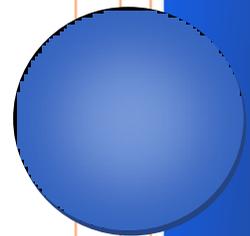


INDY FASTTRACK: STRATEGIC REVITALIZATION OF FOUR VACANT AUTOMOTIVE MANUFACTURING ASSETS

*Application for Investment Assistance: Short-Term Planning
PWEDA Section 203 CFDA No.11.302*

Indy FastTrack will result in an actionable plan to increase private investment in four underutilized regional assets, vacated as a result of the severe destabilization of the automotive industry. Indy FastTrack will leverage the resources of an allied array of stakeholders, led by the City of Indianapolis, toward the common goal of sustainably revitalizing these sites in a manner that creates higher-skill, higher-wage jobs for an existing, but underemployed, local workforce.

6/7/2012



INDY FASTTRACK: STRATEGIC REVITALIZATION OF FOUR VACANT AUTOMOTIVE MANUFACTURING ASSETS

*Application for Investment Assistance: Short-Term Planning PWEDA
Section 203 CFDA No.11.302*

EXECUTIVE SUMMARY

The Indianapolis Department of Metropolitan Development (DMD) is applying for investment assistance through the Short-term Planning Program of the U.S. Economic Development Administration to catalyze the sustainable revitalization of four regional assets. The short-term planning process to be undertaken will be results-oriented and market-driven for the purposes of replacing and expanding employment opportunities throughout the Indianapolis-Marion County Region, and further re-positioning large land assets to support development that can once again sustain higher-skill, higher-wage jobs.

This Project, Indy FastTrack, will result in an actionable plan to increase private investment in four underutilized sites. The four sites were vacated as a result of the catastrophic destabilization of the automotive industry. This Project, led by the City of Indianapolis, will leverage the resources of an allied array of stakeholders toward the common goal of sustainably revitalizing these sites in a manner that creates higher-skill, higher-wage jobs for an existing and skilled, but underemployed, local workforce.

Implementation of this Project will result in a resilient and more diversified regional economy that can readily adjust to future downturns in discrete economic sectors and capitalize on the multiple and broad benefits of increased global competitiveness.

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SECTION A.1. INVESTMENT (PROJECT) REGION

A.1 Region Identification

Prior to Detroit becoming the Motor City, the City of Indianapolis had more automobile manufacturers than Detroit. Indianapolis car brands included:

- American,
- Black,
- Blackhawk,
- Brook Spacke,
- Cole,
- Comet,
- Cyclop,
- Duesenberg,
- Eletroobile,
- Elgin,
- Empire,
- Ford,
- H.C.S.,
- Henderson,
- Herff-Brooks,
- Hoosier Scout,
- Ideal, Indiana,
- Lafayette,
- Lyons-Knight,
- Mais,
- Marathon,
- Marion,
- Marmon,
- McGill,
- Metz,
- Mohawk,
- Monroe,
- National,
- New Parry,
- Overland,
- Pak-Age-Car,
- Parry,
- Pathfinder,
- Pope Waverley,
- Premier,
- Roosevelt,
- Spacke,
- Stutz,
- Tricolet, and
- Waverley.

Many additional car brands were manufactured in Indiana outside of Indianapolis. In addition to auto manufacturing, Indianapolis has had strong historic ties to auto racing. In 1909, the Indianapolis Motor Speedway (IMS) was constructed. Its initial purpose was to serve as a car testing facility for the growing Indiana auto industry. IMS was founded by Carl G. Fisher, James A. Allison, Arthur C. Newby, and Frank H. Wheeler. IMS is the home of the Indianapolis 500 mile race and is one of the world's largest auto racing facilities with 250,000 permanent seats. Indianapolis has also been home to various manufacturers and parts suppliers like Ford, GM, Chrysler, Navistar, and Allison Transmission.

As the automotive industry developed, Indianapolis became home to Chrysler, Ford, Navistar, and General Motors Factories, and their suppliers, employing as many as 56,000 people.

At one time, Indianapolis had four thriving auto plants. As the automotive industry developed, Indianapolis became home to **Chrysler, Ford, Navistar, and General Motors** factories, and their suppliers, employing as many as 56,000 people on the eastern, western, and southern parts of the City. Due to the catastrophic destabilization of the automotive industry, these former engines of regional economic prosperity sit idle and await repurposing. (See also Figure 1)

At their peak manufacturing output, the GM Stamping Plant, Ford/Visteon Steering Plant, Navistar Engine Plant & Foundry, and Chrysler Foundry employed over 15,000 people. Daimler Chrysler closed its engine block division in 2005. Navistar closed its Indianapolis engine plant and casting foundry in 2009, as a result of changes in its business relationship with Ford Motor Company. In 2010, a dispute over a potential purchaser's plans to cut pay in order to revive the struggling GM Stamping Plant resulted in its closing. This 2.1 million square foot plant on the near west side of Indianapolis once employed 5,600 workers. Ford's Visteon plant closed in April 2012, leaving an employment gap on the City's east-side. Numerous facilities that supplied parts to these plants also closed. This sequence of devastating blows to the employment of the regional workforce speaks to the extent of the continuing economic distress in Indianapolis-Marion County and highlights the pressing need for additional resources to accomplish our goal to expedite the repurposing of these four large manufacturing sites.

Indianapolis has lost over 15,000 jobs with the closure of four major automotive manufacturing facilities over the past several years.

- Chrysler Foundry
- Navistar Site
- Ford/Visteon Site
- GM Stamping Plant

Indy FastTrack will result in an actionable plan to increase private investment in these four underutilized regional assets based on an improved understanding of the sites and the feasibility of revitalization. This Project, led by the City of Indianapolis, leverages the resources of an allied array of stakeholders toward the common goal of sustainably revitalizing these sites in a manner that creates higher-skill, higher-wage jobs for an existing and skilled, but underemployed, local workforce. Indy FastTrack will also enhance the competitiveness of the entire Region and reduce its exposure to future losses of entire economic sectors; lending economic resilience to all area stakeholders.

The City of Indianapolis, which is supported by various stakeholders, is presently marketing and promoting each of these four sites, yet they remain vacant and/or underutilized. The four regional assets which await revitalization are:

- Chrysler Foundry Site – located on the west side of Indianapolis
- Navistar Site – located on the east side of Indianapolis
- Ford/Visteon Site – located on the far-east side of Indianapolis
- GM Stamping Plant Site – located near downtown Indianapolis

Figure 1: Four Closed or Underutilized Auto Manufacturing Sites

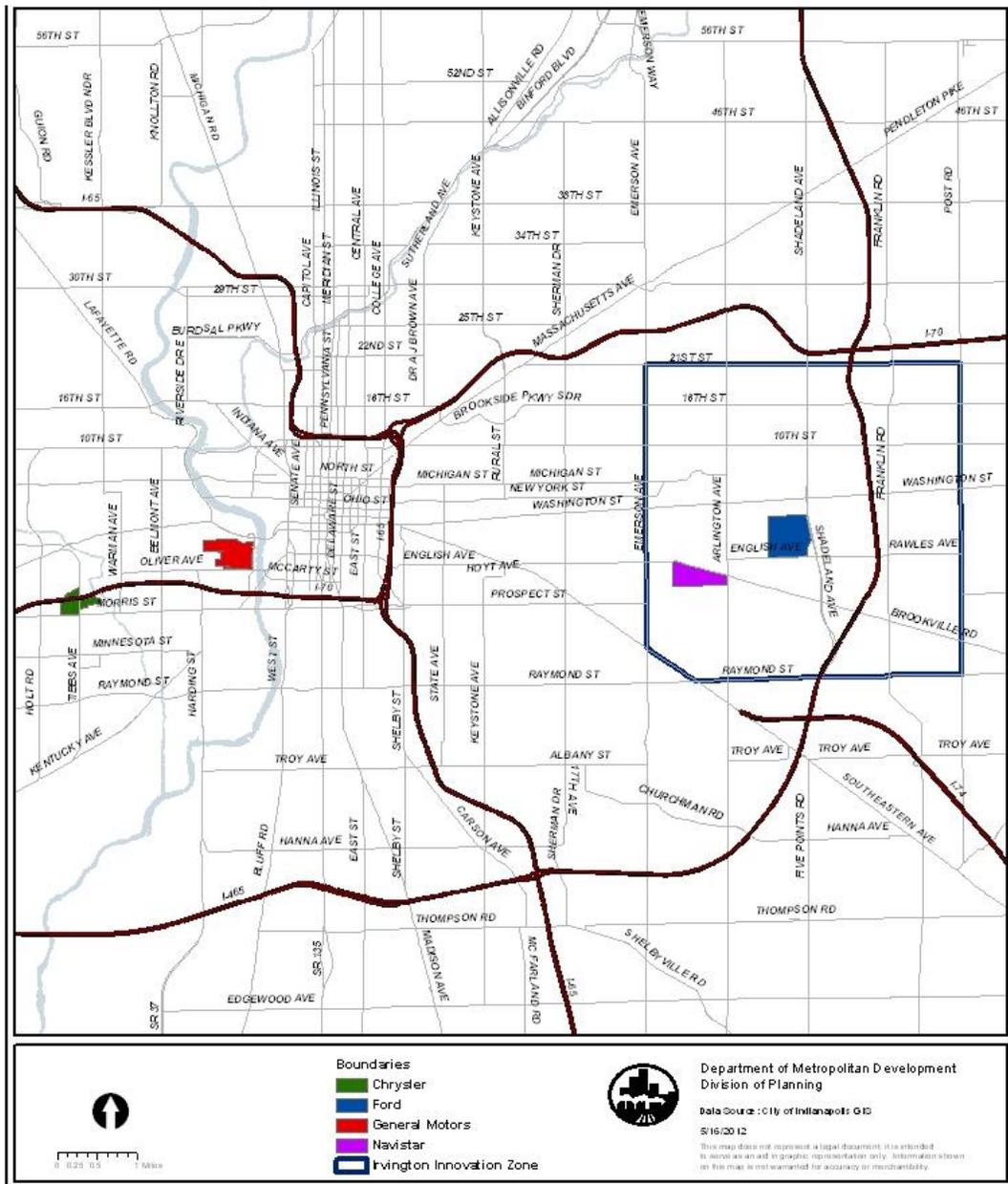


Table 1 on the following page provides a summary description of each asset. Narrative descriptions of these four sites are provided in Section A.2 under the detailed description of the Project's Scope of Work, Task 2.

Table 1: Asset Descriptions

Key Attributes	Former Automotive Manufacturing Site				
	GM Stamping Plant	Ford/Visteon Steering Plant	Navistar Engine Plant & Foundry	Chrysler Foundry	
No. of Parcels	3	1	5	5 (2009)	
				4 (2012)	
Site (acres)	100.15 (2009)	152.07	91.16	46.55 (2009)	
	101.88 (2012)			45.99 (2012)	
Structure/s (square feet)	1.68M	1.78M	1.5M	n/a	
Employees (at peak use)	5,600	3,000	4,450	3,500	
Proximity to Active Rail	Y	Y	Y	Y	
Easy Access to Interstate System	Y	Y	Y	Y	
Demolition Needed	Y	Y	Y	N	
Assessed Value, Land	2009 \$	\$4.2M	\$7.5M	\$4.5M	\$2.2M
	2012 \$	↓ \$1.6M	↓ \$2.5M	↓ \$3.1M	↓ \$1.6M
Assessed Value, Improvements	2009 \$	\$13.8M	\$14.4M	\$9.7M	\$799K
	2012 \$	↑ \$22.9M	↓ \$4.4M	↓ \$7.8M	↓ \$375K
Total Assessed Value	2009 \$	\$18M	\$21.9M	\$14.2M	\$3M
	2012 \$	↑ \$24.5M	↓ \$6.9M	↓ \$10.9M	↓ \$2M
Semi-Annual (Real) Property Tax	2009 \$	\$255K	\$328K	\$198K	\$51K
	2012 \$	↓ \$140K	↓ \$273K	↑ \$218K	↓ \$29K

A.1 Region Description

For the purpose of this application, the Region is defined as Indianapolis-Marion County (Figure 2).

In 1970, the City of Indianapolis expanded its boundaries to include almost all of Marion County. This consolidation was called unified government or Uni-Gov. Many units of city and county government were consolidated into one civil government, including the City Council and the County Council which became the City-County Council. The cities of Beech Grove, Lawrence and Southport and the Town of Speedway were not annexed into the Consolidated City. These municipalities are excluded cities and towns. However, residents of these municipalities vote for the Mayor of Indianapolis, a City-County Council member, and four at-large council members. This is because these residents are obligated to pay many county-wide taxes, and because many of the Mayor's powers extend to these communities. The Consolidated City includes 16 included towns, and nine townships (see Figure 2). Marion County is home to six independent municipal corporations which are largely unaffected by Uni-Gov, they include: the Capital Improvement Board, Health and Hospital Corporation, Indianapolis Airport Authority, Indianapolis-Marion County Library, Indianapolis Public Transportation Corporation (IndyGo), and the Indianapolis-Marion County Building Authority.

As of July 2010, Marion County's population was at 903,393 making it the largest county in the State, the 55th most populated county in the country, and greater than the entire population of six states.

When Uni-Gov was formed, Marion County government did not entirely fade away. The county still exists as a separate entity. Indianapolis is the county seat, the State's capital, and its largest city. Indianapolis-Marion County has a current population of 903,393, making Indianapolis-Marion County the largest local governmental jurisdiction in the State of Indiana. It is also home to nearly 50% of all employed persons in the 10-county metropolitan statistical area (2011 annual average).

Regional Commitment to Redevelopment

As indicated by a robust track record of successes, the City of Indianapolis has proven its commitment to redevelopment and community-wide initiatives to gain and retain jobs, improve the overall quality of life, and increase the tax base. Since the early 1980s, City leaders have shown their ability to organize strong public-private partnerships to revitalize the City's urban core. The first of many examples is a complete reversal of the image of downtown Indianapolis, which was once a place of vacant storefronts and limited attractions.

The City, along with 17 area stakeholders, developed the Circle Centre Mall, which served as the catalyst project from which many more revitalization effort would flow. In addition to creating over 12,000 construction jobs over 15 years, Circle Centre Mall created more than 2,000 permanent jobs. Today, Circle Centre Mall is surrounded and supported by numerous restaurants and hotels, a major convention center, and exceptional sporting venues including Lucas Oil Stadium (home of the Indianapolis Colts), and Bankers Life Fieldhouse (home of the Indiana Pacers).

The Region's continued success will be dependent upon its ability to foster and nurture public-private partnerships for the purposes of regional economic development. The most recent example of success was the City playing host to Super Bowl XLVI. The public-private partnerships that made this event so successful once again transformed the heart of downtown – this time into an entertainment destination attracting both

The success of the 2012 Super Bowl was the result of City leaders and thousands of volunteers working together to bring in over \$200 million to the Indianapolis economy.

residents and visitors and bringing in over \$200 million to the Indianapolis economy. Notable projects that led to the success of Super Bowl XLVI included the transformation of a downtown street into a major visitor destination, and revival of a blighted eastside neighborhood through the construction of a community center complete with well-lit streets and enhanced streetscapes.

Strong neighborhood associations and organizations such as the Central Indiana Community Foundation (CICF), the Indianapolis Neighborhood Housing Partnership (INHP), and the Local Initiatives Support Corporation (LISC), routinely partner with the City.

Strong neighborhood associations and organizations such as Central Indiana Community Foundation (CICF), Indianapolis Neighborhood Housing Partnership (INHP), Local Initiatives Support Corporation (LISC), and Keep Indianapolis Beautiful (KIB) are just a few of the groups who support positive growth through public-private partnerships. Economic development organizations within Indianapolis are plentiful as well. These organizations include, but are not limited to: the Indianapolis Chamber of Commerce, Develop Indy, EmployIndy, the Indiana Economic Development Corporation (IEDC), the City of Indianapolis' Office of the Mayor, the Department of Metropolitan

Development, and the Indianapolis Local Public Improvement Bond Bank. Other partner organizations have been, and will continue to be, key partners in economic

development activities throughout the Region. They include: the Arts Council of Indianapolis, the Indiana Sports, Corporation, the Indianapolis Convention and Visitors Association, Indianapolis Downtown, Inc., BioCrossroads, the Central Indiana Corporate Partnership, Conexus, the Indiana Motorsports Association, Indy Hub, TechPoint, the Metropolitan Indianapolis Board of Realtors, and the Indiana Department of Workforce Development.

Thanks to aggressive trade outreach efforts, a welcoming environment and a business-friendly climate, Indianapolis is fast-becoming an international city. There are currently more than 500 foreign companies present in the Region. *Business Facilities Magazine* ranked Indianapolis as the seventh top metro city for economic growth, while *Executive Outlook Magazine* recognized Indianapolis as the fourth-ranking city in the U.S. for business, because of its skilled workforce with a higher than average worker productivity rate.

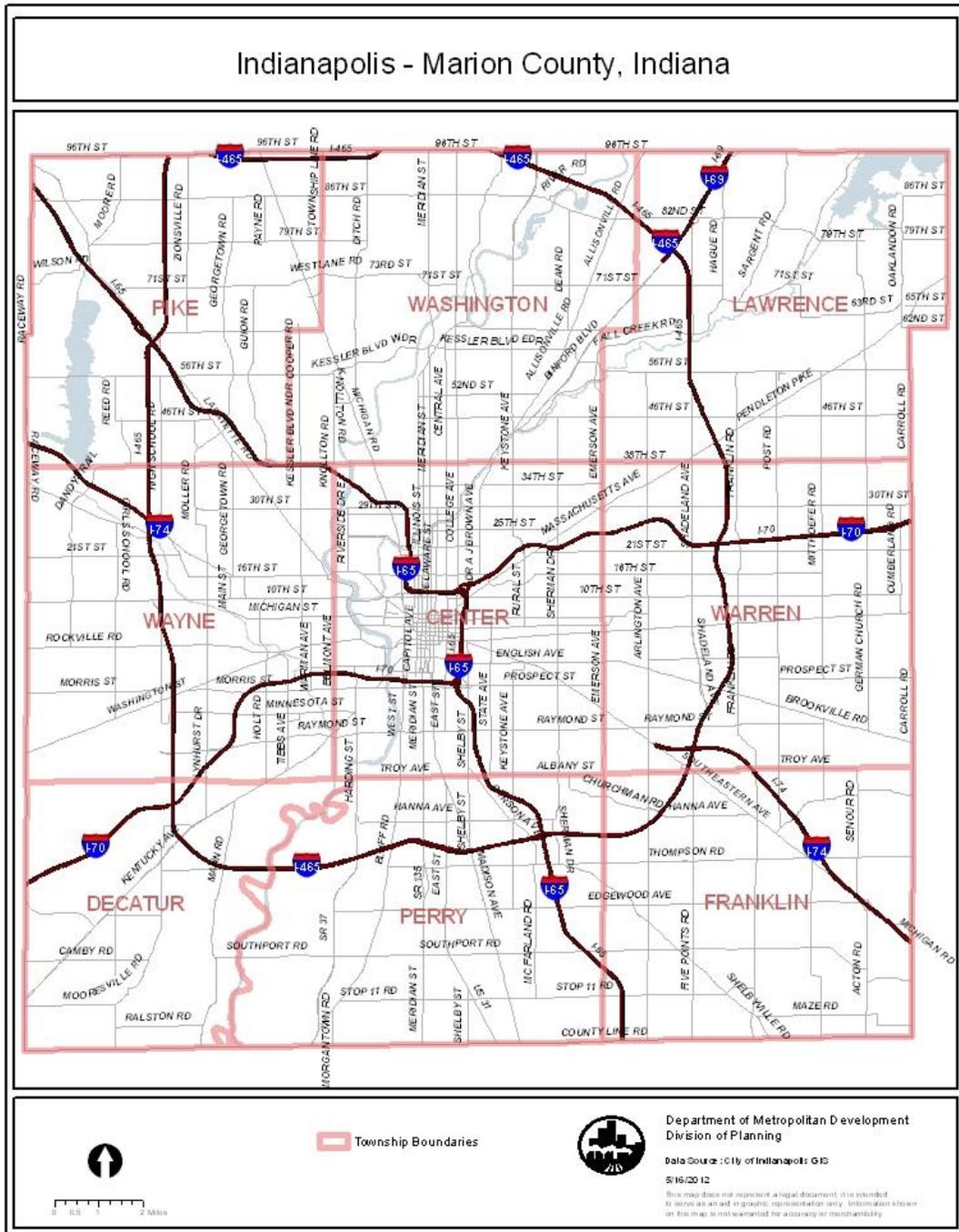
Indiana ranks first in the nation in attracting new jobs through direct foreign investment. International companies have invested more than \$8 billion into Indiana operations, creating more than 15,800 new jobs. Top foreign employers in Indianapolis include: Rolls-Royce, Toyota Tsusho, Roche Diagnostics, Vitran Express, and Bayer Corp. Out of the 15 Fortune 1000 companies with headquarters in the State, eight are located within the 10-county area, and six of the eight are located in Marion County. They are: WellPoint, Eli Lilly and Company, Simon Property Group, Brightpoint, Calumet Specialty Products, and Republic Airways.

In addition, Mayor Greg Ballard and Governor Mitch Daniels have both made it a priority to seek opportunities for cultural, education and economic exchanges that help establish the City as a global presence.

A.1 Project's Expected Economic Impact

As previously mentioned, this Project is a collaborative effort which will result in an actionable plan to increase private investment in four underutilized regional land assets that were vacated as a result of the severe destabilization of the automotive industry. Implementation of this Project will subsequently lead to substantially increased local wages and the number of jobs, thereby resulting in a resilient and more diversified regional economy that can readily adjust to potential downturns in discrete economic sectors and capitalize on the multiple and broad benefits of increased global competitiveness.

Figure 2: Map of Indianapolis-Marion County and Townships



SECTION A.2. INVESTMENT (PROJECT) DESCRIPTION

A.2 Scope of Work

Purpose and Extent of the Scope of Work

The purpose of this Project is to create a market-based, results-driven plan that prescribes a transferable and adaptive approach for the relatively quick and sustainable reuse of each of these four sites. The intent of this Project is to use the deliverables (interim and final) to inform City agencies and partnering organizations of the Region's capacity to spur private investment at these four sites. This Project is further intended to create higher-skill, higher-wage jobs and improve the global competitiveness of businesses within nearby neighborhoods and the Region.

For the purposes of this investment, the Region is defined as Indianapolis - Marion County, Indiana. Where appropriate, the regional issues will be considered in the context of the Indianapolis Metropolitan Statistical Area. To this extent, investment assistance from the Economic Development Administration is needed to complete this scope of work.

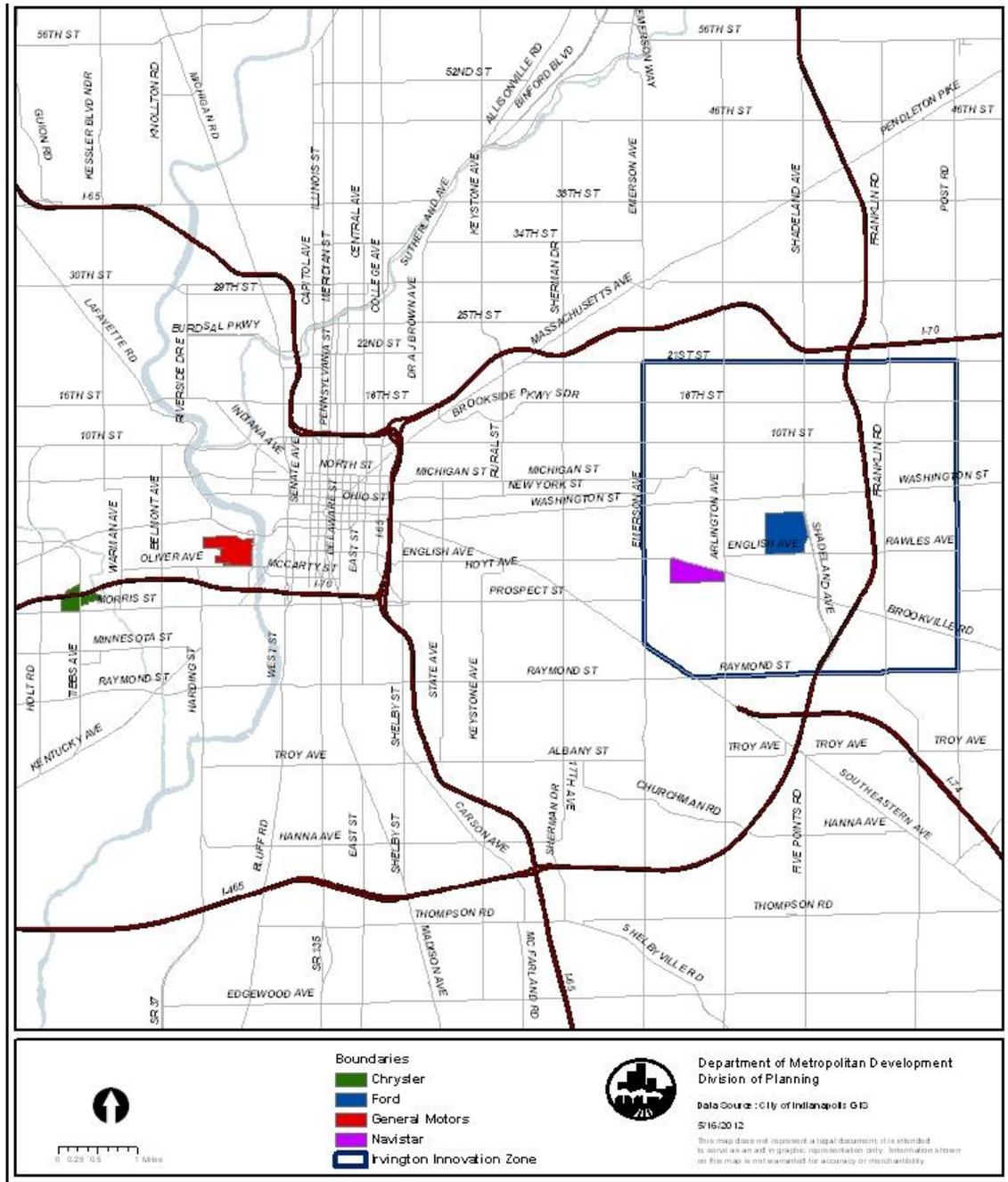
The following scope of work includes two basic elements: a baseline assessment of the Region's economy and a planning process for each of the four auto plant sites. The baseline assessment will set the regional economic context for the four sites. The planning process will provide an in-depth understanding through analysis of each site and a detailed strategy for action at each site if current marketing efforts do not yield satisfactory results. Devising the detailed strategy for action at each site will, at a minimum, include these elements:

- Assess the re-use potential of existing structures and facilities.
- Determine the costs of demolition of the structures and facilities (if needed).
- Assess environmental conditions and estimate remediation costs (if needed).
- Assess any existing plans, data and issues that are unique to each site.
- Determine the potential of each site as a location for a use or uses that can generate new employment opportunities.
- Identify any zoning issues for each site that could affect its redevelopment potential.
- Assess the potential of each site as a location for mixed-use including non-employment generating uses (e.g. residential and public spaces), where appropriate.
- Articulate a redevelopment strategy for each site, based on the assessments.
- Identify roles and responsibilities for key players to enact the redevelopment strategy for each site.

The four sites included in the scope of work are:

- Chrysler Foundry Site – located on the west side of Indianapolis
- Navistar Site – located on the east side of Indianapolis
- Ford/Visteon Site – located on the far-east side of Indianapolis
- GM Stamping Plant Site – located near downtown Indianapolis

Figure 3: Four Closed or Underutilized Auto Manufacturing Sites



A.2 Scope of Work, continued

Complete Scope of Work

Task 1: Baseline Assessment

The purpose of this Task is to understand the broader economic context of the MSA and the Region and the specific context of the four sites. More specifically, this Task will result in the completion of the following subtasks.

SubTask 1A: Inventory of Existing Works

The purpose of this subtask is to collect, document and, to the extent possible, evaluate existing studies relevant to this investment. Existing studies are likely to include area-wide development strategies and automotive or advanced manufacturing studies. This subtask will also include a review of existing neighborhood plans and land use studies wherein the study areas are proximate to these four sites. - *Work to be completed by DMD staff*

SubTask 1B: Generalized Economic Analysis

The purpose of this subtask is to identify economic conditions which are either enabling or hindering the reuse of these four sites. This will be performed at the MSA, the Region, and site levels. This subtask is intended to determine how changes in the automotive industry have affected the local economy and inform the preparation of economic goals (goal setting) and appropriate next steps (programming) to getting these four sites redeveloped. - *Work to be completed by DMD and Develop Indy staff*

Task 2: Planning Process

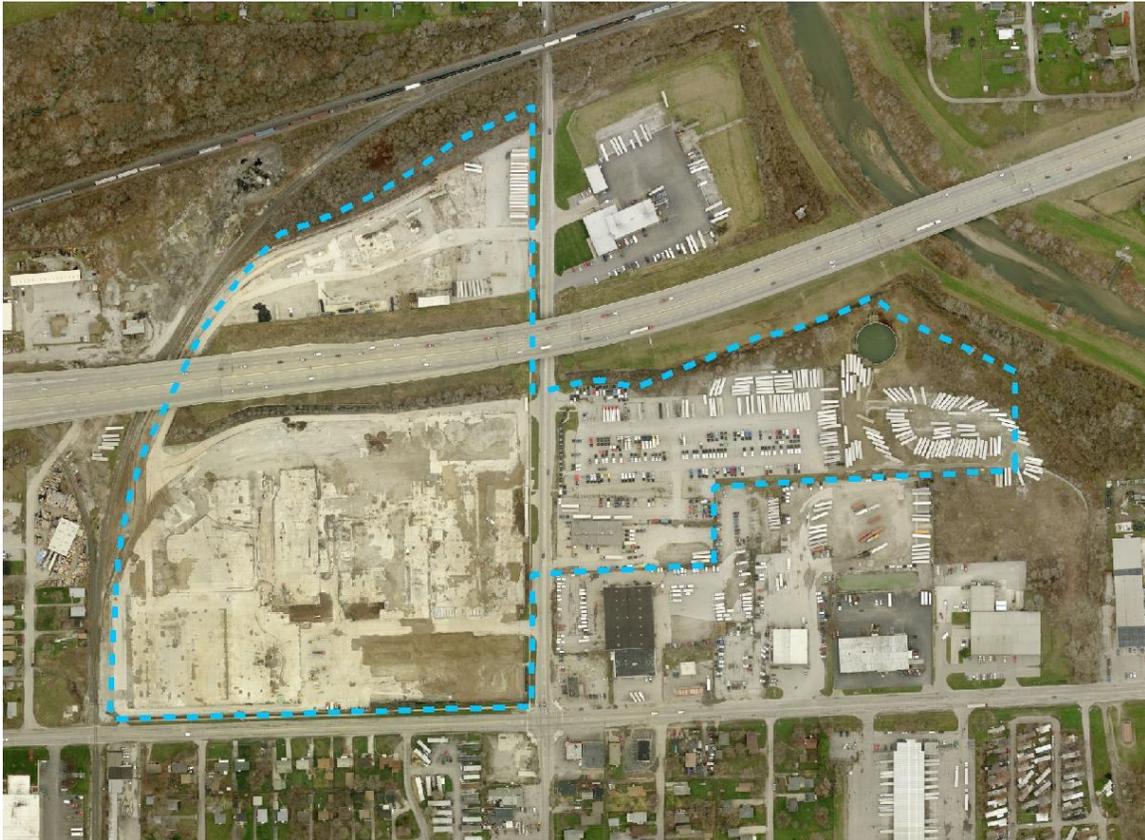
The purpose of this Task is to develop and then undertake a detailed planning process, or program, for each of the four sites. Although each of the four sites housed auto-related manufacturing facilities, each presents a unique set of site conditions, structures, and locations that will require careful analysis and will likely result in individualized redevelopment strategies.

SubTask 2A: Chrysler Foundry Site Analysis

At one time this location housed a foundry and casting facility operated by Chrysler. In September 2005 the facility ceased operations, and in November 2006 the structures were demolished. Located on the west side of Indianapolis, this site covers approximately 45 acres and is located in a predominantly industrial area. It has excellent access to the Interstate System via the I-70/Holt Road Interchange. It also is adjacent to an operating rail line and is within 10 minutes of Indianapolis International Airport.

Despite these attributes, marketing efforts have not yet attracted a new user to the site. Some of the issues with the site include the fact the site is bisected by Interstate 70 and surrounding properties are in poor condition. Consequently, a new approach to marketing the site is warranted.

Figure 4: Chrysler Foundry Site



SubTask 2B: Navistar Site Analysis

This site housed a foundry and casting facility to produce engine blocks, combined with an engine assembly facility. Operated by Navistar, the engine assembly facility closed in July 2010 with the foundry and casting facility continuing to operate at well below capacity, producing a limited number of engine blocks for non-Navistar customers.

Located on the near east side of Indianapolis, this site covers approximately 91 acres and has approximately 1.5 million square feet of structures on the site. It is located on an operating rail line, but has only adequate access to the Interstate System via Brookville Road. The site is located near the Irvington neighborhood, with a strong residential market and revitalizing commercial area. However, the building has an older design and its contemporary utility is questionable. A detailed redevelopment plan and action strategy is needed for this site.

Figure 5: Navistar Site

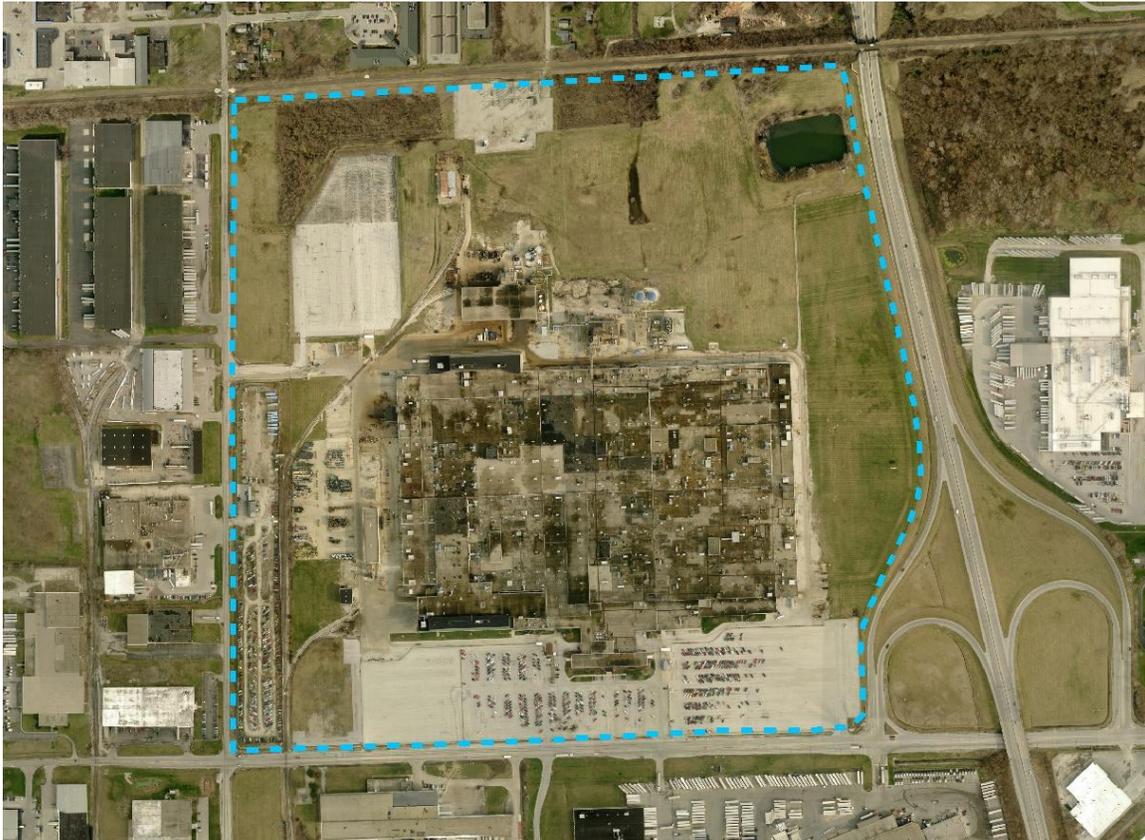


SubTask 2C: Ford/Visteon - Site Analysis

This site housed an assembly plant that produced power steering components. The plant closed in May 2012, leaving behind an exceptionally large site of over 150 acres and a 1.78 million square foot building. Located on the far-east side of Indianapolis, the site is adjacent to an operating rail line and has good accessibility to the Interstate system via the adjacent segment of Shadeland Avenue, which is a limited access highway.

At this point it is not clear if the existing structures that date to the 1940s and 1950s have the functionality needed for modern manufacturing facilities. The proposed effort will help Indianapolis better assess this site's potential and identify any needed modifications. Alternatively, the large site poses interesting possibilities for alternate uses.

Figure 6: Ford/Visteon Site

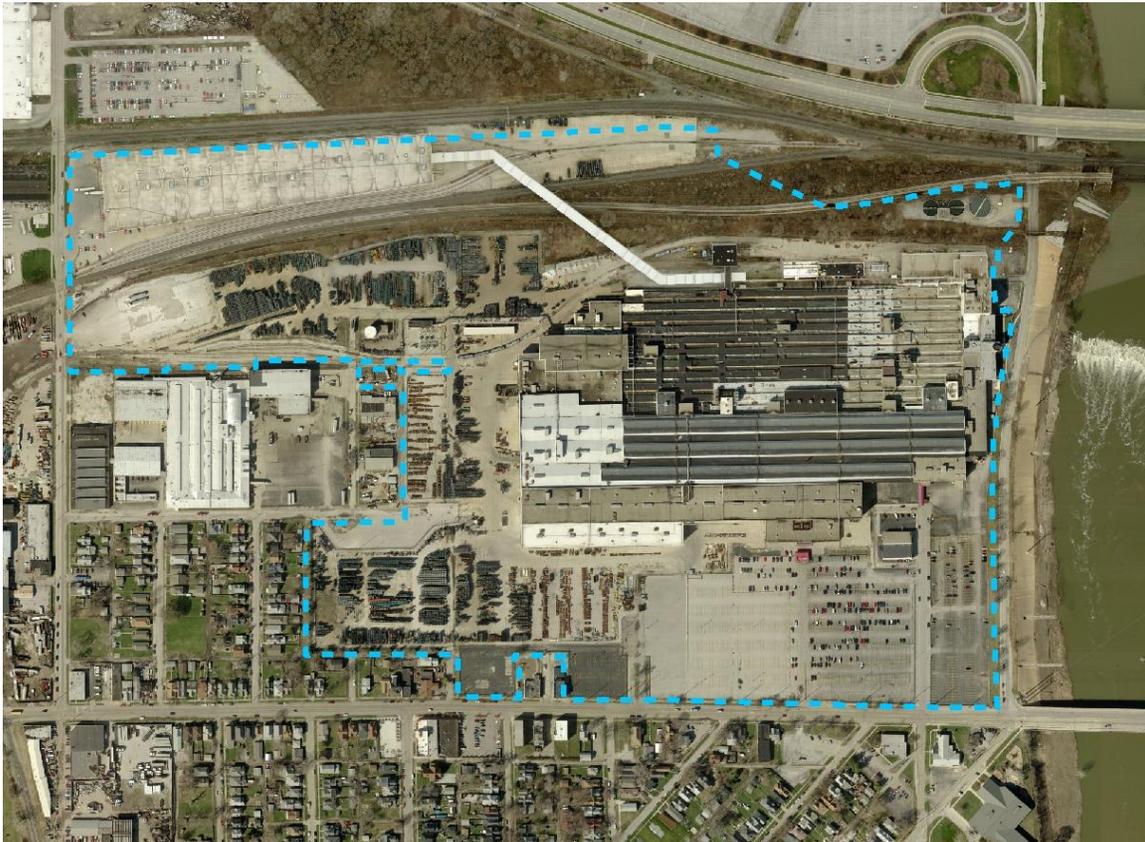


SubTask 2D: GM Stamping Plant Site Analysis

Located on approximately 100 acres adjacent to downtown Indianapolis, this site housed a stamping plant that produced body panels for GM vehicles. It operated until 2010 when it was closed by GM in a cost-cutting move. As a relatively recent closing, the City is actively marketing the location for alternate users. However, if the marketing effort fails, the site presents interesting possibilities for a range of different uses.

The site is adjacent to downtown Indianapolis and has attractive vistas of the downtown skyline, the adjacent White River, the Indianapolis Zoo and the IUPUI campus. It also has good access to the Interstate system and has an adjacent rail line. The proposed effort will help Indianapolis better understand the full potential of this site, either as an operating manufacturing facility or as new site for development adjacent to the downtown.

Figure 7: GM Stamping Plant



SubTask 2E: Prepare Action Plan for Each Site

To prepare an Action Plan for each of the four sites, Indianapolis will undertake a systematic sequence of steps to better frame the unique issues and opportunities in place and to prepare an action plan for each site. These steps will include:

- Assess the re-use potential of existing structures and facilities. - *Work to be completed by Property Owner(s), DMD staff, Develop Indy staff and consultant*
- Determine the costs of demolition of the structure and facilities (if needed). -*Work to be completed by Property Owner(s), DMD staff, Develop Indy staff and consultant*
- Assess any existing plans, data and issues that are unique to each site. -*Work to be completed by DMD staff*
- Determine the potential of each site as a location for a use or uses that can generate new employment opportunities. -*Work to be completed by Property Owner(s), DMD Staff, Develop Indy Staff, and consultant*
- Identify any zoning issues for each site that could affect its redevelopment potential. -*Work to be completed by DMD staff*
- Assess the potential of each site as a location for mixed-use including non-employment generating uses (e.g. residential), where appropriate. -*Work to be completed by Property Owner(s), Neighborhood(s), DMD Staff, Develop Indy Staff, and consultant*
- Articulate a redevelopment strategy for each site based on the assessments. -*Work to be completed by Property Owner(s), Neighborhood(s), DMD Staff, Develop Indy Staff, and consultant*
- Identify roles and responsibilities for key players to enact the redevelopment strategy for each site. -*Work to be completed by Property Owner(s), DMD Staff, Develop Indy Staff, and consultant*

SECTION A.3. ECONOMIC DEVELOPMENT NEEDS

A.3.a. Alternate Strategic Planning Document

It is the City's intent that this investment be governed by the 2010-2014 **Consolidated Plan** as presented to the U.S. Department of Housing and Urban Development. This Project, Indy FastTrack, seamlessly aligns with the first goal of the Consolidated Plan which is to encourage economic development activities and efforts in the community. Stated strategies to achieve this goal include providing economic development assistance to expanding or new businesses to create and/or retain jobs and supporting outreach efforts to market available forms of economic development assistance to encourage business expansion or new business development.

Consolidated Plan Goal #1:
 "Encourage economic development activities and efforts in the community that specifically address the need to assist commercial development, and encourage new business development."

Additional goals and objectives of a few other relevant planning documents are included herein, and further supplement the goals of the Consolidated Plan. Some provide a sector-specific focal point. Others spotlight needs of certain neighborhoods. Several of those plans which most closely relate to the four automotive sites are listed below and are available to EDA upon request.

- Irvington Innovation Zone Master Plan (two of four sites are within)
- High Technology Task Force Report (Regional Technology-led Development)
- Redevelopment Strategies for the GM Stamping Plant (ULI Land Use Study)
- BioCrossroads Initiative (Life Sciences - one of four sites is within)
- Conexus Indiana (Advanced Manufacturing and Logistics)
- Indy Connect (Regional Transit Plan)
- Indianapolis-Marion County Comprehensive Plan (Land Use)

A broad consensus exists around technology-based economic development as a core regional strategy.

Regional values embodied in these complementary plans speak to the Region's broad consensus about economic development that **technology-based economic development is a core regional strategy**. This regional commitment is key to the process of applying the appropriate degree of resources and policy focus to build a self-reinforcing portfolio of successes.

IIZ's Mission Statement: "to enhance our community's pride, vibrancy, and economic stability through aggressive economic development in advanced manufacturing, motorsports, logistics, life sciences and education."

One of the keys to successful reinvention of Indianapolis is the fact that change is often driven at local levels. This was true for the completion of the **Irvington Innovation Zone Master Plan**, which was led by the United Auto Workers (UAW). In 2011, a large assembly of neighborhood stakeholders on the east side of Indianapolis gathered in a series of focus groups to create a plan that focuses on creating an innovation zone in the area where the Navistar and Ford plant closings had affected hundreds of jobs.

The mission of the Irvington Innovation Zone (IIZ) is "to enhance our community's pride, vibrancy, and economic stability through aggressive economic development in advanced manufacturing, motorsports, logistics, life sciences and education." The plan provides guidance on future site and facility improvements and/or expansion that will inspire State and local officials, community business leaders, and homeowners to actively participate in the implementation of the Irvington Innovation Zone Master Plan, and to enable interim site and facility improvements and/or expansion projects consistent with the long-term vision for this area.

To support its mission, IIZ has identified five economic clusters, including advanced manufacturing, motorsports, logistics, life sciences, and education. The Irvington Innovation Zone has attracted national attention, gathering support from Jay Williams, President Obama's auto czar, who attended one meeting and has hailed the plan as strong. The Irvington Innovation Zone's strengths have been in its ability to attract strong partnerships with the City of Indianapolis and the area's economic drivers including Navistar, the Indianapolis Speedrome, Ford, CSX Rail yard, Raytheon, Community East Hospital, Ivy Tech Community College, Purdue University, and numerous small businesses and neighborhood associations.

The IIZ Master Plan's five economic clusters:

- advanced manufacturing,
- motorsports,
- logistics,
- life sciences, and
- education

Fortunately, approximately 200 jobs were saved when Pure Power Technologies, a division of Navistar, reopened to produce Compacted Graphite Iron (CGI) cylinder blocks.

The **High Technology Task Force** report identifies the major concentrations of interrelated business and research activities that exist within the Region - known as "clusters." One of the areas identified with special interest was the medical/health/bio-science cluster. Indianapolis and Central Indiana have a large and highly diverse set of health related industries, cutting across health services pharmaceuticals medical equipment, medical devices health insurance and other bio-science. Another area of interest was the cluster comprised of computers, software, other electronic devices and communications. As early as 1995, this cluster accounted for over one-third of Indiana's exports, \$1.5 billion in revenue and \$630 million in payroll.

Clusters Identified by the High Tech Task Force:

- Health industry (broadly);
- Software, electronic devices, and hardware for computer science communications firms;
- Advanced manufacturing firms, and
- Agriculture linked with bio-science and bio-engineering research.

In considering Indianapolis-Marion County's high-tech future, the study concluded that the four industry clusters where the greatest potential leverage lies for potential future concentration and accelerated economic development in the Region are:

- The health industry,
- A group of software, electronic devices, and hardware firms loosely in the computer science and communications cluster,
- Advanced manufacturing firms, and
- Agriculture related industries that are increasingly becoming more linked with bio-science and bio-engineering research.

The High Technology Task Force report states "in a technology-driven future, the destiny of any region will be decided by how successful it proves at creating and then nurturing significant size cluster of homegrown technology firms."

In 2011, the City of Indianapolis and its economic development arm, Develop Indy, proactively contacted the Urban Land Institute (ULI) regarding the imminent closure of the GM Stamping Plant. Their goal was to create an initial plan that would help the City mobilize efforts to redevelop the site quickly, once the plant closed. As a result, the ULI's panel wrote **Redevelopment Strategies for the GM Stamping Plant**, which outlines, from primarily a land use perspective, the optimal creative reuse for the site. The ULI report identifies an approach to redevelop the site as a mixed-use community as an alternative to its existing land use scenario within a largely industrialized area.

A.3.b. Economic Needs/Project Alignment

A.3.b. Economic Needs of the Region

According to the Bureau of Economic Analysis (BEA), Indianapolis-Marion County lost 37,110 jobs between 2001 and 2010. During the same period of time 18,728 jobs were lost in the manufacturing industry – over 50% of the total jobs lost. According to the Bureau of Labor Statistics (BLS), the annual unemployment rate in 2001 for Indianapolis-Marion County was 3.7%. By 2010, the annual unemployment rate had risen to 9.9% - an increase of over 150% (BLS). The number of manufacturing establishments has decreased from 1,169 in 2001 to 995 in 2010 (BLS).

Overall, Indianapolis-Marion County saw an increase in per capita income between 2001 and 2010, from \$32,201 to \$37,232, however, the per capita income in 2010 has actually decreased since 2006 (BEA). Average income for manufacturing-related jobs was \$80,859 in 2010 (BLS).

The economic needs, as related to manufacturing-related jobs are quite clear, as evidenced by:

- A large loss of employment (jobs).
- A large loss of manufacturing establishments.
- High unemployment rate.
- Need to attract more jobs, specifically high-paying manufacturing jobs.
- Need to increase per capita income.
- Potential need for job retraining.
- Need to increase local government revenues including personal property, real property, and local option income taxes.

This Project will assess needs related to worker training and retraining, entrepreneurial networks, and transportation and utility infrastructure as they relate to supporting deliberate efforts to grow high-technology sectors, such as healthcare and life sciences, and continued coordination within the logistics and advanced manufacturing sectors. Also, as the economy of the Region becomes less dependent on automotive manufacturing, the infrastructure that has been built up within the Region to support that purpose may need to be reoriented to economic activity that is more likely to occur in the area.

A.3.b Project's Alignment with Region's Goals & Objectives

It is the City's intention that this investment be governed by the 2010-2014 **Consolidated Plan** as presented to the U.S. Department of Housing and Urban Development. This regional planning document lays out broad strategies and measurable outcomes for each of its six goals, the first of which is stated as follows:

Goal #1: Encourage economic development activities and efforts in the community.

Strategy	5-Year Goal
Provide economic development assistance to expanding or new businesses to create and/or retain jobs.	-100 jobs will be created.
Support job training and placement programs for low to moderate income residents.	-800 low to moderate income people will be prepared and placed in jobs -400 of the people placed in jobs will retain those jobs for 180 days
Support outreach efforts to market available forms of economic development assistance to encourage business expansion or new business development.	-1,500 businesses will be contacted. -As a result of contacts, 5,000 jobs will be created and 25,000 jobs will be retained.

Source: Indianapolis - Marion County 2010-2014 Consolidated Plan

The Project's scope of work includes activities which will determine the potential of each site as a location for a use or uses that can generate new employment opportunities and assess the potential of each site as a location for mixed-use including non-employment generating uses (e.g. residential), where appropriate. The scope of work also includes activities which will identify any zoning issues for each site that could affect its redevelopment potential and will inform an action plan that will identify roles and responsibilities for key players to enact the redevelopment strategy for each site.

This project will also be informed by the goals and objectives of other strategic planning efforts to provide actionable near-term economic development strategies.

The **High Technology Task Force** report included the following five goals that would support the attainment of the vision of Indianapolis as the recognized leader in technology in the Midwest:

High Technology Task Force Goals

1. Create a Culture to support the growth and development of businesses focused on the creation and implementation of technology solutions.
2. Enhance the Research and Development capacity and create strong linkages among the primary research-intensive universities and the private sector to support the applied research, technological innovation, technology transfer, and product commercialization opportunities.
3. Improve capabilities to grow, retain, and attract technology professionals.
4. Provide access to appropriate sources of capital and raise the success rate for local entrepreneurs seeking capital.
5. Create Public Policy and infrastructure conducive to the growth and development of technology businesses.

Source: High Technology Task Force report

The Project's Scope of Work includes evaluation of existing studies relevant to this investment such as the High Technology Task Force report which is intended to determine how changes in the automotive industry have affected the local economy and inform the preparation of economic goals (goal setting) and appropriate next steps (programming) to getting these four sites redeveloped.

The mission of the **Irvington Innovation Zone** is “to enhance our community’s pride, vibrancy, and economic stability through aggressive economic development in advanced manufacturing, motorsports, logistics, life sciences and education” and states the following goals:

Irvington Innovation Zone Goals

1. To maintain a focus on the mission throughout the master plan process while developing a plan that will serve as a “guideline” for future site and facility improvements. A “guideline” that will also serve as a benchmark to continually track and measure future site and facility improvements and future mixed-use developments as they are proposed.
2. To develop a master plan that is inspired by a can-do attitude, including an appropriate master plan implementation strategy.
3. To develop a master plan that is thorough and visionary with a focus on current and projected site and facility improvements and future mixed-use developments.
4. To reach out to a significant cross section of the Irvington Innovation Zone community to solicit input in order to develop a consensual master plan.
5. To investigate, acknowledge, and include previous or current information developed by State and local officials, area business leaders, and members of our community relative to current and future site and facility improvement and expansion.
6. To assess current facility utilization to determine how utilization can be maximized, efficient, orderly, and in keeping with that required to restore community pride, vibrancy, and economic stability.
7. To assess and put forth recommendations regarding traffic patterns, including vehicular and pedestrian circulation, as well as monumental gateways and landmark signage.
8. To identify federal, state, and local stimulus funds and economic development incentives to facilitate implementation of the site and facility improvements and future mixed use developments.

Source: Irvington Innovation Zone Master Plan

The Project's Scope of Work includes a review of existing neighborhood plans, such as the Irvington Innovation Zone Master Plan and land use studies to identify economic conditions which are either enabling or hindering the reuse of these four sites.

A.3.c. Economic Conditions/Adjustment/Impact

A.3.c. Economic Conditions of the Region

Population

The 2000 population of Marion County was 860,454. The 2010 population of Marion County was 903,393. This represents a 4.99 % increase from 2000. Marion County has seen its population gradually grow over the past 30 years. The surrounding counties have continued to see large population growth. Even with large suburban growth, the County is home to more than 50% of the Central Indiana's entire population, with the balance spread among the remaining counties. While Indianapolis itself is home to more than 50% of the Region's population, no other city has more than 5%. The County's population skews older, with more than 65% of the residents 25 or older. This demographic factor is key when planning a regional economic development strategy. Understanding the workforce available now, and likely available in the future, will be required as new areas of economic growth are explored. The availability of a workforce will be a key driver in the Region's economic areas of focus.

Education

Successful completion of higher education is an important identifier of worker readiness and ability to successfully seek and maintain gainful employment. Generally, Indiana's percentage of population with a four year or greater degree is low, hovering around 20%, approximately 8% below the national average. Table 2 provides a profile of the educational attainment of Marion County residents compared to State-wide data.

Table 2: Educational Profile Comparison

County	High School Graduate or Higher				Bachelor's Degree or Higher			
	2000	Rank	1990	Rank*	2000	Rank	1990	Rank*
Indiana	82.1	NA	75.6	NA	19.4	NA	15.6	NA
Marion County	81.6	36	76.8	23	25.4	5	21.4	5

Data Source: US Census Bureau

* Ranking is out of 92 counties in Indiana

Employment

Marion County residents in the labor market are currently employed across a variety of sectors. Over 92% are employed earning a wage, with the balance being either farm-related (0.1%) or non-farm businesses (7.7%). As shown in Table 3, Government-related employment comprises the single largest group of wage earners in the Region, which can be attributed to Indianapolis being the State's Capital, largest city and a hub for Federal offices.

Of the private employment sectors, Health Care and Social Services, Manufacturing, Retail, and Accommodations and Food Services are the top industries. The highest

average wage-earning industry, manufacturing, has seen its total employment drop 78% since 2001.

Table 3: Marion County Employment and Earnings by Industry, 2010

Marion County, 2010	Employment	% in County	Total Earnings (\$000)	% in County	Average Earnings Per Job
Total by place of work	643,502	100.0%	\$38,423,254	100.0%	\$59,710
Wage and Salary	593,879	92.3%	\$28,712,402	74.7%	\$48,347
Farm Proprietors	218	0.0%	\$871	0.0%	\$3,995
Nonfarm Proprietors	49,405	7.7%	\$2,782,618	7.2%	\$56,323
Farm	391	0.1%	\$6,589	0.0%	\$16,852
Nonfarm	643,111	99.9%	\$38,416,665	100.0%	\$59,736
Private	557,765	86.7%	\$32,869,540	85.5%	\$58,931
Accommodations & Food Services	44,345	6.9%	\$968,754	2.5%	\$21,846
Arts, Entertainment & Recreation	11,191	1.7%	\$583,564	1.5%	\$52,146
Construction	29,566	4.6%	\$2,161,960	5.6%	\$73,123
Health Care & Social Services	83,249	12.9%	\$5,295,381	13.8%	\$63,609
Information	11,321	1.8%	\$840,199	2.2%	\$74,216
Manufacturing	59,525	9.3%	\$6,287,236	16.4%	\$105,623
Professional & Technical Services	39,734	6.2%	\$3,405,742	8.9%	\$85,714
Retail Trade	53,826	8.4%	\$1,848,628	4.8%	\$34,345
Transportation & Warehousing	36,062	5.6%	\$1,801,670	4.7%	\$49,960
Wholesale Trade	29,805	4.6%	\$2,174,799	5.7%	\$72,968
Other Private (not above)	159,141	24.7%	\$7,501,607	19.5%	\$47,138
Government	85,346	13.3%	\$5,547,125	14.4%	\$64,996

Source: U.S. Bureau of Economic Analysis.

Income/Poverty

Income and poverty are useful tools in measuring the relative health of a region. According to the U. S. Census Bureau, the estimate of Median Household Income in Marion County between 2006 and 2010 was \$43,541, compared to \$47,697 for Indiana. A Marion County household has approximately 10% less income than a typical Indiana household, which is further exacerbated by the fact that the cost of living is higher in Marion County compared to other counties in the State. Over 17% of Marion County residents live below the poverty level.

There are several other indicators of poverty – Temporary Assistance for Needy Families, Food Stamps Recipients and Free and Reduced-Price School Lunch Recipients – that reinforce the fact that Marion County bears a large burden of the State’s poverty. The percentage of Marion County public school students receiving free or reduced-price lunches has increased from 55.6% of all students in 2007 to

63.7% of all students in 2011. Table 3 provides a comparison of Marion County's income and poverty indicators to the State levels.

Table 4: Income and Poverty Comparison

Income and Poverty	Marion County	Indiana	% of State
Median Household Income (2006-2010)	\$43,541	\$47,697	91.3%
% Persons below Poverty Level	17.3%	13.5%	n/a
Temporary Assistance for Needy Families (TANF) Recipients (2010 Monthly Average)	11,050	40,135	27.5%
Food Stamp Recipients (2010 Monthly Average)	161,157	787,183	20.5%
Public School Free and Reduced Price Lunch Recipients (2011)	91,546	489,137	18.7%

Sources: U.S. Bureau of Economic Analysis, U.S. Census Bureau – American Community Survey, Indiana Family and Social Services Administration, Department of Family Resources, Indiana Department of Education.

A.3.c. Economic Adjustment Problems or Economic Dislocations

The economic slowdown, triggered by the destabilization of the automotive industry, profoundly affects the City of Indianapolis and its citizens. Not long ago, Indianapolis was touted as a City with an abundant supply of jobs. In 2006, according to the Education Portal and Monster.com, Indianapolis experienced an 8% increase in job offers while the percentage of job seekers only increased by 4%. The unemployment rate for the Indianapolis Metropolitan Statistical Area (MSA) in May 2008 was 4.5%. However, with the automotive plant closings beginning to take effect, the picture had changed by December 2008, with a 6.7% unemployment rate for the Indianapolis MSA. By the next month, the unemployment rate jumped to 8%. For Marion County, the unemployment rate has generally been 1% greater than the unemployment rate for the Indianapolis MSA. The following table provides employment data across the past decade for the manufacturing sector. There were 67,306 potential candidates in the workforce system looking for work in Marion County, Indiana in May 2012.

According to the Indiana Department of Workforce Development, Dislocated Worker Unit, the numbers of dislocated workers in Indianapolis from January 1, 2001 to April 30, 2012 are shown in Table 5.

Table 3: Dislocated Auto Workers, Indianapolis

City	Company Name	Supplier to or Subsidiary of:				Grand Total
		Chrysler	Ford Motor Company	General Motors	Navistar	
Indianapolis	Automotive Components Holdings, LLC		88			6501
	Daimler Chrysler	881				
	Ford Motor Company		630			
	General Motors Stamping Plant			785		
	International Truck & Engine Corp.				417	
	Navistar				2342	
	Navistar (dba-Indpls Casting Corp.)				415	
	Navistar (including Foundry)				512	
	Visteon		231			
	Visteon Indianapolis		200			
Indianapolis Total		881	1149	785	3686	

Source: Indiana Department of Workforce Development, Dislocated Worker Unit

A.3.c. Regional Impact of Economic Conditions

Indianapolis-Marion County has experienced an economic slump over the last several years. The single biggest sector that has constricted in the last five years is manufacturing (-16.08%). Central Indiana has a strong history of heavy manufacturing, an industry that has suffered greatly since 2008. In fact, when considering the entire Metropolitan Statistical Area (on a full county basis) manufacturing still constitutes 8% of the private employment, the third-largest identified sector. That 8%, however, accounts for nearly 15% of the wages in the Region, testifying to the industry's oversized economic impact. Thus it is easy to see, as the economy entered the recession, and those jobs were shed, it provided a disproportionate economic jolt to the Region.

An example can be found from 2008 to 2011, when three major auto plants, Ford, GM and Navistar, either closed, started closing or severely cut back their workforce, dislocating more than 1,000 workers. The number of high-wage, limited-skill former employees who were thrust in the market from just those three companies, created a significant issue for workforce development efforts. Those challenges remain, because like the rest of the country, when manufacturing jobs return in large numbers, they will be very different jobs than the ones that left our communities.

SECTION A.4. INVESTMENT (PROJECT) IMPACT AND FIT WITH EDA FUNDING PRIORITIES

A.4 Project Satisfies Investment Policy Guidelines

The following tables highlight key components of Indy FastTrack as it relates to Economic Development Administration (EDA) Funding Priorities.

Table 4: Project's Fit with EDA Investment Policy Guidelines

Project Component	EDA Investment Policy Guidelines				
	National Strategic Priorities*	Economically Distressed and Underserved Communities	Return on Investment	Collaborative Regional Innovation	Public-Private Partnerships
Indy FastTrack will attract private investment to repurpose four prime industrial sites, which encourages job growth and business expansion related to advanced manufacturing, information technology, and innovations in life sciences and health care in a community severely impacted by automotive industry restructuring. (*see Table 7 for categories)	✓				
Indianapolis was once home to Chrysler, Ford, Navistar, General Motors factories, and their suppliers, employing as many as 56,000 people; however, due to the catastrophic destabilization of the automotive industry, the Region's unemployed and underemployed seek high-paying jobs that the private investments resulting from Indy FastTrack will provide.		✓			
Mapping each of the sites across a 'readiness matrix' to assess the baseline of what is already known about each of the sites and the needs of the Region will illuminate gaps or barriers in the necessary sequence of events and will inform what 'next steps' are critical to advance the sites toward private investment. Prioritizing next steps to fill those gaps and remove barriers will fast track the ability of the City and its partners to make the four key sites ready for private investment.			✓		
Dow AgroSciences, LLC was founded in 1989 as a joint venture between Indianapolis-based Eli Lilly and Company and Dow Chemical. Dow Chemical eventually purchased Lilly's share in 1997. Dow Agro is a life sciences company focused on seed-related biotechnology. Dow AgroSciences is currently investing \$340M in research and redevelopment facilities in Indianapolis. It is anticipated that this investment will add 577 more jobs by 2015.				✓	
Indianapolis Department of Metropolitan Development will provide a framework of strong organizational leadership from which to lead a coalition of political, civic and business leaders, in public-private partnership representing a broad cross section of regional interests, in a united effort to replace and expand employment lost by the destabilization of the automotive manufacturing industry. This Project will be propelled by a track record of successes by a robust set of partners committed to leveraging expertise and complementary resources to achieve a common goal.					✓

Table 5: Project's Fit with EDA National Strategic Priorities

Project Component	National Strategic Priorities					
	Tech-led economic development	Small to medium businesses	Global Competitiveness and Innovation	Response to economic dislocation of auto industry	Commercialization of Research	Environmentally sustainable redevelopment
Values embodied in plans, such as the Irvington Innovation Zone Master Plan, BioCrossroads, and the High Technology Task Force demonstrates the Region's broad consensus that exists around technology-based economic development as a core regional strategy. This commitment is critical to the process of applying the appropriate degree of resources and policy focus to build a self-reinforcing group of successes.	✓					
Indy FastTrack seamlessly aligns with the first goal of the Consolidated Plan which is to encourage economic development activities and efforts in the community. Stated strategies to achieve this goal include providing economic development assistance to expanding or new businesses to create and/or retain jobs and supporting outreach efforts to market available forms of economic development assistance to encourage business expansion or new business development.		✓				
The Irvington Innovation Zone Master Plan and the High Technology Task Force Report identify economic clusters, including advanced manufacturing, motorsports, logistics, life sciences, education, to inform site and facility improvements and/or expansion projects consistent with the long-term vision of a globally competitive Region.			✓			
Implementation of this Project will subsequently lead to substantially increase local wages and the number of jobs, thereby resulting in a resilient and more diversified regional economy that can readily adjust to potential downturns in discrete economic sectors and capitalize on the multiple and broad benefits of increased global competitiveness.				✓		
The Region has been recognized as one of the nation's top life sciences communities. Life science companies within the community make up a diverse industry base of intellectual capital and academic partnerships. This project will seek to bring together research and academia with government and industry as an opportunity for the redevelopment of these sites.					✓	
Investment in Indy FastTrack will enable the City and its partners to plan for transit-oriented redevelopment of the four sites, which will enhance the environmental quality of the whole Region and will improve access to diverse and equitable transit options.						✓

SECTION A.5. APPLICANT'S CAPABILITY

Indianapolis' Department of Metropolitan Development will provide a framework of strong organizational leadership from which to lead a coalition of political, civic and business leaders, in a public-private partnership, representing a broad cross-section of regional interests, in a united effort to replace and expand employment lost by the destabilization of the automotive manufacturing industry. This Project is propelled by a track record of success by this same robust set of partners who are committed to leveraging expertise and complementary resources to achieve a common goal.

The City of Indianapolis, Department of Metropolitan Development, will serve as the lead agency for this investment. Within the Department, the Division of Planning will provide the primary staff for the planning of this Project and the Community and Economic Development Division will provide the primary staff for subsequent implementation. Both divisions are experienced in Federal grant administration and will closely coordinate their efforts throughout this process.

The City of Indianapolis will ultimately be responsible for ensuring that the goals of this Project are achieved within the planning period. The City will rely on existing public-private partnerships across Marion County to complete this body of work. The City of Indianapolis has adopted monitoring policies in its published *Federal Grants Management Policies*. This document serves as guidance for all City employees, subcontractors and project sponsors responsible for administering funding from the Federal agencies such as the U.S. Economic Development Administration. More specifically, the City issues performance-based contracts for all of its subcontractors and project sponsors and includes the *Federal Grants Management Policies* as part of the contract language.

The City has implemented strong monitoring policies for all of its grant-funded programs. All project staff is provided ample training on the Federal Grants Management Policies at the beginning of each year and are made aware of all obligations and requirements before entering into contracts on behalf of the City. The Department of Metropolitan Development anticipates contracting with at least one consultant to complete portions of this Project.

Track Record of Success:

- Circle Centre Mall
- Rolls-Royce Downtown
- 16Tech Park
- Bush Stadium Reuse
- City Way Development
- Lucas Oil Stadium
- Superbowl 2012
- Near East Side Legacy Neighborhood
- Construction of a New Public Hospital
- Construction of a New Airport

SECTION A.6. PROPOSED PROJECT TIME SCHEDULE

The urgent need to secure private investment in the four underutilized sites and return them to a role with sustained economic value, necessitates an expedited project schedule. The Department of Metropolitan Development staff anticipates completing this Project within eighteen months of issuance of a notice to proceed from the U.S. Economic Development Administration (see the proposed timeline below).

Table 6: Proposed Project Timeline

Task Summary	Timeline
Task 1: Baseline Assessment	
SubTask 1A: Inventory of Existing Works	Months 1 - 2
SubTask 1B: Generalized Economic Analysis	Months 3 - 4
<i>Task 1 Interim Deliverable: Summary of Existing Conditions</i>	<i>Month 5</i>
Task 2: Planning Process	
SubTask 2A. Chrysler Site Analysis	Months 1 - 6
SubTask 2B. Navistar Site Analysis	
SubTask 2C. Ford/Visteon Site Analysis	
SubTask 2D. GM Stamping Plant Site Analysis	
SubTask 2E. Prepare Action Plan for Each Site	Months 7-17
<i>Task 2 Deliverable: Indy FastTrack Strategic Action Plan</i>	<i>Month 18</i>
Total Project	18 Months

SECTION A.9. NON-EDA FUNDING FOR PROJECT

A.9.a. Source, Nature and Amount of Non-EDA Funding

The Department of Metropolitan Development (DMD) is asking for a \$150,000 grant from the U.S. Economic Development Administration. DMD will match the grant with \$150,000 in cash and in-kind services for a total of \$300,000. All non-EDA funding will be available as needed for the duration of the project and is not conditioned. This will enable the completion of a strategic results-oriented, market-driven action plan for four closed automotive plant sites: GM, Ford, Chrysler, and Navistar.

The matching share includes the following:

- \$100,000 cash contribution from Develop Indy's Deal Closing Fund, and
- \$50,000 in in-kind contributions from the Department of Metropolitan Development in the form of salary and benefits of DMD Planning and Economic Development staff.

The in-kind contributions are broken out as follows:

Table 9: Valuation of In-kind Contribution

Authorized Staff Positions by Division	Minimum Hours*	Salary	Benefits	Total
Division of Planning				
• Administrator	100	\$3,659	\$1,030	\$4,689
• Principal Planner/Manager	200	\$4,446	\$1,227	\$5,673
• Principal Planner	520	\$13,920	\$4,420	\$18,339
• Senior Planner	200	\$5,497	\$1,726	\$7,223
• Senior Planner	200.3	\$3,868	\$1,429	\$5,297
Division of Community and Economic Development				
• Assistant Administrator	100	\$2,548	\$826	\$3,374
• Senior Project Manager	200.3	\$3,959	\$1,445	\$5,404
Total	1520.6	\$37,897	\$12,103	\$50,000
* These are the minimum hours that staff will spend on the project. In all likelihood, actual staff hours will surpass this estimate.				

A.9.c. Actions Needed & Timing to Secure Non-EDA Funding

Develop Indy's Board of Directors has approved the cash contribution in the amount of \$100,000. The Department of Metropolitan Development will incorporate this cash contribution, the EDA grant, and in-kind staff support in its budget.

SECTION E. BUDGETING AND STAFFING SUPPLEMENT

Section E.1. Budget Supplement

This section describes the use of funding amounts budgeted for contractual items. The amount budgeted in Form SF-424A, 'Budget Information - Non-Construction Programs' is intended for use of consultant services. These services will be solicited through an RFQ process to ensure cost effectiveness. Services to be requested include, but are not limited to: property and real estate, environmental, workforce, and general planning.

Section E.3. Key Applicant Staff & Resources

This section identifies key applicant staff that will undertake and complete project activities. The first paragraph under each person's name includes a statement about the qualifications of the individual's ability to implement the short-term planning activities based on his or her knowledge, organization experience, and expertise. The second paragraph describes in limited detail the person's roles and/or responsibilities at it relates to this Investment. While it is not intended to serve as an exhaustive list of key applicant staff, the information provided below is intended to communicate the fact that the City of Indianapolis-Marion County is fully qualified when it comes to the successful completion of the Project.

E.3 - Project Administration

Michael Huber, Deputy Mayor for Economic Development Mayor's Office

As Deputy Mayor, Mr. Huber's role is to implement the Mayor's economic development vision: to help Indianapolis companies grow, to invest infrastructure capital to leverage private dollars, and ultimately to make Indianapolis the most attractive place in the nation for the creation and retention of good jobs. Prior to joining the City of Indianapolis, Michael worked in Indiana Governor Mitch Daniels' administration serving as Deputy Commissioner of the Indiana Department of Administration where he managed State government support services including real estate and leasing, print and mail, and logistics and warehousing. He was Deputy Director of the Office of Management and Budget Government Efficiency and Financial Planning group where he and his team led Governor Daniels' State government-wide performance management and program review initiative. Mr. Huber is a member of the Associate Faculty of the School of Public and Environmental Affairs at Indiana University-Purdue University-Indianapolis (IUPUI), where he teaches a course in public and nonprofit sector performance management.

Mr. Huber will provide coordination and decision making, as needed.

Maury Plambeck, Director*Dept. of Metropolitan Development*

Mr. Plambeck has been Director of the Department of Metropolitan Development since 2001. The department has 100 employees and is responsible for planning, economic development, community development, historic preservation, and citizen involvement. Formerly, he had thirteen years experience as a Planner for the City of Indianapolis, including Manager of the Current Planning Section and Administrator of the Division of Planning. Prior to that, he served as a Planner for the City of Cheyenne and Laramie County Regional Planning Office, Cheyenne, Wyoming.

Mr. Plambeck will provide decision making as needed for each aspect of the project.

Michael Peoni, Administrator*Dept. of Metropolitan Development, Division of Planning*

Mr. Peoni has been the Administrator of the Division of Planning (which includes zoning) since 2002 with primary responsibilities of policy direction, work program development, and budget oversight. He was formerly the Manger of the Metropolitan Planning Organization and oversaw numerous transportation grants and programs.

Mr. Peoni will provide policy direction and budget oversight in relation to the project.

Jennifer Fults, Administrator*Dept. of Metropolitan Development, Division of Community and Economic Development*

Ms. Fults provides oversight and management of all aspects of community development, including economic development, housing and neighborhood development, abandoned housing and grants administration. She has more than 18 years of experience and a great deal of expertise in managing housing and community development grants from the United States Department of Housing and Urban Development. She also has a strong knowledge and understanding of regulatory requirements and expectations.

Ms. Fults will provide policy direction in relation to the programming of public assistance in connection with the project.

Richard May, Assistant Administrator*Dept. of Metropolitan Development, Division of Community and Economic Development*

Mr. May has worked for public and private organizations in the Midwest for over three decades. His expertise includes the fields of economic development, community development, real estate, law, housing and public administration. He manages the Economic Development Section of the Development of Metropolitan Development consisting of a staff of five professionals. The Economic Development staff's responsibilities include: Tax Increment

Financing (TIF), tax abatements, city-owned real estate, Certified Technology Parks (CTPs), and New Markets Tax Credits.

Mr. May will provide assistance in coordinating project stakeholders meetings and programming of any proposed public assistance related to the project.

E.3 Project Management

David DiMarzio, Principal Planner

Long Range & Subarea Planning

Dept. of Metropolitan Development, Division of Planning

Mr. DiMarzio has more than three decades of planning and development experience. He has been project manager for numerous special projects and also serves as the Indianapolis Regional Center Hearing Examiner. He has significant neighborhood planning and data development experience and is skilled in GIS. He formerly was involved with the planning and management of the City's Community Development Block Grant, HOME and Hope 3 programs.

Mr. DiMarzio will serve as project manager for the Project.

Brooke Thomas, Senior Planner

Current Planning

Dept. of Metropolitan Development, Division of Planning

Ms. Thomas is a certified planner, providing professional planning services in the field of urban planning and development, transportation planning, and environmental planning for nearly 10 years. She has assisted many communities in formulating creative solutions to complex and unique land use, zoning, and transportation challenges. Ms. Thomas is responsible for the creation, administration, interpretation and enforcement of land use regulations and controls in Indianapolis-Marion County in her technical role as a planner. Ms. Thomas has also contributed to the successful management of numerous development and redevelopment plans. She is especially skilled in developing holistic strategies, scenarios and concepts while simultaneously generating momentum for implementation. She is an excellent communicator, educator, and trusted staff to numerous commissions, boards, directors, and elected and appointed officials.

In addition to providing technical assistance in the areas of land use and transportation planning, and zoning and land use controls, Ms. Thomas will server as assistant project manager for the Project.

E.3 Technical Assistance

Robert Glenn, Principal Planner and Manager

Information Resources and Policy Analysis

Dept. of Metropolitan Development, Division of Planning

Mr. Glenn is responsible for gathering and analyzing data for planning projects within the Division of Planning and provides planning support to other departments within the City of Indianapolis, non-profit organizations and neighborhood groups. His expertise includes: GIS, geospatial analysis, data development and analysis, website development, information dissemination,

marketing, neighborhood development and economic development. Mr. Glenn was formerly the Executive Director of a local Community Development Corporation.

Mr. Glenn will provide employment and industry-related data in support of the project.

John Byrnes, Senior Planner

Long Range & Subarea Planning

Dept. of Metropolitan Development, Division of Planning

Mr. Byrnes has more than three decades of experience in numerous planning and design potential studies of neighborhoods and sub-neighborhood areas. He is highly skilled in land use, zoning, graphics, and GIS.

Mr. Byrnes will provide land use, zoning, urban design, and graphic support for the project.

Ryan Hunt, Senior Project Manager

Dept. of Metropolitan Development, Division of Community and Economic Development

Mr. Hunt manages the City's tax abatement program and is the project manager for the City's ongoing redevelopment efforts for the International Marketplace and Smart Growth District (an EPA Sustainable Communities Pilot Project). He has experience working with local, State and federal agencies, business and property owners as well as community and neighborhood organizations. He has been involved in neighborhood planning activities, community outreach, business attraction and retention, and contract and project management. Prior to serving as a Senior Project Manager, Mr. Hunt was a Senior Planner with the Division of Planning with specialization in zoning and plan review.

Mr. Hunt will assist in working with stakeholders and determining need for economic incentives and technical support.

E.3 Organizational resources: Partner Organizations

In addition to the Department of Metropolitan Development staff highlighted above, the following entities have knowledge, expertise, and resources that may be made available to the Department of Metropolitan Development, specifically for the successful completion of this Project.

Develop Indy

Develop Indy is a business owner's ally when it comes to helping them grow their business. With a focus on business development, workforce development and real estate, Develop Indy offers the following services: site selection assistance; customized incentive packages; recruitment, retraining and retention; market research and data; network development; and government liaison when it comes to infrastructure, zoning and permitting needs. As of the publication of this application, target industries of Develop Indy include: advanced manufacturing, clean technology, information technology, life sciences, logistics, motorsports, and emerging industries.

Develop Indy will play a role in the management of this Project. They will also provide technical expertise for action items outlined in the scope of work. For opportunities with employment generation, Develop Indy will lead the incentives process. They will provide connections to business community, potential organizations for partnership, researchers, and suppliers. Most importantly, Develop Indy will be instrumental in offering marketing resources for the four sites through project implementation.

Key Support Staff: Sue Scott, Project Director – Advanced Manufacturing, Life Sciences and Food; Michael Young, Project Director – Clean Technology and Aerospace Industries

EmployIndy

EmployIndy is Indianapolis-Marion County's local workforce development organization dedicated to advancing workforce solutions for the community. EmployIndy's mission is to connect Indianapolis-Marion County employers and job seekers through a results-oriented workforce training and business solutions system dedicated to recognition of local job trends and implementation programs to meet the workforce needs today and in the future.

Key Support Staff: Gus Linde, Senior Director – WorkOne Operations; Chelsea Meldrum, Associate Director – Policy and Planning

The Indy Partnership

The Indy Partnership is the regional marketing organization for the Region, concentrating its efforts in the following industry clusters: life sciences, motorsports, transportation, distribution and logistics, advanced manufacturing, information technology, and clean-tech energy. The Partnership's staff has decades of cumulative project experience and offers start-to-finish assistance to help businesses make an informed, strategic location decision. The Partnership provides clients with solid quantifiable numbers on workforce, cost of doing business including incentives and taxes, available sites, transportation options and additional relevant data on a county-by-county or region-wide basis. Indy Partnership's business development professionals, working with regional county partners, assist companies throughout the site selection process as they choose the ideal location for an expansion or location. The Partnership's research team can help analyze prospective locations by providing cost of doing business analyses, utility rate estimates, community profiles, comparative information, wage data, demographics and education and training resources. Staff will provide accurate information on available buildings and land to match exact facility requirements. The Partnership staff can assist in identifying applicable incentive programs and estimate the value of qualifying programs, aid in interpretation of incentive packages and connect interested parties to State and local leaders who can help move projects to completion. Specific to this project, the Partnership will provide staff expertise in referencing and referral services on an as-needed basis.

Key Support Staff: Jeff Barnett, Research Director. Paula VanDeVanter, Business Development Manager.

Indiana Department of Workforce Development

The Indiana Department of Workforce Development “aggressively empowers Indiana workers to become a highly-skilled, competitive workforce.”

Key Support Staff: Mickey C. Kinder, Director – Dislocated Worker Unit

Indiana Business Research Center

Established in 1925, the Indiana Business Research Center is an integral unit in the Kelley School of Business at Indiana University. IBRC provides and interprets the economic information needed by the State’s business, government and nonprofit organizations, as well as users of such information throughout the nation. IBRC maintains databases on numerous topics such as income, employment, taxes, sectors of the economy, education, demographics and a host of other economic indicators for the nation, the State and local areas. In addition, the Center conducts original research to generate needed information when existing data are not available or sufficient. Initiatives that compliment this Project include:

- **Driving Change: Greening the Automotive Workforce** – a consortium to analyze issues related to the restructuring of the auto industry in the tri-state area. The consortium worked with strategic partners in industry and government, and leveraged university expertise to analyze the specific nature of the auto industry transformation and the skills relevant to efficient and renewable vehicle technologies and the skills relevant to efficient and renewable vehicle technologies and other career opportunities in the green economy. It was funded by the U.S. Employment and Training Administration.
- **Indiana State Data Center Program** - a federal-state partnership between the U.S. Census Bureau and the State of Indiana. This partnership was designed to provide demographic and economic statistics to all sectors of the community, including government agencies, businesses, academia, nonprofit organizations, and private citizens. STATS Indiana is a major provider of census data. The IBRC was a founding partner in the program and also spearheaded the first pilot version of this nationwide program.
- **Strategic Skills Initiative** - The Strategic Skills Initiative (SSI) addressed Indiana's critical job shortages and aimed to increase opportunities and wages for Hoosier workers. Throughout the State, money was awarded and solutions identified to encourage economic growth and better paying jobs in the State's 11 economic growth regions.
- **Indiana’s Daily Economic Digest** – a daily compendium of news from Indiana’s newspapers that focus on topics hot for development (e.g. life sciences, expansions and closings, education, taxes, etc.)

Key Support Staff: Carol Rogers, Deputy Director and Chief Information Officer

Ivy Tech

Education and professional development training are among the most critical investments a company can make and training tends to have the biggest impact on the bottom line. The Ivy Tech Corporate College partners with our businesses and industries to provide the highest return on their investment by determining, designing, developing and delivering solutions that are:

- Industry-recognized, so companies can compete
- Affordable, to keep cost low
- Customizable, which ensures companies get exactly what they need
- Proven, with satisfied clients ranging from small businesses to global Fortune 500 companies
- High quality, with instructors bringing world-class experience and insight to develop employees
- Flexible, with solutions for all employees from front line staff to key executives

Ivy Tech works closely with companies throughout the State in defining workforce deficits and shortages and coming up with strategic initiatives to address those deficits and shortages. Ivy Tech partners with industry for holistic, comprehensive solutions that address issues for companies, their suppliers, and the communities in which they are located. With extensive experience in supply-chain management and economic development, Ivy Tech can assist in devising a redevelopment strategy for companies and communities. Considering trends such as reshoring and lean production systems for start-ups, Ivy Tech has the expertise to identify and support economic development initiatives and to deliver solutions support as needed. With 26 campuses and multiple sites blanketing the State, Ivy Tech is well positioned to foster growth and economic development throughout Indiana.

Key Support Staff: Sue Griffith Smith, Corporate Executive for Manufacturing and Technology

Indianapolis Local Public Improvement Bond Bank

Created in 1985, the Indianapolis Bond Bank serves as conduit issuer for qualified entities and manages outstanding debt obligations of the qualified entities. It is an instrumentality of the City of Indianapolis, but is not a City agency and has no taxing power. The Bond Bank is a body corporate and politic separate from the City and is governed by a five-member Board of Directors appointed by the Mayor for three-year terms. It was created for the purpose of buying and selling securities of certain qualified entities, including the City, County, all special taxing districts of the City, all entities whose tax levies are subject to review and modification by the City-County Council, and certain authorities or entities that lease land or facilities to other qualified entities. The Bond Bank supports and manages the operations of miscellaneous City projects, including Union Station, Indianapolis Downtown Canal, Indianapolis Downtown, Inc., and various City-owned parking facilities. The Bond Bank helped provide financing for many projects including Circle Centre Mall, JW Marriott, the Conrad Hotel and many other catalytic projects within TIF allocation areas in Marion County. The Indianapolis Local Public Improvement Bond Bank will serve as a key sounding board for the feasibility of recommendations produced by this Project.

Key Support Staff: Kris Butler, Deputy Director

Also available are:

Central Indiana Corporate Partnership was formed in 1999 to bring together the chief executives of Central Indiana's most prominent corporations and its university presidents in a regional approach to long-term growth and prosperity. The collective influence of the Region's CEOs and higher education leaders has made Central Indiana Corporate Partnership the focal point for economic development at the Crossroads of America. In 2001, the Central Indiana Corporate Partnership released an ambitious blueprint for economic development in Central Indiana in partnership with the Battelle Memorial Institute, focusing on key industry clusters – advanced manufacturing, the life sciences, logistics and technology, with an overall focus on entrepreneurship to diversify Central Indiana's economy. This approach was adopted by local and State government, and in the years since, the Central Indiana Corporate Partnership has launched or incorporated subsidiaries to address each industry as well as regional business attraction. The Central Indiana Corporate Partnership is the parent organization for this 'family' of initiatives (a.k.a. BioCrossroads, Conexus, TechPoint, and Energy Systems Network), creating a cohesive economic development structure for Central Indiana.

BioCrossroads is a catalyst for life sciences ideas. Whether it is providing funding, launching new businesses or products, or partnering with Indiana's research institutions, global companies, philanthropic organizations and government, BioCrossroads is advancing Indiana's next generation of growth and innovation.

Conexus is an initiative to capitalize on emerging opportunities in advanced manufacturing and logistics, aligning resources and expertise to make Indiana a leader in these exciting industries. Conexus Indiana is focused on issues like workforce development, exploring new market opportunities and building research and supplier networks to help Indiana manufacturing and logistics firms succeed.

TechPoint is Indiana's initiative for the State's technology-based economy and growing entrepreneurship. It is known for its ability to identify and empower high-growth Indiana technology companies through education and networking programs, government advocacy and strategic economic development initiatives. TechPoint represents Indiana's entire technology community, including publicly-traded companies, private businesses, colleges and research universities, and local economic development organizations. It is not a membership organization. It is one of the Central Indiana Corporate Partnerships' major vehicles for economic growth initiatives. TechPoint's mission is to accelerate Indiana's emerging and vibrant information technology sector.

Energy Systems Network is an initiative focused on bringing 'clean technology' solutions to market, using innovation to confront tremendous energy challenges that include an overdependence on foreign oil, rising carbon emissions, and the need for a more energy efficient electrical grid. The mission of Energy Systems Network is to build an energy ecosystem that connects partner companies and institutions – in Indiana, across the country and around the world – to address energy needs and generate new jobs and investment in the process. Based in Indianapolis, Energy Systems Network provides development and coordination for collaborative projects and joint ventures between network members who are working to commercialize new energy technologies.

Indiana Motorsports Association is a specialized association in pursuit of unifying all motorsports business-related interests within the State of Indiana and to enrich the economic impact of Indiana motorsports businesses. They seek to develop strong, lasting relationships among the racing community, business community, governmental institutions, and universities. They aim to aid and create economic growth within the State of Indiana.

Indianapolis Downtown, Inc. is a 501(c)(3) not-for-profit organization formed to develop, manage and market Downtown Indianapolis. Indianapolis Downtown, Inc. exists to continually improve the downtown because the Indianapolis Region needs a strong, relevant and vibrant core.

Metropolitan Indianapolis Board of REALTORS® is the professional association representing central Indiana's REALTORS®. Founded in 1912, MIBOR was established by 43 charter members and today serves the needs of more than 6,500 members in Boone, Brown, Hamilton, Hancock, Hendricks, Johnson, Marion, Montgomery, Morgan and Shelby counties. Its core purpose is to provide a professional, supportive environment for MIBOR members. Their role is to provide benefits and services to and on behalf of its members that they cannot reasonably do for/by themselves, nor can their company, nor can their franchise.

Greater Indianapolis Chamber of Commerce with a membership of 3,600 businesses representing 279,000 employees in Central Indiana, the Greater Indianapolis Chamber of Commerce is one of the largest chambers of commerce in the country. The Indy Chamber has a vision of creating a region with: an unparalleled quality of life, a comprehensive mass transportation system, a streamlined local government structure, an educational system that is second to none, and a unified pursuit for economic development.

Westside Chamber of Commerce was founded in early 2010 by a small group of concerned business and government leaders who recognized the values of the West Side of Indianapolis, specifically Decatur, Pike and Wayne Townships, and eastern Hendricks County. The Chamber provides a business and community voice to address critical issues experienced by these areas.

SECTION G. SCOPE OF WORK, FURTHER DESCRIBED

G.1. Proposed Scope of Work as Capacity Builder

Indianapolis' Department of Metropolitan Development will undergo a systematic and deliberate planning effort that will enable the City to grow in its capacity to duplicate the process when faced with a future need to respond quickly to changing economic conditions. Both of the basic elements of Indy FastTrack, the baseline assessment and the planning process, will result in the development of tools and procedures that can be adapted for subsequent application, as needed. Upon the completion of Indy FastTrack, the City will be able to evaluate 'lessons learned' in order to identify the team's strengths and weaknesses and act on opportunities for continual improvement. Particular outputs of this Project such as the inventory of existing works and the assessment of the region's economy can be carried forward to inform subsequent efforts.

G.2. Proposed Scope of Work as a Function of Other Available Planning Assistance

Sources for funding implementation of the planning effort include Community Development Block Grant (CDBG) funds and the Develop Indy Deal Closing Fund.. The City of Indianapolis is aware of no other federal, state or local economic development program that can provide the short-term planning assistance necessary to complete this project.

G.3. Performance Measures

As stated in Section A.3.b of our application, the Region needs manufacturing-related jobs. Hence, performance measures of this Project's success will be:

- An analysis of the economic conditions bearing on the likelihood of redevelopment of the four former automotive manufacturing sites.
- Preparation of a detailed strategic redevelopment plan for the Chrysler site
- Preparation of a detailed strategic redevelopment plan for the Ford site
- Preparation of a detailed strategic redevelopment plan for the General Motors site
- Preparation of a detailed strategic redevelopment plan for the Navistar site

It is anticipated that these efforts will ultimately lead to the following:

- Increased private investment into revitalization of these four sites.
- Increased employment (number of jobs).
- Increase in number of manufacturing establishments (number of employers).
- Lowered regional unemployment rate (%).
- Attraction of high-paying manufacturing jobs (higher wages).
- Increased per capita income.

- Deployment of job retraining (number of individuals retrained).
- Increase local government revenues including personal property, real property, and location option income taxes.

Reporting of these measures to EDA, as required and in a format deemed acceptable, will be completed by Indianapolis' Department of Metropolitan Development during the term of the investment assistance.