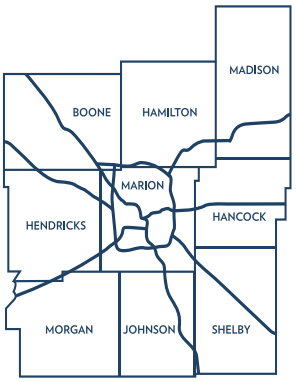
INDY'S METRO MOMENTUM AGENDA

CENTRAL INDIANA REGIONAL DEVELOPMENT AUTHORITY:

REGIONAL DEVELOPMENT PLAN



SUBMITTED *to* INDIANA ECONOMIC DEVELOPMENT CORPORATION, AUGUST 2015

INDIANAPOLIS REGIONAL DEVELOPMENT PLAN

SUBMITTED TO THE INDIANA ECONOMIC DEVELOPMENT CORPORATION – REGIONAL CITIES INITIATIVE

CENTRAL INDIANA REGIONAL DEVELOPMENT AUTHORITY

Representing Marion, Boone, Hamilton, Hancock, Hendricks, Johnson, Madison, Morgan and Shelby Counties; with the participation of Indianapolis/Marion County, the City of Carmel, City of Greenwood, City of Westfield.

PREFACE: INDIANA'S PLIGHT, *the* INDY REGION'S PROMISE

Indiana's economy is built on the ingenuity and effort of our people. From the field to the factory, from lifesaving medicines to timesaving logistics, the Hoosier work ethic has been an engine of growth.

But the size and skill of our workforce has become a challenge. The most successful regions count human capital as their prized asset: A fast-growing, well-educated population is the best predictor of economic prosperity.

According to *Area Development* magazine's 2014 national survey of corporate executives, availability of skilled labor is the top site selection concern (the first time in the study's 28-year history that workforce trumped tax burden, labor costs and highway access). Similarly, a 2014 poll of 'Inc 500' CEOs show that the leaders of the nation's fastest-growing private companies regard recruiting talented employees as simultaneously their biggest challenge and most important contribution to innovation.

Indiana has built a solid reputation as a business-friendly, low-cost state – but the hard-working Hoosiers who joined our manufacturing economy at its peak employment in the late 60s have been rapidly leaving the workforce for the last decade; a large share of those manufacturing jobs preceded them. Lacking similar opportunities, their children and grandchildren have left large swaths of the state behind.

People are an essential part of the economic climate, and Indiana is suffering from a steady exodus of working-age (25-64 year-old) adults. In contrast, the Indy region is growing – but lagging national peers. Educated talent is mobile; to be the catalyst for Indiana's resurgence, Indy must compete with the rest of Metropolitan America.

The nine-county Indianapolis region *(Marion, Boone, Hamilton, Hancock, Hendricks, Johnson, Madison, Morgan and Shelby Counties)* submits this Regional Growth Plan as Indiana's fastest-growing region by population and labor force over the next quarter-century, while grappling with its own unique economic challenges.

This plan is built on decades of civic involvement, and most recently a year-long comprehensive regional planning process. It is endorsed by the region's mayors and town council presidents (the Central Indiana Council of Elected Officials, or CICEO), representing the consensus and commitment of policymakers, the business community, local economic development organizations and other civic stakeholders in the state's largest region.

The STATE CAPITAL *of* HUMAN CAPITAL – INDY GROWTH TRENDS

The data makes clear that the surest way to reverse the state's working population trajectory is to stoke the growth of its most dynamic region, already home to a third of its population and jobs (on just 10% of its land) and accounting for 70% of population growth.

Excluding the Indianapolis metro, Indiana is projected to lose roughly 150,000 working-age Hoosiers from 2010-2040; the migration is less pronounced (-34,897) from the state's other metropolitan areas, more severe (-116,174) in rural counties (STATS Indiana).

As the state's largest metro, the Indianapolis region will grow working-age population by 17% (according to the Indiana Business Research Center). Looking further ahead to 2050, only six Indiana counties are projected to experience 40%+ population growth over the next three decades – four (Boone, Hamilton, Hancock, and Hendricks) are in the Indy region; Marion County posted Indiana's largest numeric population increase for 2013.

The METROPOLITAN TALENT COMPETITION: *The* BIG *get* BIGGER.

These trends are impressive compared to Indiana, but unremarkable amid the broader flow of talent and investment to the largest regions across the country. The top 100 U.S. metropolitan areas – representing just 12% of the nation's land – are home to two-thirds of our nation's population and generate 75% of its GDP.

A recent Brookings Institution analysis also shows that nearly two-thirds of the nation's science, technology and engineering professionals – the workforce that will drive growth in the life sciences, advanced manufacturing, and other high-tech industries – live in just the 50 largest regions.

Given these macroeconomic forces, the Indianapolis region represents the state's best opportunity to keep Indiana's best and brightest, and recruit new talent to its ranks.

Indy faces a "good to great" moment, an opportunity to advance – not just sustain – the state's economy: Indiana's prospects are tied to the potential of its largest region. To go beyond its projected baseline of population and economic growth, the Indy metro must compete for homegrown talent and young educated workers from across the Midwest and the U.S. while encouraging employment opportunities for them in our innovation-intensive, wealth-producing industries.

The INDY REGION DRIVES INDIANA...
but is STUCK *in* NEUTRAL COMPARED *to* NATIONAL PEERS.

The Indianapolis metropolitan region is the economic engine for Indiana, which could lead policymakers to an attitude of dangerous complacency – after all, if Indy is outperforming the state, wouldn't investments be better allocated to other areas?

This thinking ignores the significant economic challenges that the metro faces, especially relative to peer regions. Given the increasing concentration of population and wealth in the largest U.S. metropolitan areas, neglecting Indy's needs wouldn't redistribute opportunity across the state – it would only compound its decline.

The "Issues and Opportunities" section of this application will offer a more detailed analysis of the region's precarious national position – but a few statistics help put our performance in perspective:

- Indy's recent population growth rate from 2010-2014 is middle-of-the-pack among the top 100 regions (33rd among the top 100 in current population, but 42nd in growth);
- While Indy's population growth compares favorably to large Midwestern metros, it lags 'aspirational' peer regions like Charlotte, Nashville and Denver;
- Looking ahead at detailed population projections, the share of Indy's population growth attributed to new migration falls dramatically as time goes on – shrinking by nearly half (47%) by 2050 *(the margin of error grows in long-term projections – but it is telling that Census demographers are increasingly pessimistic about Indy's ability to attract new talent over the long haul);*

- The decades-long erosion of traditional manufacturing has decimated rural Indiana and urban Indianapolis alike; just since 2005, the metro has lost 16,000 manufacturing jobs – nine of ten of them in Marion County;
- Hindered by this seismic shift, Indy has lost economic ground compared to the larger regions we should aspire to catch and surpass, underperforming the top 30 U.S. metros in gross regional product and exports-per-capita since 2000;
- In fact, Indy's per capita GDP growth is just a third of the collective rate of the top 30 over the last decade (0.3% annualized versus a 1% average for the top tier of large regions, 2000 to 2012 data);
- Weak population and economic growth among large metropolitan peers is mirrored by middling educational attainment – Indy ranks 39th among the top 100 in percentage of adult population with a college degree (and 29th in growth of college-educated population since 1970, near the peak of manufacturing employment).

A superficial view of the Indy region compared to Indiana provides a false sense of optimism. In fact, **the 'Crossroads of America' is barely keeping pace with other large metropolitan economies** – our primary competitors for educated workers, new investment and job creation.

It is not sustainable for the Indy region to grow based on working-age migration from other areas of Indiana and (to a lesser degree) neighboring states; it is critical to raise our profile and appeal relative to peers across the U.S.

Fortunately, the business community, civic and elected leaders and policymakers across the region are coming to a common recognition of these challenges, and of the urgency for action.

There is a commitment to pursuing catalytic projects focused on talent, innovation, and regional quality of life. The Regional Cities initiative did not create this consensus, but it can act as an accelerant to our progress.

CURRENT STATE OF THE INDIANAPOLIS REGION

BUILDING REGIONAL CONSENSUS

The Central Indiana Council of Elected Officials (CICEO) has endorsed the projects identified in this Regional Development Plan, assuring the unanimous support of all top elected officials (Mayors and Town Council Presidents) in communities with 10,000 or more residents in the nine-county region.

The Plan itself is the product of a year-long economic strategy process (CEDS) led by the Indy Chamber that began gathering input from thousands of corporate and civic leaders, elected officials and residents across the region well before the Regional Cities initiative was announced. The Indy Metropolitan Planning Organization (MPO) will provide ongoing technical and administrative support to the Regional Development Authority (RDA), as well as additional engagement with elected officials through its Policy Committee.

The various elements of the plan have also attracted regional support (with rigorous planning and analysis) –

- The Red Line rapid transit route is part of the broader Indy Connect plan, which executed a broad public input campaign (described later in this document) with the support of the Central Indiana Regional Transportation Authority (CIRTA), the Indy Chamber, the Central Indiana Corporate Partnership (CICP) et al;
- The Red Line has further undergone a technical alternatives analysis by the Indy Metropolitan Planning Organization (MPO) and IndyGo; environmental analysis and final design on Phase I (Broad Ripple to the University of Indianapolis) will be complete in 2016, with additional public outreach occurring this summer;
- The 16 Tech development is supported by the City of Indianapolis, while the Indiana Biosciences Research Institute (IBRI) has statewide industry commitment (via the BioCrossroads life sciences initiative) and investment, backed by the State of Indiana;
- The regional trails/bikeways investments described herein were developed by the Indy MPO in concert with the elected officials and public-at-large of the affected communities.

This level of regional cohesion is especially important given the varied interests and diverse communities represented in the state's most populous, fastest-growing region.

REGIONAL ECONOMICS *and* DEMOGRAPHICS:

The Central Indiana RDA currently includes Indianapolis/Marion County and the cities of Carmel, Westfield, and Greenwood, representing Marion, Boone, Hamilton, Hancock, Hendricks, Johnson, Madison, Morgan and Shelby Counties.

ECONOMIC *and* DEMOGRAPHIC OVERVIEW: INDY METRO COUNTY-BY-COUNTY

METRO COUNTIES	BOONE	HAMILTON	HANCOCK	HENDRICKS	JOHNSON	MARION	MADISON	MORGAN	SHELBY
POPULATION (2014)	61,915	302,623	71,978	156,056	147,538	934,243	130,069	69,693	44,579
POPULATION - % OF STATE (2014)	0.94%	4.59%	1.09%	2.37%	2.24%	14.16%	1.97%	1.06%	0.68%
FUTURE GROWTH (POPULATION TO 2040)	82,074	498,139	100.254	244,214	191,711	1,030,024	124,329	74,443	44,549
UNEMPLOYMENT (MAY '15)	3.6%	3.4%	4.2%	3.8%	4.1%	5.1%	5.6%	4.5%	4.3%
LABOR FORCE	30,960	170,140	38,260	84,960	78,820	488,150	61,400	35,020	23,130
YOUNG ADULTS (25-44) AS % OF TOTAL POPULATION	25.1%	27.9%	24.4%	27.4%	26.5%	29.5%	25.1%	23.4%	23.9%
INCOME PER CAPITA (2013)	$57,604	$56,515	$47,342	$38,948	$39,385	$39,963	$32,158	$40,013	$39,699
HIGH SCHOOL GRADUATES	93.5%	96.3%	92.6%	93.5%	91.0%	84.5%	87.0%	87.4%	85.6%
BACHELOR'S DEGREE ADULT ATTAINMENT %	41.0%	55.1%	26.3%	32.2%	26.8%	27.4%	16.7%	16.1%	14.8%
POPULATION GROWTH: 2000-2014	34.29%	65.60%	29.95%	49.92%	26.32%	8.58%	-2.47%	4.31%	2.61%

(All data here via STATS Indiana/Indiana Business Research Center, and the U.S. Census.)

A closer look at the individual communities currently participating in the RDA reinforces the region's overall vitality. These four cities are among the state's 25 largest municipalities, accounting for roughly 17% of the state's population, while the region overall represents 30% of the state's population and labor force. These cities have all attracted higher percentages of young adults (25-44) than Indiana as a whole (25.6%); there is potential to create multiple walkable 'magnets' appealing to the emerging workforce, with continued investment.

RDA PARTICIPANTS *(OTHER MUNICIPAL MEMBERS-SEE INDIANAPOLIS/MARION COUNTY IN PRIOR CHART)*	CARMEL	WESTFIELD	GREENWOOD
POPULATION (2014)	86,682	35,297	54,491
UNEMPLOYMENT	2.1%	2.5%	2.4%
LABOR FORCE	43,133	16,586	27,021
YOUNG ADULTS (25-44) AS % OF TOTAL POPULATION	25.8%	30%	28.5%
INCOME PER CAPITA	$51,767	$36,068	$26,646
HIGH SCHOOL GRADUATES	98.3%	95.9%	89.6%
BACHELOR'S DEGREE - ADULT ATTAINMENT %	68.1%	56.6%	26.4%
POPULATION GROWTH: 2000-2014	127.72%	245.10%	51.21%

ONGOING PLANNING, ENGAGEMENT AND EXECUTION:

The breadth and depth of regional consensus described earlier are impressive, but nothing new to Indianapolis.

Public-private partnerships are truly part of the "civic DNA" of Indianapolis. In the 1970s, elected officials, corporate leaders and the philanthropic sector came together to explore "people generators" (to use the phrase of former Indiana Supreme Court Justice Ted Boehm, a member of this group) that could revitalize the area: Expanding Indiana University-Purdue University Indianapolis (IUPUI) as a major urban university, developing the athletic infrastructure on campus to leverage amateur sports as a growth strategy, acquiring land for White River State Park and building a downtown stadium in pursuit of an NFL franchise – working together to make catalytic investments.

These efforts paid off, and public-private collaboration has been part of the movement that's raised the skyline and reshaped the region in the four decades that followed. More recently, regional cooperation among elected officials and the business community is addressing issues like water and transportation infrastructure, and joint investment by corporate funders and local government was crucial to launching successful economic development initiatives like BioCrossroads.

The Central Indiana RDA continues this legacy of successful cooperation, with a forward-looking strategy: The formation of the Regional Development Authority marks an operational milestone to this ongoing regional effort by the public and private sectors to create an ambitious (but realistic) strategy for the Indy region, and build capacity to execute it.

Comprehensive Economic Development Strategy: An inclusive, deliberative process for identifying and prioritizing the investments critical for metropolitan growth began in Indianapolis months before the Regional Cities legislation was introduced in the Indiana General Assembly. This Comprehensive Economic Development Strategy (CEDS) is now being finalized for the metro area. ***(The full CEDS document is included as an appendix to this Regional Development Plan.)***

The CEDS was developed by a steering committee of 100+ corporate, civic and elected leaders (see sidebar); the group solicited input from 2,100+ employers, policymakers, and residents, and engaged national economic development experts to provide competitive and industry-specific analysis. (Market Street Services, the consulting partner, has worked in more than 160 communities in 34 states over nearly twenty years.)

The Indy Chamber leads the CEDS process, representing nearly 3,000 businesses with 235,000+ employees in the Indianapolis region; the steering committee represents a broad and diverse group of employers, industry and nonprofit organizations, economic developers and elected officials.

MATT BAILEY	INDIANA UNIVERSITY HEALTH
CHARLES BANTZ	INDIANA UNIVERSITY-PURDUE UNIVERSITY (IUPUI)
TERESA BENNETT	IUPUI SOLUTION CENTER
MICHELLE BOYD	TOP NOTCH
MAYOR JAMES BRAINARD	CITY OF CARMEL
KIM BRAND	3D PARTS MANUFACTURING
MICHAEL BROWNING	BROWNING INC.
ANGELA CARR-KLITZSCH	CHASE BANK
JUSTIN CHRISTIAN	BCFORWARD
MAYOR ANDY COOK	CITY OF WESTFIELD
JAMES DANKO	BUTLER UNIVERSITY
KATHY DAVIS	DAVIS DESIGN GROUP
MAYOR TOM DEBAUN	CITY OF SHELBYVILLE
BILLIE DRAGOO	REPUCARE, INC.
DAN ELSENER	MARIAN UNIVERSITY
DOUG ESAMANN	DUKE ENERGY (CO-CHAIR)
GREG FENNIG	INDIANAPOLIS POWER & LIGHT COMPANY
BRIAN GEITNER	NEXTGEAR CAPITAL
GREG HENNEKE	AMERICAN STRUCTUREPOINT
BROOKE HUNTINGTON	EMPLOYINDY
BRAD HURT	URBAN INITIATIVES, LLC
DAVID JOHNSON	CENTRAL INDIANA CORPORATE PARTNERSHIPS (CICP)
CINDA KELLEY	HENDRICKS COUNTY ECONOMIC DEVELOPMENT PARTNERSHIP
SHANNON KIELY HEIDER	CUMMINS
KIRK KLABUNDE	FIRST MERCHANTS BANK
DREW KLACIK	IUPUI, CENTER FOR URBAN POLICY AND THE ENVIRONMENT
SKIP KUKER	HANCOCK ECONOMIC DEVELOPMENT COUNCIL
KATHY LEE	IVY TECH COMMUNITY COLLEGE
DAVID LEWIS	ELI LILLY AND COMPANY (CHAIR)
CHELSEY MANNS	MORGAN COUNTY ECONOMIC DEVELOPMENT CORP.
ROB MANUEL	UNIVERSITY OF INDIANAPOLIS
BETSY MCCRAW	CICP/IBRI
MARK MILLER	CORNERSTONE ENVIRONMENTAL
TIM MONGER	HAMILTON COUNTY ALLIANCE
CHERLY MORPHEW	JOHNSON COUNTY DEVELOPMENT CORPORATION.
CAROLYN MOSBY	MID-STATES MINORITY SUPPLIER DEVELOPMENT COUNCIL
JOHN NEIGHBOURS	FAEGRE BAKER DANIELS
MIKE NEWBOLD	HUNTINGTON BANK
BRIAN PAYNE	CENTRAL INDIANA COMMUNITY FOUNDATION (CICF)
CHARLIE PODELL	DUKE REALTY
PATTY PROSSER	OI CAREER CONSULTANTS
MARIO RODRIGUEZ	INDIANAPOLIS AIRPORT AUTHORITY
WAYNE SCHMIDT	SCHMIDT ASSOCIATES
TONIA SIMPSON	CORPORATION FOR ECONOMIC DEVELOPMENT
AL SMITH	JPMORGAN CHASE
ROB SPARKS	MADISON COUNTY CORPORATION FOR ECONOMIC DEVELOPMENT
MIKE STROHL	CITIZENS ENERGY GROUP
STEPHEN SULLIVAN	METROPOLITAN INDIANAPOLIS BOARD OF REALTORS
ALAN SYMONS	AGS CAPITAL
GREG TAYLOR	JOHNSON COUNTY DEVELOPMENT CORP. BOARD
ADAM THIES	CITY OF INDIANAPOLIS
JOHN WECHSLER	LAUNCH FISHERS
MOLLY WHITEHEAD	BOONE COUNTY ECONOMIC DEVELOPMENT CORP.
JOE WHITSETT	TWG DEVELOPMENT
MICHAEL WILLIAMS	KRIEG DEVAULT, LLP (CO-CHAIR)

Indy Connect: In addition to the CEDS outreach, this strategy relies on existing and planned public engagement around regional mass transit and the Red Line project included in the RDA's Regional Cities requests. The Indy MPO, IndyGo and CIRTA conducted a six-year input campaign around its 'Indy Connect' transit strategy (including the Red Line):

- Roughly 200 public meetings engaging tens of thousands of residents;
- Over 300,000 visits to IndyConnect.org, and thousands of comments/questions collected via social media;
- An ongoing schedule of event participation/presentations – notably, 75,000 visitors at Indy Connect day at the 2011 Indiana State Fair, and more than 150,000 residents reached at local fairs and festivals thereafter;
- IndyGo has begun specific Red Line (Phase I) public outreach and education efforts for 2015 and the first half of 2016.

ORGANIZED FOR SUCCESS:

There's civic momentum and support for the Regional Development Plan, and a history of successful public-private partnerships that's punctuated by recent evidence of our ability to execute major projects on time and within budget. In just the last several years, generational investments include the $1.1 billion Indianapolis International Airport, the $750 million Eskenazi Hospital complex, more than $500 million in new local infrastructure, the $60 million Indianapolis Cultural Trail and hundreds of miles of new trails and bikeways across the region.

For the Regional Development Plan, the following partners will play specific roles in executing the economic development strategy, and administering the Regional Cities grant in alignment with this vision:

ORGANIZATION: CICEO

ROLE: PROVIDE PUBLIC SECTOR ENGAGEMENT, A STRUCTURE FOR REGIONAL COOPERATION AMONG ELECTED OFFICIALS TO DRIVE PROJECTS ACROSS JURISDICTIONAL BOUNDARIES.

CONTACT: JENNIFER MILLIKEN (URBAN LAND INSTITUTE - CONVENER) | **PHONE:** 317.441.9561 | **E-MAIL:** JENNIFER.MILLIKEN@ULI.ORG

ORGANIZATION: INDY CHAMBER

ROLE: PROVIDE PRIVATE SECTOR ENGAGEMENT, ENSURE ALIGNMENT WITH REGIONAL ECONOMIC STRATEGY; CONDUIT TO LOCAL ECONOMIC DEVELOPMENT ORGANIZATIONS; PLAY CONVENER/CONNECTOR ROLE WITH OTHER NON-PROFIT/INDUSTRY GROUPS FOCUSED ON QUALITY OF LIFE, TALENT/WORKFORCE PRIORITIES.

CONTACT: MARK FISHER | **PHONE:** 317.464.2291 | **E-MAIL:** MFISHER@INDYCHAMBER.COM

ORGANIZATION: INDIANAPOLIS METROPOLITAN PLANNING ORGANIZATION

ROLE: ADMINISTRATIVE SUPPORT AND TECHNICAL ASSISTANCE FOR THE RDA; ENSURE ALIGNMENT WITH OTHER REGIONAL PLANNING (TRANSPORTATION, PEDESTRIAN, LAND USE) EFFORT; OVERSEE FUND DISBURSEMENT FOR REGIONAL TRAILS PROJECTS; PROVIDE ANOTHER FORMAL CONDUIT FOR PUBLIC SECTOR INPUT VIA ITS IRTC POLICY COMMITTEE.

CONTACT: ANNA M. GREMLING | **PHONE:** 317.327.5487 | **E-MAIL:** ANNA.GREMLING@INDYMPO.ORG

ORGANIZATION: INDYGO

ROLE: EXECUTION PARTNER FOR RED LINE TRANSIT CORRIDOR - WILL DRIVE TECHNICAL PLANNING, ENGINEERING AND OUTREACH AROUND THE MARION COUNTY PORTION OF THE RED LINE, WITH A CONSTRUCTION/OPERATIONAL PARTNERSHIP WITH THE RDA TO BE DETERMINED.

CONTACT: MICHAEL TERRY | **PHONE:** 317.614.9310 | **E-MAIL:** MTERRY@INDYGO.NET

ORGANIZATION: CIRTA

ROLE: BRING INSTITUTIONAL KNOWLEDGE OF METRO TRANSPORTATION PLANNING AND OUTREACH EFFORTS; SUPPORT ADVOCACY AND OUTREACH EFFORTS AROUND THE REGIONAL BUILD-OUT OF THE RED LINE CORRIDOR.

CONTACT: LORI KAPLAN | **PHONE:** 317.327.7433 | **E-MAIL:** LKAPLAN@CIRTA.US

ORGANIZATION: INDIANAPOLIS DEPARTMENT OF METROPOLITAN DEVELOPMENT

ROLE: COORDINATE LAND USE, ZONING AND OTHER PLANNING POLICIES AROUND THE RED LINE, OTHER TRANSIT ROUTES AND TRAILS/GREENWAYS TO PROMOTE APPROPRIATE DEVELOPMENT AND MAXIMIZE ECONOMIC IMPACT, QUALITY OF LIFE TO DRIVE RESIDENT POPULATION GROWTH.

CONTACT: BRAD BEAUBIEN | **PHONE:** 317.327.5133 | **E-MAIL:** BRAD.BEAUBIEN@INDY.GOV

This team represents the technical expertise, local credibility and jurisdictional authority to execute the RDA's priority projects. Indeed, these and other partners are already collaborating on the initiatives identified in this application, with collective urgency to address the region's challenges and capitalize on its opportunities.

CHALLENGES AND OPPORTUNITIES:

The data cited in the opening pages of this Development Plan tell two stories about the Indianapolis metropolitan area. There's a positive narrative – we are Indiana's dominant economy and most populous region, a destination for much of its native-born, college-educated talent. All projections point to continued population and economic growth, an optimistic outlook compared to the rest of the state and even many other Midwestern metros.

But as our view widens further beyond Indiana and its neighboring states, Indy's momentum looks more like inertia. Indianapolis barely keeps pace with the largest U.S. regions in population growth. The regional economy has posted solid job growth – ranking 22nd in job creation among the top 100 metros over the last decade, though slipping to 27th during the 'recovery' years since 2010 (Brookings Institution – Metro Monitor).

But despite bright spots (like a strong life sciences industry and emerging tech sector), these new positions don't match the high-wage production jobs of the bygone economy. Over a 10-year period (2003-2013) 84.5% of net new job creation across the region occurred in business sectors whose average annual earnings were below the regional average for all sectors ($54,511).

Over roughly the same timeframe, the metro's per capita income growth therefore lagged the nation and benchmark peers like Denver and Nashville (BEA); income growth has roughly equaled price growth, so living standards have stagnated. Indeed, in the most recent data released by the U.S. Department of Commerce (2012-2013) per capita purchasing power actually declined slightly for Indianapolis residents. In the capital city itself, one in four families live in poverty, and "food deserts" are pervasive across the urban landscape.

Manufacturing's Contraction and the Innovation Economy: The reasons for this economic stagnation are many, but the loss of traditional manufacturing jobs to productivity and technological advances took a heavy toll. Our heavy automotive presence left us vulnerable, and even the thriving life sciences industry is more heavily concentrated in medical/pharmaceutical manufacturing than other biotech hotbeds.

In all, the region has lost nearly 16,000 manufacturing jobs from 2005-2015, or 14.7% of its total. The longer-term trend has seen manufacturing employment across the Midwest shrink by nearly a third over the last 25 years, but the impact on Indianapolis has been greater than most of its metro peers – among major Midwestern regions from Pittsburgh to Kansas City (and including Denver and Nashville for good measure), only Cleveland and Detroit have weathered heavier manufacturing losses than Indianapolis in the last decade.

The downturn has been mitigated to some degree by a more diverse life sciences sector, an emerging technology and digital marketing cluster, and solid growth in financial services, logistics and other areas. Even manufacturing has made a high-tech comeback in growth areas like aerospace and electronics, driving the creation of more than 6,000 industrial jobs since 2010. But the larger share of service sector jobs has dragged down average wages.

By necessity and design, there's been a more entrepreneurial look to the regional economy, once dominated by large industrial employers. (At one point in the 1990s, two of every ten dollars earned in the metro came from just two companies – Eli Lilly and Company and General Motors (Bosworth).)

Today, Indy's entrepreneurial scene is behind the curve but gaining ground. The region still places among the bottom third among large metros in the Kauffman Foundation's 2015 Index of Startup Activity, but has moved up those rankings. Entrepreneurial infrastructure is growing rapidly – i.e. the thriving start-up community at DeveloperTown in Broad Ripple and the soon-to-be-completed 50,000 square-foot expansion of Launch Fishers.

Homegrown sources of early-stage capital are also emerging: TechPoint's HALO network has invested more than $20 million over the last five years from prominent Hoosier angel investors. The Indy Chamber manages the nation's largest Chamber-affiliated microloan program, and the BioCrossroads initiative continues to direct venture capital to the state's booming life sciences industry.

Human capital is again a common denominator for continuing this momentum – a steady supply of skilled workers for innovation-based industries, and the ability to attract top scientific and technical talent to make their homes in and around Indianapolis; as well as a cultural appeal and supportive ecosystem that encourages entrepreneurs to live and launch their new ventures in the metro. Start-ups also tend to employ younger, educated employees; roughly half of all employees at firms founded within the last five years are 35 or younger.

In addition to the talent pipeline, it will also take a continued shift in policymaking priorities – competing not just as a low-cost climate for production and transportation operations, but also as fertile ground for research and the commercialization of intellectual capital.

Just as we've capitalized on our geographic position by investing in infrastructure and creating logistics hubs, we can capitalize on industry strengths to build innovation centers that will contribute to 21st century economic growth.

TALENT ATTRACTION – STRUGGLING *to* KEEP *up in* SIZE *and* SMARTS:

A smarter workforce is the defining challenge for this transition to a more diverse, innovation-based economy. Recent moves by Eli Lilly and Company to open and expand R&D centers in Cambridge and San Diego (respectively) show our vulnerability in human capital.

As less-educated regions struggle, talent-rich metros thrive. Statistical analysis confirms the anecdotal demands of employers and entrepreneurs – an increase in educational attainment creates higher incomes, greater employment and output-per-capita (Wolf-Powers, "Predictors of Employment" 2013).

But economic transformation won't come from today's solid but unexceptional population trends. Indy outperforms many Midwestern peers with a relatively high quality of life and low cost of living, but we have not propelled ourselves into the next tier of major regions in overall growth and educated talent:

- As noted earlier, the region ranks in the middle-of-the-pack in population growth among the top 100 metros;
- More specifically, Indy lags Columbus, Nashville and Denver – as well as our major regional competitor in the life sciences, Minneapolis-St. Paul, and a fellow manufacturing-centric region in Pittsburgh – in labor force growth over the last decade;
- The Indianapolis region is below average in adult educational attainment among the top 100 metro areas – at roughly 30% of the adult population with a bachelor's or above, compared to the collective average of 32%.

The THREAT *of* MILLENNIAL MOBILITY:

These numbers are troubling but not yet dire. However, the emerging attitudes of the Millennial workforce show that complacency isn't an option for the future.

The young workforce that is replacing the Baby Boomers and outnumbering Generation X is better-educated (by college attainment percentage – American Community Survey) and is more likely to uproot and move to larger cities in search of a more promising personal and professional quality of life:

- College-educated Millennials are the most mobile members of the workforce, more willing to make interstate moves than any other demographic;
- For the first time in the 21st century, more than a million college-educated 25-34 year-olds reported living in a different state than the year before, starting in 2011 – this comes in a time of overall declining migration rates;
- This mobility is benefiting metro regions: 73% of 25 to 34 year-olds with a college education were living in large or mid-sized cities in 2011, compared to 67% in 1980;
- Within this urban migration, two-thirds of college-educated Millennials have clustered in the tier of regions with one million or more residents (51 metros). (Data from the American Community Survey, analysis by City Observatory)

Young college-educated talent is up for grabs. As it stands, the Indy region has outpaced other large (1 million population or above) metros in growing our share of educated Millennials from 2000-2012 (30% growth versus an average of 25% among these 51 regions).

However, much of this migration comes from other parts of Indiana, and some growth in younger (20-24 year-old) population can anecdotally be attributed to IUPUI's transition to a more residential campus. Further, analysis by the state's Workforce Intelligence System and the Battelle Institute of recent classes of Indiana college graduates indicates that even as newly-degreed workers settle in the region, there is a gradual out-migration over their first decade in the workforce as they seek opportunities outside the region (and the state).

REPOPULATING *the* URBAN CORE:

In our outreach, it is commonly noted that Indianapolis lacks mountains, beaches, or a unique cultural heritage that would be a natural catalyst to attract and retain educated workers. But the community can thoughtfully enhance its quality of life, encouraging the walkable communities and other amenities that tend to attract up-and-coming talent. The same higher-density, mixed-use development that appeals to Millennials and skilled STEM professionals can also promote the rebirth of many areas ravaged by the turmoil in manufacturing.

Over the last decade, more than 90% of regional manufacturing job losses came in Marion County, a more severe impact on the urban core than in most peer regions. This reshaped the geography of people and jobs in inner-city neighborhoods where manufacturing anchored the urban economy. According to an analysis by the Brookings Institution, accessible employment in high-poverty neighborhoods in the city portion of Indianapolis has declined by 18.3% from 2000 to 2012 (and by 16% in majority-minority neighborhoods).

Lack of access to job opportunities has contributed to the depopulation of many parts of Indianapolis. Amid regional population growth, Center Township (Marion County) has experienced a loss of 13% of its residents from 2000 to 2014. The remaining residents further suffer from a the accompanying flight of retail – according to WalkScore, Indianapolis ranks among the nation's worst 'food deserts' (just 5% of residents live within a 5-minute walk of a grocery store), highlighting the desperate need for redevelopment, public transportation and pedestrian-friendly investment.

But there's another trend at work in urban Indianapolis. A neighborhood-by-neighborhood analysis by The Polis Center at IUPUI shows a pronounced division between neighborhoods like Martindale-Brightwood, the Near Eastside, Mapleton-Fall Creek and Riverside that are hemorrhaging population (declines of 20% or more), compared to Downtown and areas like the Near Northside and Fountain Square that are growing or have at least arrested their downward trajectory.

These reemerging urban areas are driven by the Millennial preference for dense, walkable neighborhoods. College-educated 25-34 year-olds are moving to central Indianapolis at more than twice the rate of migration to the metro as a whole – up 67% from 2000-2012 (analysis by City Observatory of census tracts covering a three mile radius centered on downtown Indianapolis).

REVITALIZED *but* RESTLESS

This "good news, bad news" mix of data and economic trends is reflected in the attitudes of Indianapolis residents, voiced during the CEDS input process and other stakeholder outreach by the Indy Chamber:

We're rightfully proud of the revitalization of Indianapolis – from Indy-a-no-place to a high-profile host for championship sports and other major events that bring millions of visitors to the region every year. Many of the metro's suburban cities have experienced tremendous growth and are finding success with their own downtown districts and other high-profile developments: Projects like the Carmel Arts & Design District, Westfield's Grand Park, Launch Fishers and the Nickel Plate District, the revitalization of downtown Greenwood led by its new City Center – a growing list of initiatives show that civic innovation is happening across the metro area.

Milestones like the 2012 Super Bowl and 2015 Final Four galvanize the community, and along with unique projects like the Indianapolis Cultural Trail showcase the magnitude of Indy's transformation.

But there's also a mounting concern over deeper economic trends: the growing poverty rate since 2000, now at 20% of the metro population; the difficulties of attracting high-wage jobs in high-tech industries (with sheltered/service jobs outpacing advanced industry job growth handily since 2009, according to a recent Battelle analysis); the success attracting major events and out-of-state college students tempered by struggles converting visitors and students to residents.

There's a sense that the region lacks a deeper identity: Beyond amateur sports, the Indy 500, and perhaps the notion of "Hoosier Hospitality," there is no animating brand that have caught the collective imagination of residents (and potential residents). The common refrain among civic and corporate leaders and policymakers is that the region needs to think bigger.

These aspirations, tempered by empirical analysis and a pragmatic view of return-on-investment, are reflected in the initiatives prioritized in this Regional Development Plan.

HIGH-IMPACT SOLUTIONS: PRIORITY PROJECT OVERVIEW

REGIONAL TRANSIT – RED LINE (ELECTRIC BRT) BUS CORRIDOR:

The 'Red Line' is envisioned as a 35-mile Bus Rapid Transit (BRT) line that will connect Westfield and Carmel through downtown Indianapolis via Broad Ripple and along College Avenue, extending south into Greenwood. Proposed as the nation's first BRT line using fully-electric vehicles, the Red Line is in the midst of advanced design and engineering; the project has already attracted federal planning funds and was the primary topic of a recent Indianapolis visit by U.S. Secretary of Transportation Anthony Foxx.

- More than half (54%) of Millennials surveyed in a recent Rockefeller Foundation/Transportation for America study say they would consider moving to another city if it had more and better options for getting around.
- 66% of this highly-mobile generation identify access to quality transportation as a top three criteria they would consider when deciding where to live.
- The Red Line bus rapid transit line would offer the accessible/convenient service that Millennial workers prefer, with the opportunity for national interest and appeal as the first fully-electric BRT line.
- While the Red Line is a potential magnet for Millennial talent, it also serves today's transit-dependent population – Hoosiers living along the proposed route earn $14,000 less than the metro median, are 30% more diverse (African-American and Hispanic residents) than the region as a whole.
- Within Marion County – where the need for redevelopment and job access is most urgent – the Phase I Red Line route reaches 1 of every 4 jobs in the county.
- Specifically, along Phase I (Broad Ripple to the University of Indianapolis) one of every four households lives in poverty, 23% of families don't own or lease a vehicle, and the average household earns just $.65 for every dollar earned in the typical metro home – the immediate social and economic benefits of mobility and workforce connectivity will be significant.
- Overall, the proposed route connects 1 of every 5 workers in the region, while serving 90% of its college students.
- The Red Line anchors the Indy Connect regional transit plan, projected to generate an estimated $4 billion in economic impact over the next 20 years; the Red Line itself would attract nearly $200 million in private investment in mixed-used, transit-oriented development (meeting market demand from the educated Millennial workforce).
- The Red Line could quickly leverage $45 million in Federal Transit Administration 'Small Starts' construction funds using its Regional Cities investment.

16 TECH

16 Tech is an innovation district on the northwest edge of downtown Indianapolis supporting advanced industries like the life science and information technology sectors. It will be an area where start-ups, applied research organizations and innovation-focused businesses can co-locate, collaborate, and commercialize new ideas.

Highly-educated talent is increasingly attracted to dense, diverse, walkable communities; employers share these preferences as they prioritize proximity to the current and potential workforce. As a planned mixed-use community adjacent to the region's largest research campus and near a variety of housing options, 16 Tech will create a "livable urban setting" close to the city's key academic research and healthcare campuses.

In addition, the Indiana Biosciences Research Institute (IBRI) has selected 16 Tech as the home for its physical development. The IBRI was created in 2013 to accelerate innovation and commercial output in Indiana's life sciences sector, by providing physical and virtual infrastructure for collaborative, industry-led research. The Institute has attracted $25 million from the State of Indiana and $25 million from private industry.

- 16 Tech focuses on multi-sector, knowledge-driven activity that drives innovation and commercial impact, while the IBRI will capitalize on opportunities for collaborative, multi-institutional research in the life sciences; collectively, these initiatives will promote economic opportunity in advanced industries that are major "consumers" of talent, generators of new jobs, investment, and business formation.
- Since 2010 the City of Indianapolis invested over $18 million in the area for infrastructure, streetscape, land acquisition, building stabilization and marketing in an area north west of the planned innovation district; investments through the Regional Cities initiative will increase the return on investment for these previous investments.
- In the areas within a mile surrounding 16 Tech to-date over $220 million of new investment has occurred in the area with the development of approximately 400 new multifamily housing units, a hotel, charter school, and the IU Health Neuroscience Research Center. However, only a small portion of this represented advanced industry new job creation or innovation growth.
- 16 Tech is bounded by major public investments – the growing IUPUI campus (and IU School of Medicine); the recently-completed Eskenazi Hospital; and the White River and Fall Creek, seeing a renewal as a healthy waterway and recreational resource due to a $1.6 billion wastewater/sewage control infrastructure program. Given its natural barriers though, the ground anticipated to be redeveloped with Regional Cities catalyzing funds has struggled to gain traction as a technology park without an anchor or center for innovation.

REGIONAL TRAILS PLAN

Central Indiana's trails and bikeways garner it national attention – the Indy metro caught the attention of urban planners and recreational enthusiasts alike with its investments in the ever-growing Monon Trail, now stretching more than 18 miles through Indianapolis, Carmel and Westfield. More recently, national buzz surrounding the 8-mile-long Indianapolis Cultural Trail punctuated the success of the region's 100+ miles of trails and greenways, along with significant investment in bike lanes and other pedestrian/bicyclist-friendly amenities.

Investment in pedestrian/bicycling trails – similar to the rationale for public transit – is a potent strategy for attracting educated Millennial talent, improving connectivity for all residents and building a healthier community. The RDA seeks Regional Cities funding to accelerate progress on roughly 85 miles in additional trails, pathways and bike lanes prioritized by 2025, expanding a system that's a proven magnet for people and investment:

- The aforementioned Cultural Trail has boosted property values a total of $1B or more along the route, while triggering (at minimum) $300 million in new construction in proximity to the Trail;
- A report by Indiana University (Dr. Greg Lindsey – CUPE) estimated that residential property values within a half-mile of the Monon Trail increased $13,000+ on average;
- Population growth along the Monon Trail corridor since 1990 has been more than double the county average (Indianapolis/Marion County portion).

- A recent "Millennials and Mobility" study by the American Public Transportation Association shows that the Millennial workforce is multi-modal, with a strong affinity for walking and bicycling if possible.
- A 2014 research brief by the Pew Charitable Trust tracks growing investment in pedestrian/bicycling infrastructure by communities across the U.S. in an effort to attract Millennial workers (also citing studies confirming less driving/more bicycle commuting by younger workers).

PRIORITY PROJECTS *for* REGIONAL CITIES CONSIDERATION:

RED LINE ELECTRIC BUS RAPID TRANSIT (BRT) CORRIDOR

Ask: $15 million for Phase I of the Red Line eBRT

In stakeholder outreach for the Indy region's Comprehensive Economic Development Strategy (CEDS), public transportation was consistently identified as a critical priority – and major competitive disadvantage – whenever feedback was solicited (steering committee discussions, focus groups and community surveys). From corporate leaders, elected officials, young professionals and civic activists alike, the sentiment was clear – inadequate transit has become a threat to the region's image and economy.

A mounting collection of literature (recent surveys and studies by the Rockefeller Foundation, CityLab, the Rockefeller Foundation, the American Public Transportation Association and others) clearly demonstrate the preference by educated Millennial workers in particular for public transportation options, and the alignment between "talent and transit."

While IndyGo (Marion County bus system) has made steady improvements to its service (moving from a 'coverage' model to a ridership-focused approach), it is still underfunded and insufficient relative to Indianapolis' current size and future ambitions. The lack of a more robust, accessible and attractive regional transit system hinders the region's growth potential in a number of ways:

- Damaging talent attraction efforts – failing to heed Millennial preferences for transit, for decreased reliance on cars;
- Failing to connect employers and the workforce across the region;
- Specifically, limiting access to employment opportunities for transit-reliant residents of many urban neighborhoods (for example, not serving suburban areas with high job growth across county lines);
- Neglecting the potential for transit-oriented development along potential fixed-route transit corridors – opportunities to revitalize and repopulate many urban neighborhoods, and find productive use for brownfield sites along possible routes (a legacy of the flight of inner-city manufacturing).

Indy Connect and a growing community consensus: The emphasis placed on public transportation during the CEDS planning process is a byproduct of economic reality, and the progression of a community consensus around transit that has been building for years.

Since 2010, Central Indiana's public and private sector leaders have worked together and engaged the public in a massive transit planning initiative called Indy Connect. With six years of public meetings engaging tens of thousands of residents, over 300,000 page views on IndyConnect.org, 75,000 visitors at Indy Connect day at the State Fair, and more than 150,000 residents reached at local fairs and festivals, Indy Connect is the largest public engagement process the region has seen in generations.

The Indy Connect plan would vastly improve the local bus network with longer running hours and more frequent service, and it would create five rapid transit lines to enable high-quality, highly efficient travel on key heavily used corridors.

Of all of the rapid transit lines and other investments included in the Indy Connect plan, the Red Line has been

identified as having the best opportunity for immediate success in terms of both ridership and economic development.

Request: $15 million to be applied with local and federal "Small Starts" transit funding for the $60 million Phase I of the Red Line eBRT Project in Indianapolis

Project Description: The Red Line is a 37.5-mile, three-county (five jurisdiction) bus rapid transit route that will run from Grand Park in Westfield through downtown Indianapolis to Old Town Greenwood. Phase I is the 13.6 mile central section of this line that will run from Broad Ripple through Downtown Indianapolis to the University of Indianapolis on the south side. About two-thirds of this line will run in dedicated lanes, with stations every one-third to one-half mile and service running every 10 to 15 minutes for up to 20 hours a day.

Background: Public transportation and placemaking are intricately linked. Walkable neighborhood centers and mixed-use development are greatly enhanced (even made possible) by diverse transportation options that connect residents and visitors to employment, culture and recreation, and daily needs.

As the Indianapolis region competes for talent with major metropolitan areas which boast significant transportation services and infrastructure, the region and its employers will be at a disadvantage in recruiting a skilled and reliable workforce (particularly attracting the highly-mobile, highly-educated Millennial generation).

The Red Line will be the first onboard battery electric bus rapid transit (eBRT) line in the United States, bolstering Indiana's global reputation as a leader in transportation technology and further appealing to young, educated residents and riders as an environmentally-friendly, cutting-edge transit solution.

In addition to attracting Millennial talent, the project would also serve the existing population in need. The median income of a household along the Red Line is actually $14,000 below the region's median, with thousands of "transit dependent" riders living within walking distance of new stations. Along Phase I of the route in Marion County, roughly 1 of every 4 households is below the poverty line, without (ownership or lease of) a car, or both.

The Red Line will create easy job and education access for thousands of low and moderate income Hoosiers, who have seen the number of "commute friendly" jobs around their homes decline over the last decade (Brookings Institution – see 'Issues and Challenges').

The Red Line would exponentially enhance regional connectivity, impacting the talent, workforce and development priorities outlined earlier; the planned route would serve:

- Workers and employers – within ¼ mile of the route:
  - 170,000 jobs (20% of regional employment)
  - 109,000 residents
- A diverse, transit-dependent population (average income along the route $14,000 below metro median) in a mix of high-poverty urban neighborhoods, emerging Millennial-friendly walkable areas, and fast-growing suburbs;
- Higher education –
  - Four major campuses – Butler, IUPUI, Ivy Tech, UIndy – within ¾ mile of the route,
  - accounting for 94% of all college students in Indianapolis;
- Cultural destinations like The Children's Museum, Indiana Convention Center, Lucas Oil Stadium, Banker's Life Fieldhouse, Indianapolis Art Center, Fountain Square, Fall Creek Place, Midtown, Broad Ripple, Market East, Old Northside, Old Greenwood, Midtown Carmel, and the Carmel Arts & Design District;
- Seven of the 20 largest Indianapolis employers, including IU Health, Eli Lilly, IUPUI, WellPoint, Rolls Royce, the State of Indiana, the City of Indianapolis, and the cluster of Downtown Indianapolis service industries.
- Economic development opportunities – 240 brownfield sites adjacent to the route.

TIMELINE

JUNE-AUGUST 2015	SOLIDIFY LANE CONFIGURATIONS WITH NEIGHBORHOOD GROUPS, KEY STAKEHOLDERS; DESIGN STATION FEATURES AND SPEC VEHICLE STANDARDS; FINALIZE CAPITAL AND OPERATING COST ESTIMATES
SEPTEMBER 2015	SUBMIT FEDERAL SMALL STARTS GRANT APPLICATION FOR $60 MILLION CAPITAL FUNDING ($45 MILLION FEDERAL SMALL STARTS; $15 MILLION LOCAL MATCH). THE CITY OF INDIANAPOLIS WILL FUND THE $6.5 MILLION ONGOING OPERATIONS FOR THE RED LINE BEGINNING IN 2018.
APRIL 2016	PRESIDENT'S 2017 BUDGET RELEASED, INCLUDING THE RED LINE
Q3 2016	ENVIRONMENTAL REVIEW COMPLETE FOR ENTIRE RED LINE CORRIDOR; FINAL DESIGN, CONSTRUCTION DOCUMENTS COMPLETE FOR RED LINE PHASE I
Q3 2017	CONSTRUCTION OF RED LINE PHASE I BEGINS
Q3 2018	RED LINE OPENS FOR OPERATIONS

Budget: The 13.6 mile Phase I of the Red Line will cost approximately $55 million to construct and $6.5 million to operate annually.

Local Commitment for Regional Cities Investment:
The City of Indianapolis will fund the $6.5 million ongoing operations for the Red Line beginning in 2018.

In November 2016, Marion and Hamilton Counties will likely hold a public referendum to raise income taxes by .25% to fund the Indy Connect (regional system) plan's 10-year build-out.

The application for $45 million in federal Small Starts capital funding is being finalized; the $15 million Regional Cities investment could serve as the local match to leverage these funds.

The threshold for entry into the FTA's Small Starts program is "firm and final cost estimates." IndyGo plans to submit the Red Line Small Starts application in September, so their focus for the next three months is to nail down any remaining decisions to firm up cost estimates. Based on findings from the Alternatives Analysis, with price adjustments and some additional engineering work, the Red Line is estimated to cost approximately $60 million to construct and $6 million to operate. The following table breaks down capital costs by element.

RED LINE – PHASE I: CAPITAL *and* OPERATING SOURCES *and* USES

RED LINE - PHASE I	
USES	
DESIGN & ENGINEERING	$8,000,000
CONSTRUCTION	$37,500,000
VEHICLES	$14,500,000
TOTAL	**$60,000,000**
SOURCES	
FEDERAL (FTA 5309)	$45,000,000
REGIONAL CITIES INITIATIVE	$15,000,000
TOTAL	**$60,000,000**
OPERATIONS	
PROPERTY TAX REVENUES & FAREBOX (INDYGO)	$6,500,000

Source: IndyGo; Indianapolis MPO

Jobs and Economic Impact: The point of rapid transit is efficiency; keep operating costs low while maximizing utility and access to employment and services for as many people as possible, which increases productivity (trips per revenue hour), economic impact, and return on investment (lower operating cost, higher impacts).

For example, IndyGo is projecting about 50 incremental new permanent jobs as a result of the operation of the Red Line (vehicle drivers, electric vehicle mechanics, fare inspectors, maintenance and repair technicians). Direct jobs created by the Red Line are kept to a minimum, while indirect and induced job creation in the region – the real goal – is maximized.

In March 2013, the Central Indiana Corporate Partnership released a study on the economic impact of the Indy Connect plan. The study concluded capital and operations expenditures from 2015 to 2035 were projected to support total Indiana economic output exceeding $3.8 billion. In turn, this activity was expected to support more than $1.46 billion in earnings for workers, 7,182 jobs, and more than $92 million in state sales and personal income tax revenue.

ECONOMIC IMPACT SUMMARY: 2015-2035 (2012 CONSTANT DOLLARS)

	CONSTRUCTION	PERMANENT	TOTAL
TOTAL OUTPUT (SALES)	$1,505,636,053	$2,309,940,005	$3,815,576,058
TOTAL EARNINGS	$567,048,012	$896,219,261	$1,463,267,274
TOTAL JOBS	3,809	3,373	7,182
IN GENERAL SALES AND PERSONAL INCOME TAX REVENUE			$92,949,482

Source: Morris, Lloyd & Associates, 2013

Each dollar of direct spending on "Construction-Related" activities generates an additional $0.61 in total economic output. Each dollar of direct spending on "Permanent" activities generates an additional $0.54 in total economic output. These multipliers are consistent with recent findings from the U.S. Congressional Budget Office on the impacts of public infrastructure spending (CBO, 2012).

Development and Placemaking Impacts: Demographic changes, economic trends and shifting lifestyles are leading to greater demand for development that is walkable, higher density, mixed-use and transit-served. These trends are present in communities nationally, including Indianapolis. In addition to demographic trends, consumer preferences are also changing.

A 2012 survey of 1,502 adults in Central Indiana (defined for the study as Boone, Brown, Hamilton, Hancock, Hendricks, Johnson, Marion, Montgomery, Morgan and Shelby counties) assessed the housing and neighborhood preferences of consumers. While 72% of the households in Central Indiana prefer single-family detached homes, only 15 percent prefer suburban, housing-only subdivisions.

However, the vast majority of all new homes built in Central Indiana are single-family detached, primarily suburban, housing-only subdivisions where residents are dependent on an automobile to fulfill daily needs. Current demand for attached housing in mixed-use, walkable districts is under-served in Central Indiana.

This demand is only projected to increase with demographic changes over the next 20 years: Baby Boomers and Millennials represent the two largest age cohorts in U.S. history. These two segments have in common a strong preference for higher density homes in mixed-use, walkable communities, which are often associated with transit oriented development.

The Indianapolis MPO forecasts that by 2040, 35,000 to 53,000 new households (20-30% of the regional growth in Hamilton, Marion and Johnson counties) will be drawn to the ½ mile station areas of the Indy Connect system based on anticipated demand for mixed use, walkable, transit oriented development.

Forecasting market demand as well as supply of available land for development within ½ mile of the planned station areas of the first phase of the Red Line indicates that one million square feet of new residential development and over 300,000 square feet of new commercial development could be generated between 2015 and 2025. In current dollars, this new development would represent over $175 million in private investment; transit can serve as a catalyst for more diverse housing development and a significant boost to the regional economy.

This is a conservative estimate, based on the population, household, and employment assumptions in the Long Range Transportation Plan. Station areas in the first phase of the Red Line could yield greater private development and investment based on future catalytic investments along the corridor (e.g., University of Indianapolis, IU Health, etc.)

Public Sector 'Efficiency' Impact: While driven by the market and consumer preferences, smart growth – higher density, walkable, mixed use development – is also fiscally responsible. Compared to lower density, single use, sprawl development patterns, smart growth is one-third to one-half the cost to service with infrastructure, while also being more efficient in terms of property tax revenue per acre.

Jobs: The point of rapid transit is efficiency; keep operating costs low while maximizing utility for as many people as possible, which balloons productivity (trips per revenue hour), economic impact potential, and return on investment (lower operating cost, higher impacts). As such, direct jobs created by the line are kept to a minimum, while indirect and induced job creation – the real goal – is maximized.

16 TECH DOWNTOWN TECHNOLOGY DISTRICT

Ask: $10 million to assist in providing these "placemaking" and connectivity amenities we are requesting $10.0 million from the Indiana Regional Cities program.

16 Tech will be an innovation district ideally located adjacent to one of the largest concentrations of research clusters in the City's urban core, providing the region an targeted and substantial opportunity to ignite innovation, job growth, and overall economic development. Two-thirds of the region's advanced industries' assets sit in the same central area, providing unmatched opportunities to foster collaboration toward innovation and economic growth. Indiana also ranks among the top 20 states in university science and engineering R&D, and technology licensing activity – with the vast majority of this activity occurring within an hour of 16 Tech.

Despite the city's enviable corporate and university research assets, growth remains stagnant and continues to lag other competitive metropolitan areas. Recent decisions by Eli Lilly and Company to locate and grow R&D operations in Cambridge, MA and San Diego, CA are anecdotal evidence of the need to move our life sciences focus 'up the value chain' – Eli Lilly's investment in the IBRI shows its commitment to the region's future.

The presence of 16 Tech adjacent to the major joint research campus of Indiana's two flagship public universities (IUPUI) **can further leverage the state's public research assets into private investment.** To ensure future investment by our region's institutions, Indianapolis needs to be intentional in developing a place where the best talent comes together, to collaborate, innovate and commercialize new ideas. 16 Tech is that place.

Today, innovation has become almost entirely a social enterprise, requiring a change in the way we work and the environment where we accomplish that work. At the same time, talent supply has trumped everything else as the real currency of business activity. Nothing can substitute for it, and everything follows it, including money.

With this in mind, 16 Tech is planned as the place that will attract and retain the best talent to an open environment. Here collaboration occurs naturally, and barriers to the cross-pollination of ideas across industries are torn down.

A master plan to develop 16 Tech as an innovation district has been developed after months of work and input from hundreds of business, neighborhood and civic leaders. 16 Tech encompasses nearly 60 acres of prime real estate property and is bordered by the White River to the west, 16th Street to the north, Fall Creek and 10th street to the south and Fall Creek to the east.

The master plan stresses density and proximity of people and places, creating the ideal environment for talent to collaborate, share resources and knowledge and unleash creativity and innovation. It will be home to a combination of flexible research space for the life sciences, technology, advanced manufacturing and other high-tech industries. It will have ample public space, a mix of housing opportunities, and retail and office space. It also will infuse new life into the surrounding neighborhoods offering residents access and training for new employment as well as reinvestment in the community.

Development at 16 Tech will be flanked and catalyzed by an anchor tenant - The Indiana Biosciences Research Institute (IBRI). This unique and collaborative organization has identified 16 Tech as its permanent home and will serve as a hub for the further development of the innovation community.

The IBRI alone is expected to draw thousands of jobs for high-, middle- and low-skill jobs, all of which work together for a growing economy. The IBRI is already established in the 16 Tech neighborhood in the BRTC building where it has established 25,000 square feet of lab, office and collaboration space that will house its growing leadership and scientific teams. Plans for a 1 million square foot state-of-the-art, flexible research and innovation space are underway for 16 Tech.

Finally, there's a growing preference among businesses large and small to relocate and expand in urban and walkable communities. It's been noted throughout this application that Millennial preferences tend towards dense metropolitan areas, and it's natural for companies that rely on this workforce to locate in proximity. This trend is confirmed by a recent study by Smart Growth America ("Core Values" – 2015) that tracked more than 500 site selections decisions to walkable downtowns since 2010.

Nearly half of these involved companies in the life sciences, technology, and other scientific/technical fields – the 16 Tech development helps create the physical space to capitalize on this trend.

Project Description: 16 Tech is located northwest of downtown Indianapolis in an area that is roughly bounded by 16th Street on the north, the White River on the west, Fall Creek, Eskenazi Hospital and IUPUI to the south, and Fall Creek to the east (close to the expanded IU Health Methodist Hospital as well). It will be an area where startups and applied research organizations and businesses derive benefits from co-locating, sharing ideas and forging collaborative research and development partnerships.

In addition, the Indiana Biosciences Research Institute (IBRI) has selected 16 Tech as the site of its new development. The IBRI was created in 2013 with a mission to foster collaborative, industry-led research among Indiana's large and diverse life science community, with the support (and investment) of private industry and the State of Indiana.

The Indiana Biosciences Research Institute is working with Wexford Science + Technology to develop its headquarters facility and to be the master developer for the 16 Tech Downtown Technology District. (Wexford is a national company that owns 17.5 million square feet of real estate; has 14 major university sponsored developments across the U.S.; and has $7.5 billion of real estate involved in discovery and innovation.)

Regional Cities funding will expedite the physical development of the 16 Tech community, with quality of life amenities (streetscaping, green space, gateways/connections to the surrounding university and healthcare campuses and riverfront) and, potentially, the catalyst for retail over a new Fall Creek bridge to better connect the people of the university and hospital systems to the south. These will contribute to the district's eventual success as a place where talented and creative people live, work, learn, and play.

Background: Since 2010 the City of Indianapolis has invested over $18 million in the area, primarily to the north of the acreage intended for new development, for infrastructure, streetscape, land acquisition, building stabilization and marketing. To-date over $220 million of new investment has occurred within a mile of 16 Tech with the development of approximately 700 new multifamily housing units, a hotel, charter school, and the IU Health Neuroscience Research Center. However, 16 Tech suffers given the scale of investment needed to make it come to life as an innovation community and, previously, the lack of an entity willing to establish its home base within

the natural barriers of 16 Tech.
The creation of the IBRI is the culmination of over a decade of hard work when Indiana leaders identified life sciences as a key industry cluster that could support significant economic growth. Today, the life science cluster has a statewide economic impact of more than $59 billion. The 1,975 Indiana-based life science companies employ 56,000 people and indirectly support an additional 126,000 jobs. The average annual salary of a life science employee is $90,589 which is more than twice the average Indiana private sector employee. Those figures put Indiana among the Top 5 states in the country in terms of total life science jobs and companies.

California and Texas are the only two states that have more life science exports than Indiana's total of $9.8 billion. Life science products make up one third of all Indiana exports and life science companies in Indiana have more total manufacturing output than the automobile industry.

This production prowess, however, does not extend to a research and development. IBRI seeks to focus the region's industry and academic life sciences assets on innovation, and help attract and encourage R&D activity (which tends to create higher-wage jobs and act as a catalyst for further investment).

By building on existing industry and academic expertise to undertake pioneering R&D in nutrition science, genetics and genomics, biochemistry, endocrinology, novel delivery systems and therapeutic approaches, the Indiana Biosciences Research Institute is designed to deliver important answers to the most pressing global and local interrelated human health issues: cardiovascular disease, diabetes, obesity, and nutrition.

Life sciences companies in support of the IBRI include: BioCrossroads; Eli Lilly and Company; Dow AgroSciences, LLC; Cook Group, Inc.; Roche Diagnostics; Indiana University Health; Biomet Orthopedics, Inc. Indiana University; Purdue University, and the University of Notre Dame. The Lilly Endowment and the State of Indiana are also supporting members.

Budget & Timeline:
'Phase I' of the 16 Tech building development will be primarily located on the 19-acre site that was formerly the home of the Indianapolis Water Company. The City has purchased that property and has agreed to donate the land to the project. The infrastructure changes will encompass most of the 40 acres of 16 Tech east of Indiana Avenue. The Phase I development program as outlined by Wexford includes the following:

- 715,000 square feet of Research / Innovation space, including:
- 40K – Maker Space, 80K- Lab Space, 35K – Incubation Space (square footage);
- 150,000 square feet of Retail Space;
- 360 Residential Living Units (450 square feet); and
- 300-Room, 180,000 square foot Hotel.

Build out of these facilities will occur over the next 10 years (2016 through 2026). The IBRI headquarters will be the first new structure in the development and will contain approximately 186,000 square feet, of which IBRI will occupy a little more than half. Building costs are projected to be in excess of $68 million. Construction is expected to start in the summer of 2016 and be completed in the spring of 2018.

Local Commitment for Regional Cities Investment:
As previously stated, the City of Indianapolis has purchased the Water Company site for $6.5 million and is contributing the property to the project. Since 2010, Indianapolis has also funded $11.5 million in streetscape improvements, building stabilization, and marketing for the 16 Tech development, primarily focused on an area just northwest of the currently anticipated development. A combination of City sources were used to fund these investments including TIF and Rebuild Indy proceeds. The balance of the money needed to complete the IBRI headquarters will be a combination of debt and/or equity provided by Wexford or the IBRI.

The estimated $350 million Indiana Biosciences Research Institute is a non-profit entity that is anticipated to be supported largely by corporate and philanthropic funding with oversight from a largely donor-based board of directors representing the life sciences industry, the State of Indiana, academia, and nonprofit donors.

The State of Indiana has appropriated $25 million for the biennium for startup costs of IBRI. Industry and philanthropic funders have contributed an additional $25 million for startup funding to IBRI. These funds are the first step in a larger capital campaign that will raise funds to support the Institute's mission. The annual operating budget of the IBRI, which is estimated to be over $30 million will be supported by industry sponsored research, federally funded research, and proceeds from the Institute's endowment.

No funds have been raised for the 16 Tech innovation district envisioned today; however, 16 Tech is in discussions with the City for infrastructure, flood and park enhancements.

Jobs and Economic Impact:
Phase I projects represent new investment in excess of $400 million over 10 years. The Battelle Technology Partnership estimates that the Phase I development in total will create and support roughly 2,600 jobs (1,600 classified as high- and middle-skill positions).

Looking ahead, Wexford anticipates the full build-out of 16 Tech at the end of Phase II would total over the next 20 years:

- 2.8M square feet of Research / Innovation Space
- 350,000 square feet of Flex & Amenity Space
- 250,000 square feet of Retail Space
- 1,400 Residential Living Units

Phase II and future phases of development would create more than 9,000 total jobs (including Phase I, above), more than 6,000 in the high- and middle-skill areas.

From its work in metro areas across the U.S., Wexford believes that there is an emerging competitive advantage for regions that can create Knowledge Communities that extend institutional intellectual capital, innovation and infrastructure in an environment that fosters resource concentration and capital efficiency. Because talent supply is the real currency of business activity, the work environment becomes a critical consideration: In the context of this project that relates to creating great streets, inviting public spaces, access to the riverfront, and better connections to the advanced industries surrounding the development and the region at large.

REGIONAL TRAILS *and* BIKEWAYS DEVELOPMENT

Ask: $5M for Regional Trails and Bikeways Development

Central Indiana's trails and bikeways garner national attention. The region's trails, bike-share program and investment in bicycle infrastructure have earned it recent attention in USA Today, The Washington Times and the New York Times. Cycle Oregon, in Portland, recently invited Mayor Ballard to visit them at their 2014 annual Policymakers Ride to talk about his success in building Indianapolis' bicycle network.

Specifically, the 8-mile-long world class Indianapolis Cultural Trail has generated national publicity as an innovative urban amenity for pedestrians/bicyclists that has generated significant investment along the route – raising property values by a total of $1B while generating (at minimum) $300 million in new construction in proximity to the Trail. This economic activity supports an estimated 11,372 jobs.

The heavily-used Monon Trail that connects the communities of Indianapolis, Carmel and Westfield is also a nationally recognized success in the 'trail world.' Multiple studies have confirmed the Monon as a high quality amenity that has been successful in attracting residents and improving home values (by an average of $13,000 per residential property within the mile-wide corridor around the Trail, according to an Indiana University study). This trail has been so successful that it has continued to grow – extending first into Carmel and now connecting Westfield's Grand Park – and is currently being considered for an upgrade in width just to handle capacity.

Communities across the country are recognizing the ability of trails to improve the quality of life for existing residents and attract new residents and tourists. Central Indiana has responded to this challenge by building 150 miles of bikeways since the 2012 Central Indiana Regional Bikeways Plan was adopted. This plan has fostered communication among various communities to increase connectivity across borders and lift up the region as a whole.

Central Indiana has seen the positive impact of its investments in trails and several communities have already obtained bronze level bicycle-friendly community designations by the League of American Bicyclists, with plans to achieve higher levels and strengthen the region's appeal as a destination for cyclists and trail enthusiasts.

The demand for trails and bikeways is increasing and while our communities have made great progress in building new trails, there are still over 1,200 miles of proposed trails and bikeways in the regional network that represent greater than $1 billion in cost to build. Both the need and the challenge to meet it are great but the focused efforts of Central Indiana communities are making great headway.

The following table represents miles of recommended bikeways facilities to be built in the region according to the priorities in the regional bikeways plan. Note that the plan is fiscally constrained and only represents those facilities we would expect to reasonably build with existing funding sources by 2035. There are still more than 900 miles of remaining trails and bikeways that fall beyond the 2035 time horizon. We realize that, to be competitive, those investments will need to be made sooner rather than later. Some local communities have increased their bikeways investments since 2012 leading us to exceed our Time Period 1 target by over 50%.

TABLE 1: MILES *of* RECOMMENDED BIKEWAYS FACILITIES

FACILITY TYPE	EXISTING	2011-2015 (TIME PERIOD 1)	2016-2025 (TIME PERIOD 2)	2026-2035 (TIME PERIOD 3)	2035 TOTAL (PROJECTED)
TRAILS	241.2	20.6	11.1	26.5	299.4
SIDE PATHS	197.6	31.0	10.7	9.9	249.2
BIKE LANES	30.4	37.9	62.0	25.6	155.9
TOTAL NETWORK	469.2	89.5	83.8	62.0	704.5
ACTUAL PROGRESS		150	TBD	TBD	TBD

Benefits: Trails and systems work collectively with parks and open space to elevate the quality of life – and the byproduct of this connectivity is community stability and economic growth. Use of trails improves fitness, aids weight loss and reduces stress. For this reason, trails have proven to be a highly desirable amenity in many communities.

Trails have been known to both increase home values and attract residents. In his 2004 study of property values along urban greenways, Professor Greg Lindsay found that property values in near proximity to the Monon Trail were 11.4% higher than those in control areas outside of it. The Indy Greenways Full Circle Plan (2014) included a comparison table of related data for a ½ mile area around three prominent existing trails in Indianapolis to add to that property value analysis. The areas along each trail experienced higher growth in population and households and those areas attract residents with higher levels of educational attainment than the county average.

TABLE 2: CHANGE *in* DEMOGRAPHICS *along* LOCAL TRAILS

		PERCENT CHANGE (2000 - 2010)			
		STATE	MARION COUNTY	MONON TRAIL	FALL CREEK TRAIL
POPULATION GROWTH	16.9%	13.3%	31.9%	13.6%	57.2%
NUMBER OF HOUSEHOLDS GROWTH	11.4%	4.0%	45.1%	11.6%	62.7%
EDUCATIONAL ATTAINMENT					
HIGH SCHOOL GRADUATE OR HIGHER	12.4%	9.4%	6.0%	6.8%	9.8%
BACHELORS DEGREE OR HIGHER	12.8%	27.6%	15.8%	36.0%	23.3%
GRADUATE OR PROFESSIONAL DEGREE	43.1%	9.2%	32.7%	34.3%	15.2%

Project Description: Central Indiana intends to use the requested Regional Cities Initiative funding to construct trails and bikeways that will position the region to improve quality of life as well as attract new residents and workforce talent. This application proposes that the specific allocation of state funding received be administered by the RDA board and used where the greatest benefits may be achieved while focusing on projects that can be completed by 2018.

A set of regional priorities for trails and bikeways was established by the 2012 Central Indiana Regional Bikeways Plan. This application can provide a view of the highest priority projects in the adopted plan, however, efforts to update the regional plan and revise those priorities at the end of time period 1 (2011 to 2015) have been under way since April and are expected to conclude in December. This will prepare Central Indiana to direct funding to projects based on a recently established set of regional priorities to achieve the best results.

The table below lists the priority projects from Time Period 2 of the plan as the majority of the projects in Time Period 1 have been completed or will be completed by the end of 2015. This list includes all projects expected to be completed by 2025 and therefore estimated costs exceed the amount requested in state funding under this application.

TABLE 3: REGIONAL BIKEWAYS PLAN RECOMMENDATIONS *for* TIME PERIOD 2 (2016 *to* 2025)

TRAILS PROJECTS

FACILITY NAME	LENGTH	COST (MILLIONS)	COMMUNITY	COUNTY	STATUS
FALL CREEK GREENWAY	4.7	$6.21	INDIANAPOLIS	MARION	PARTIALLY BUILT
EAGLE CREEK GREENWAY	1.4	$1.87	INDIANAPOLIS	MARION	PROPOSED
B&O TRAIL	1.6	$2.17	INDIANAPOLIS	MARION	PROPOSED
MIDLAND TRACE TRAIL	0.2	$0.29	WESTFIELD	HAMILTON	PROPOSED
PENNSY TRAIL - PHASE 2	1	$1.00	INDIANAPOLIS	MARION	BUILT

SIDE PATH PROJECTS

FACILITY NAME	LENGTH	COST (MILLIONS)	COMMUNITY	COUNTY	STATUS
HAGUE ROAD SIDE PATH	0.3	$0.45	FISHERS	HAMILTON	PROPOSED
MADISON AVE SIDE PATH	7.6	$9.68	MULTIPLE	JOHNSON	PROPOSED
LEE ROAD SIDE PATH	1.6	$2.10	LAWRENCE	MARION	PROPOSED
106TH ST. SIDE PATH	0.5	$0.66	CARMEL	HAMILTON	BUILT
106TH ST. SIDE PATH	0.5	$0.62	FISHERS	HAMILTON	PROPOSED
116TH ST. SIDE PATH	0.3	$0.33	ZIONSVILLE	BOONE	PROPOSED
63RD ST. SIDE PATH	2.2	$2.84	LAWRENCE	MARION	PROPOSED

BIKE LANES PROJECTS

FACILITY NAME	LENGTH	COST (MILLIONS)	COMMUNITY	COUNTY	STATUS
DELEWARE ST.	6.4	2.04	INDIANAPOLIS	MARION	PROPOSED
CENTRAL AVE.	6.4	2.2	INDIANAPOLIS	MARION	PROPOSED
HAGUE RD./FRANKLIN RD.	17.9	7.8	INDIANAPOLIS	MARION	PROPOSED
71ST ST./79TH ST.	10.7	6.2	INDIANAPOLIS	MARION	PROPOSED
COLLEGE AVE./75TH ST.	0.8	0.34	INDIANAPOLIS	MARION	PROPOSED
MOLLER RD./GEORGETOWN RD.	7.2	3.16	INDIANAPOLIS	MARION	PROPOSED
NORTH ARLINGTON AVE.	1.8	0.8	INDIANAPOLIS	MARION	PROPOSED
52ND ST.	1	0.44	INDIANAPOLIS	MARION	PROPOSED
10TH ST.	0.6	0.3	INDIANAPOLIS	MARION	PROPOSED
ILLINOIS ST.	0.4	0.19	INDIANAPOLIS	MARION	PROPOSED
HARDING ST./KENTUCKY AVE.	1.9	0.81	INDIANAPOLIS	MARION	PROPOSED
MICHIGAN ST.	1.4	0.61	INDIANAPOLIS	MARION	PROPOSED
SOUTHEASTERN AVE.	1.6	0.7	INDIANAPOLIS	MARION	PROPOSED

Funding Process: To prioritize projects for Regional Cities funding and maximize return on these investments, the Indy MPO will make recommendations to the Central Indiana RDA based on the weighted scoring system described below, based on 16 criteria. Given the RDA's ratification of this approach and its results, the MPO will administer the disbursement of funding and oversee progress thereafter:

BIKE LANES PROJECTS

THEME	CRITERIA	DESCRIPTION	VALUE	WEIGHT
ECONOMIC OPPORTUNITY	POPULATION	POPULATION WITHIN 1 MILE	9	35%
	EMPLOYMENT	JOBS LOCATED WITHIN 1 MILE	9	
	SCHOOLS	SCHOOLS LOCATED WITHIN 1 MILE	5	
	ARTS, CULTURE & RECREATION	PARKS, RECREATION AND FITNESS OPPORTUNITIES LOCATED WITHIN 1 MILE	5	
	LIBRARIES	LIBRARIES LOCATED WITHIN 1 MILE	3	
	RESTAURANTS	FOOD SOURCE LOCATIONS WITHIN 1 MILE	4	
CONNECTIVITY	NEW COVERAGE	PROVIDES ACCESS TO NEW HOUSEHOLDS WITHIN 1 MILE	10	40%
	BIKEWAY CONNECTIONS	CONNECTION THAT IMMEDIATELY EXTENDS TO BICYCLE NETWORK (BASED ON LENGTH)	10	
	TRANSIT CONNECTIONS	CONNECTIONS TO EXISTING OR PROPOSED TRANSIT LINES	10	
	BARRIERS/GAPS	REMOVES BARRIERS OR CLOSES A GAP IN THE BICYCLING NETWORK	10	
EQUITY	AGE 65+	% OF PERSONS AGE 65+ WITHIN 1 MILE	2	25%
	AGE 18 OR LESS	% OF PERSONS AGE 18 OR LESS WITHIN 1 MILE	2	
	MINORITIES	% OF PERSONS WHO ARE MINORITY WITHIN 1 MILE	2	
	POVERTY	% OF PERSONS LIVING IN POVERTY WITHIN 1 MILE	4	
	ZERO CAR HOUSEHOLDS	% OF HOUSEHOLDS WITHOUT A CAR WITHIN 1 MILE	5	
	ACCESS TO HEALTHCARE	MEDICAL FACILITIES WITHIN 1 MILE	5	
	FOOD ACCESS	GROCERY & CONVENIENCE STORES WITHIN 1 MILE	5	
			100	

TIMELINE

APRIL - NOVEMBER 2015	2015 UPDATE THE REGIONAL BIKEWAYS PLAN (ALREADY IN PROGRESS)
DECEMBER 2015	ADOPT REVISED REGIONAL BIKEWAYS PLAN
Q1 2016	PRESENT THE REGIONAL PLAN TO THE RDA BOARD
Q2 2016	RDA BOARD MAKES DETERMINATIONS ABOUT PROJECTS TO BE AWARDED FUNDING
Q3 2016 - Q4 2017	ENGINEERING, DESIGN AND CONSTRUCTION OF TRAILS AND BIKEWAYS PROJECTS

Budget and Jobs: Investment in trails and bikeways will create jobs and improve access to existing jobs. In a 2011, national study of employment impacts of Pedestrian and Bicycle infrastructure conducted by the Political Economy Research Institute at the University of Massachusetts. This study evaluated multiple infrastructure projects across the county (including 6 projects from Bloomington, Indiana) to come up with the results of how many jobs are typically created per $1 million spent on them.

TABLE 4: EMPLOYMENT IMPACTS *of* PEDESTRIAN *and* BICYCLE FACILITIES

JOBS CREATED PER $1 MILLION SPENT				
FACILITY TYPE	**DIRECT**	**INDIRECT**	**INDUCED**	**TOTAL**
BIKE LANES	6	2.4	3.01	11.4
TRAILS AND PATHS	5.09	2.21	2.27	9.57
PEDESTRIAN ONLY	5.18	2.33	2.40	8.
ROADWAYS	4.06	1.86	1.83	7.75

Using these figures we can provide a relative number of jobs that could be created by the projects in the attached project list. Table 5 displays this data as well as the number or jobs, population and households within a mile of each bikeways facility (2015 data on jobs, employment and households).

TABLE 5: BIKEWAYS JOBS CREATION *and* COMMUNITY ACCESS

TRAILS PROJECTS					
FACILITY NAME	**COST (MILLIONS)**	**JOBS CREATED**	**JOB ACCESS**	**POPULATION ACCESS**	**HOUSEHOLD ACCESS**
FALL CREEK GREENWAY	$6.21	59.4	114,065	57,653	25,490
EAGLE CREEK GREENWAY	$1.87	17.8	6,354	16,311	6,262
B&O TRAIL	$2.17	20.8	7,689	20,876	8,689
MIDLAND TRACE TRAIL	$0.29	2.8	2,731	6,325	2,240
PENNSY TRAIL - PHASE 2	$1.00	9.57	8,306	20,757	9,214
SIDE PATH PROJECTS					
FACILITY NAME	**COST (MILLIONS)**	**JOBS CREATED**	**JOB ACCESS**	**POPULATION ACCESS**	**HOUSEHOLD ACCESS**
HAGUE ROAD SIDE PATH	$0.45	4.3	20,475	3,053	1,536
MADISON AVE. SIDE PATH	$9.68	92.6	36,721	77,818	30,981
LEE ROAD SIDE PATH	$2.10	20.1	10,797	8,309	3,271
106TH ST. SIDE PATH	$0.66	6.3	13,371	6,309	2,624
106TH ST. SIDE PATH	$0.62	5.9	4,695	9,934	2,624
63RD ST. SIDE PATH	$2.84	27.2	8,436	21,100	7,752

BIKE LANES PROJECTS					
FACILITY NAME	COST (MILLIONS)	JOBS CREATED	JOB ACCESS	POPULATION ACCESS	HOUSEHOLD ACCESS
DELEWARE ST.	2.04	23.3	181,026	110,733	50,256
CENTRAL AVE.	2.2	25.1	168,287	107,050	49,918
HAGUE RD./FRANKLIN RD.	7.8	88.9	100,336	142,292	57,307
71ST ST./79TH ST.	6.2	70.7	109,815	115,864	51,487
COLLEGE AVE./75TH ST.	0.34	3.9	3,445	7,414	3,489
MOLLER RD./GEORGETOWN RD.	3.16	36.0	44,646	100,332	39,172
NORTH ARLINGTON AVE.	0.8	9.12	16.121	23,430	10,169
52ND ST.	0.44	5.0	6,011	24,239	10,022
10TH ST.	0.3	3.42	11,935	30,375	12,975
ILLINOIS ST.	0.19	2.2	2,826	11,570	5,216
HARDING ST./KENTUCKY AVE.	0.81	9.2	6,355	6,565	2,332
MICHIGAN ST.	0.61	7.0	29,668	19,888	7,182
SOUTHEASTERN AVE.	0.7	8.0	96,143	28,958	12,039