infrastructure. With railroads, industrial properties, roads and other built capital serving as manmade barriers to connectivity between each of the Neighborhood sections, this is seen as a plus (e.g., privacy) and a minus (e.g., decreased walkability).

While opportunities abound for improvements to built capital in the Neighborhood, there are examples of initiative being taken towards enhancing positive built capital attributes that contribute to the Community Identity including: private home improvement, the School 21 Project, the burgeoning Latino business corridors on English Avenue/Sherman Drive and Clayton & LaSalle Park.



05 Community Capitals – Built Capital/Transportation



05 Community Capitals – Financial Capital



Financial capital consists of the financial resources available for investment in community and economic development activities. Other capitals can be monetized (e.g., human capital in the form of volunteer hours) and, in some cases, serve as a substitute for traditional fiscal resources.

In terms of the Twin Aire Neighborhood, the first thing often noted is the relative lack of personal financial resources that are available to support community initiatives or local businesses. While at the individual and household levels this may hold true in the majority of cases, the Twin Aire Neighborhood, as a whole, has been entrepreneurial and actively seeking means for community investment.

A portion of the Neighborhood was recently included in a Promise Zone designation and the entire Neighborhood was included in the Great Places 2020 designation.

The Southeast Neighborhood Development, Twin Aire Community Coalition and Southeast Community Services are three key partners, among others that help to bring financial capital into the Neighborhood.

Financial institutions, such as Chase Bank and the ATM outposts for other banks, do exist alongside check cashing and pawn store operations in the Neighborhood. This is likely a function of the prevailing clientele in the Neighborhood who are elderly and on fixed incomes, young single parents, and lower income households who are employed in low wage service-related industries.



05 Community Capitals – Political Capital



Political capital is associated with the ability to influence and enforce rules and regulations as well as community decisions and policy. Political capital comes in a variety of forms including indirect (representative or advocacy) and direct (civic engagement) participation.

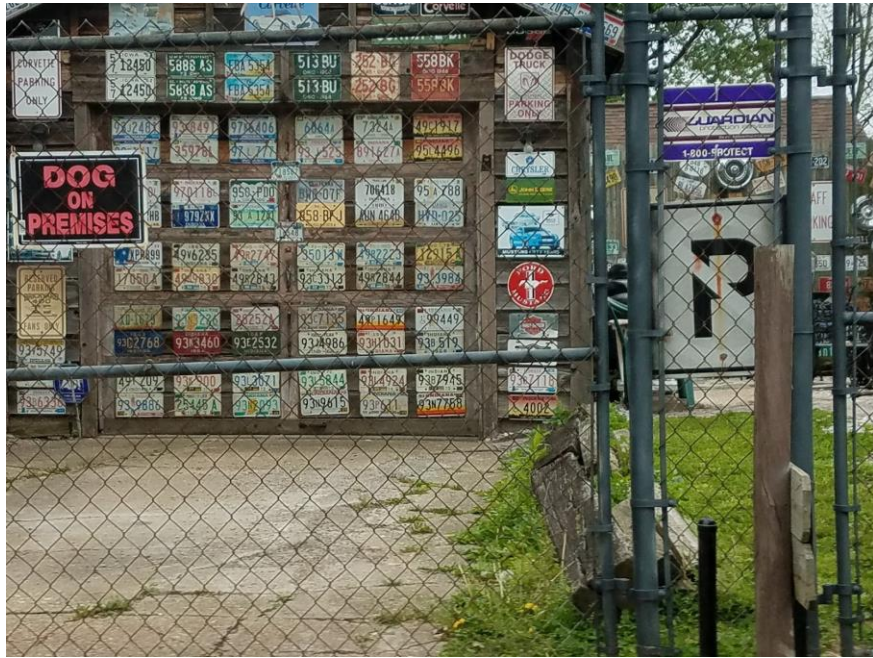
The Twin Aire Coalition and dedicated individuals have spent an extraordinary amount of time serving the Twin Aire Neighborhood in a variety of ways. Based on our observations, the Twin Aire Neighborhood has an infinite number of individual identities, but has longed struggled to articulate a cohesive Community Identity, especially within political circles.

The Coalition and others have worked hard to garner the attention of those endowed with political capital within the City of Indianapolis. More locally, leaders within each of the communities continue to reach out to new residents and maintain networks amongst the longtime residents.

It is our understanding that the neighborhood organizations that represent the different sections of the greater Twin Aire Neighborhood could be bolstered through some targeted capacity-building activities and enhanced outreach to new or currently unengaged residents.



05 Community Capitals – Social Capital



Social capital consists of the connections between people, organizations and institutions. Social capital can be fostered between people that share many commonalities (bonding social capital) and across broader groups (bridging social capital).

Along with built capital, social capital is potentially the most important contributor to the Community Identity in the Twin Aire Neighborhood.

There appears to be an internal perspective to social capital—strong bonding social capital amongst family members and close friends or those members of a sub-community within the Twin Aire Neighborhood, and an external perspective—accounting for people that are not part of a household's inner circle or come from the "outside" completely.

This is exemplified in the proliferation of "no trespassing," "beware of dog," and "no soliciting" signs. Throughout our travels within the Neighborhood, it was difficult to find a residence that did not have at least one of these signs up.

While these are tangible evidence of a lack of bridging social capital, there are signs that many Twin Aire residents are bonding over similarities, including religious affiliation and sports teams.

As mentioned previously, examples of bonding social capital being fostered or leveraged include the reunion of Norwood Place residents and the activities in Clayton & La Salle Park.



05 Community Capitals – Human Capital



Human capital includes the skills, experience and education of individuals. Human capital refers to the health status of individuals as well. Human capital is often aggregated up to the community level by looking at educational attainment of the population or the overall health of the community.

From a statistical standpoint, the Twin Aire Neighborhood has some challenges in terms of human capital. However, statistics do not tell the entire story.

Our interviews confirmed the findings of other residents that the Neighborhood has many well-meaning residents who are concerned about the best interest of their family and the community as a whole. As evidenced by the participation in several Twin Aire Coalition activities, there is a core group of residents who contribute to the collective Community Identity through their leadership, philanthropy and volunteerism.

In a less formal way, weekend activities, such as those organized by members of the Hispanic community in Clayton & La Salle Park (including soccer matches, music, food, socializing, exercising, playing, etc.) contribute to the health of community members, foster social capital formation, and provide an opportunity for education through cultural exchange.

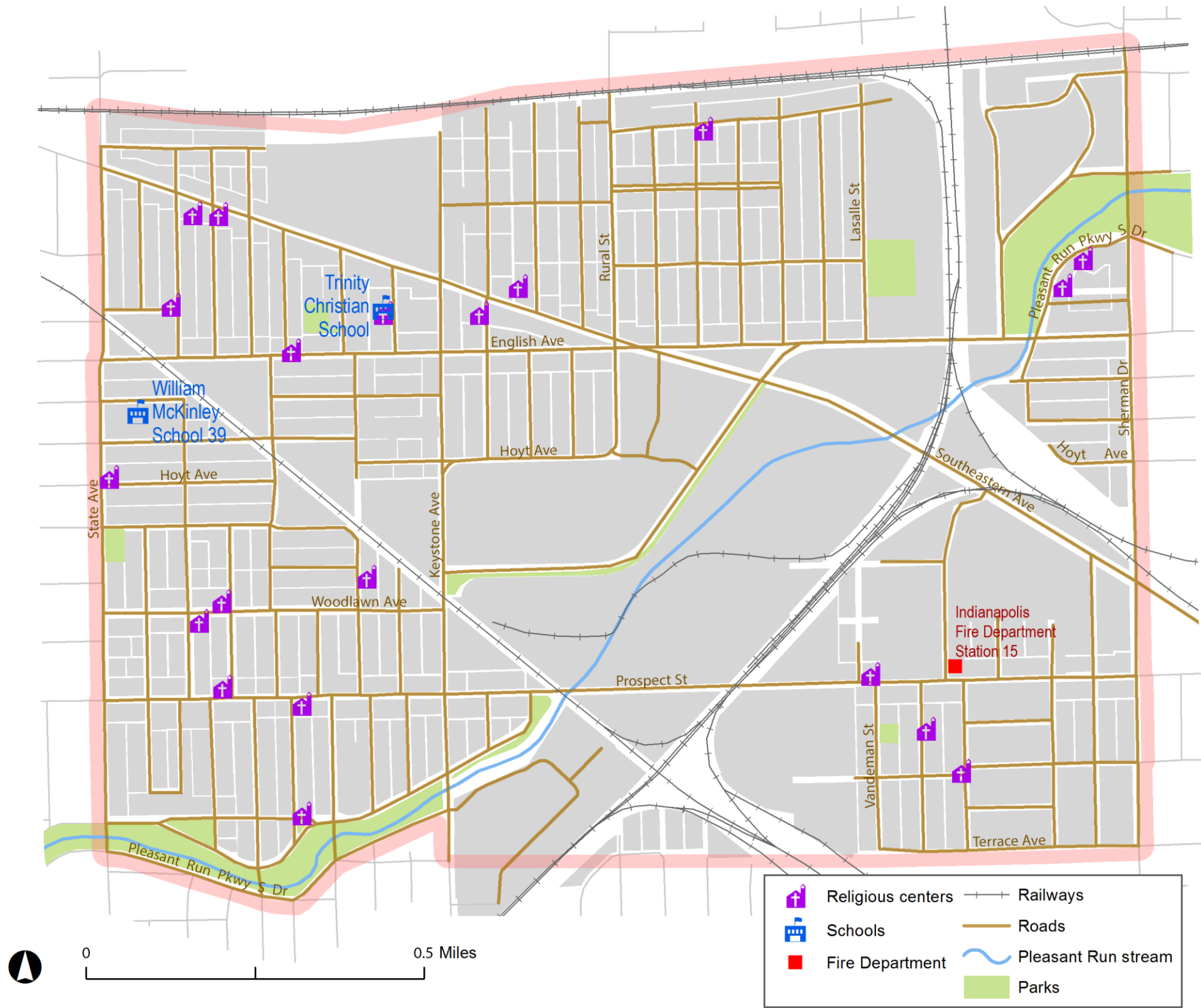
Pride Park is an another excellent example of the intersection between public spaces and human capital formation. However, it should be noted that at least one interviewee thought that Indy Parks should make a more intentional effort of including the community in programming decisions and implementation.

Education of the youth in the Twin Aire Neighborhood is accomplished through attendance at a mix of schools. Given the variety of school destinations, educational institutions do not appear to add to the collective Community Identity like in other communities. These schools include Christel House Academy, IPS 82 and Tech High School.



05 Community Capitals – Human Capital

This map provides an overview of key centers of human capital formation within the Study Area, as previously discussed. These centers include religious centers, schools, and parks. In addition, transportation corridors offer a sense of connectivity, or lack there of, between the residential blocks and these human capital assets.



05 Community Capitals – Cultural Capital



Cultural capital consists of the values, norms, beliefs and traditions that are held by individuals, their family and their community.

Similar to most neighborhoods, the Community Identity of the Twin Aire Neighborhood has been molded by the past and the current demographic shifts taking place. While the overarching contributor to the Community Identity has been a mixture of socioeconomic commonalities, race and ethnicity continue to play a role.

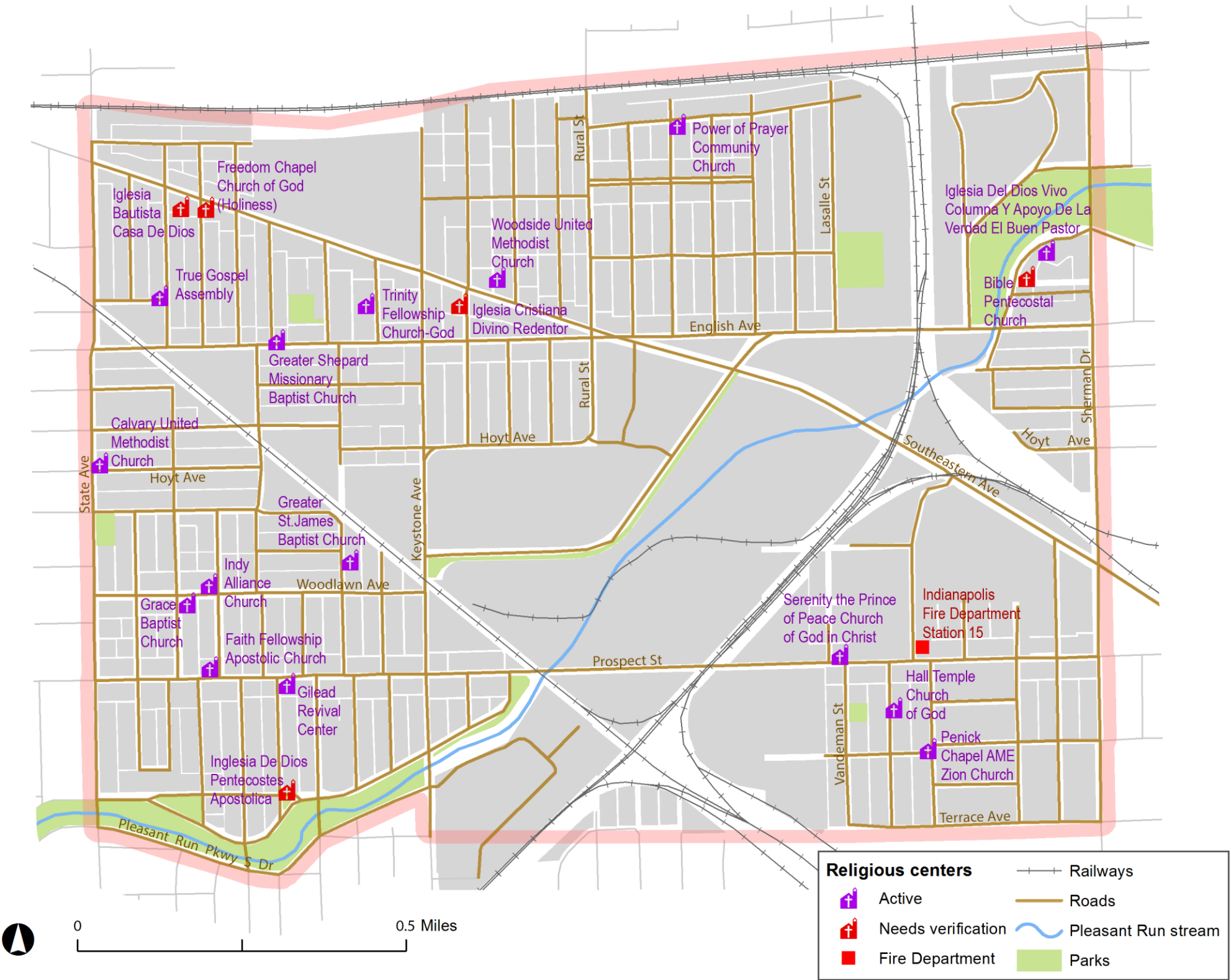
The Neighborhood has transitioned from distinct “black” sections (e.g., Norwood Place) and “white” sections (e.g., Twin Aire) to neighborhoods that are a relative mixture of whites and blacks and Hispanics and non-Hispanics. Within a spatial context, the constituent sections of the Twin Aire Neighborhood are becoming more diverse communities. However, from a cultural community standpoint, there appear to be distinct black, white and Hispanic communities that all contribute to the overall Community Identify fabric.

The cultural aspects of the greater Twin Aire Neighborhood are supported by assets such as faith-based communities (primarily churches), ethnic business establishments (e.g., Mexican grocery stores, bakeries and restaurants) and public spaces (especially Clayton & La Salle Park).

Intercultural experiences are taking place, including an upcoming Neighborhood Fiesta being organized by Brenda McAtee in the Norwood Place section of the Neighborhood.



05 Community Capitals – Cultural Capital



Much like the human capital map, this map provides an overview of key centers of cultural capital formation within the Study Area. These centers include parks and religious centers. In addition, transportation corridors offer a sense of connectivity, or lack there of, between the residential blocks and these cultural capital assets.

It should be noted that the inventory of religious centers did not uncover any non-Christian institutions and there are several that remain to be verified.



05 Community Capitals – Natural Capital



Natural capital is a primary element of the environment in which we live. A combination of soil, air and water along with all of the flora and fauna, natural capital can play a central role in a community's identity. Through the effective management of green/blue-ways coupled with built environment that complements the natural environment, natural capital can support healthy and vibrant communities.

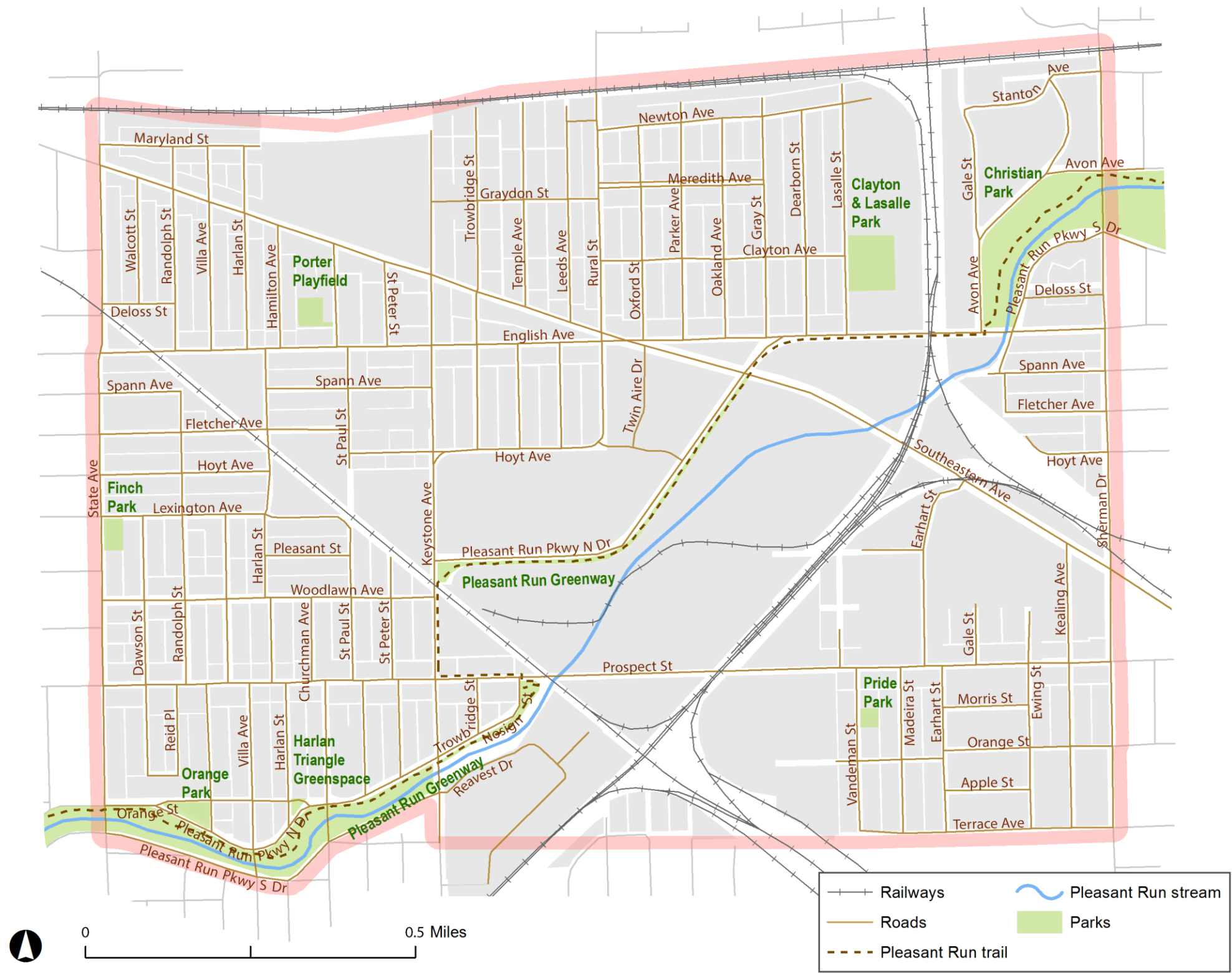
The greater Twin Aire Neighborhood has several parks and one trail that contribute to the natural surroundings of the area. Pleasant Run, the main waterway in the Neighborhood is currently underleveraged as an asset and did not seem to be recognized by many as a key element of the Neighborhood. This may change in the future as access to Pleasant Run is ameliorated (e.g., reorientation of key segments of the existing trail and remediation of the waterway). Parks are appreciated for their recreational value and the aesthetics of the natural capital.

Given the residential nature of the neighborhood and the generation of the housing stock, the landscaping at many of the residences was either lacking (trimmed grass but very little else) or not maintained (large mature trees that have not been managed).

The urban nature of the Neighborhood does not preclude the incorporation of thoughtful and managed landscaping and urban forestry; in fact, it makes it ever more important.



05 Community Capitals – Natural Capital



06 Future Outlook: Redevelopment Strategies

- JOB
- INFRASTRUCTURE AND URBAN DESIGN
- HOUSING
- COMMUNITY IDENTITY AND OUTREACH

Redevelopment Strategies

JOBS

- Maximize the creation of good-paying jobs for Neighborhood and Citywide residents through redevelopment of Pleasant Run Crossing.
- Develop education and training opportunities in the Neighborhood to help residents acquire/strengthen their skills to participate in the evolving Neighborhood economy and to help create a more vibrant community.

INFRASTRUCTURE AND URBAN DESIGN

- Investments in infrastructure need to reintegrate the Site into the urban fabric and enhance resident's safe, efficient and affordable access to employment, retail, housing and recreation.
- Conduct a thoroughfare and traffic engineering study to determine unsafe and hazardous crash-prone locations, e.g., Southeastern Ave., Pleasant Run Parkway and English Avenue.
- Engage experts to develop workable urban design guidelines and solutions (street treatment, linear green spaces, gateways, etc.) to enhance the character of the neighborhoods.

Redevelopment Strategies

HOUSING

- Investments in new residences need to include affordable and mixed-income housing development; this would address the demand for single- and multi-family housing at a variety of price ranges that are accessible to current and new residents.
- Policies and incentives need to be put in place that will countervail the negative externalities associated with gentrification.

COMMUNITY IDENTITY AND OUTREACH

- The Neighborhood needs to identify, strengthen and/or develop a variety of “nodes” to serve as gathering points, places of commerce, and landmarks that will create and promote a discernable neighborhood identity (or identities).
- Decisions and investments should address the need for community input and ensure dissemination of reliable information using effective, culturally sensitive strategies.
- Diversify efforts to foster community input across enclaved populations, including recent arrivals, by building the capacity for civic engagement.
- Opportunities abound for law enforcement and residents to continue to strengthen ties. Police are making efforts with the Hispanic community; all residents and law enforcement need to create and maintain ties that foster continuity and constant dialogue.

Limitations of Our Engagement

Our socio-economic assessment report is based on public data sources, estimates, assumptions, and other information developed from research of the market, knowledge of the industry, and meetings during which we obtained certain information. The sources of information and bases of the estimates and assumptions are stated in the report. Some assumptions inevitably will not materialize, and unanticipated events and circumstances may occur. Therefore, actual results achieved during the period covered by our analysis will necessarily vary from those described in our report, and the variations may be material.

The terms of this engagement are such that we have no obligation to revise the report to reflect events or conditions which occur subsequent to the date of the report. These events or conditions include, without limitation, economic growth trends, governmental actions, additional competitive developments, interest rates, and other market factors. However, we will be available to discuss the necessity for revision in view of changes in the economic or market factors affecting the proposed project.

Our study did not ascertain the legal and regulatory requirements applicable to this project, including zoning, other state and local government regulations, permits, and licenses. No effort will be made to determine the possible effect on this project of present or future federal, state, or local legislation, including any environmental or ecological matters.

Furthermore, we neither evaluated management's effectiveness, nor will we be responsible for future marketing efforts and other management actions upon which actual results will depend.

Our report will be intended solely for your information and should not be relied upon by any other person, firm, corporation, or for any other purposes. Neither the report nor its contents, nor any reference to our Firm, may be included or quoted in any offering circular or registration statement, appraisal, sales brochure, prospectus, loan, or other agreement, or in any document intended for use in obtaining funds from individual investors.