



**THE INDIANAPOLIS
URBAN ECONOMIC
DEVELOPMENT GUIDE**

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Introduction to the Guide

Developers building commercial projects in urban neighborhoods must have the information, tools, and resources necessary to succeed. This guide is a quick and easy reference outlining general resources and references to chart the path to successful development. Among the types of developers interested in this guide are Community Development Corporations, independent developers, business or property owners, businesses, tenants and/or other development users. A more thorough discussion of the information outlined here is available online at <http://www.indygov.org/ed>.

This guide was produced as part of an effort called FOCUS, which stands for *Fostering Commercial Urban Strategies*. FOCUS is a citywide collaboration led by Mayor Peterson and the City of Indianapolis, the Greater Indianapolis Chamber of Commerce, the Indianapolis Coalition for Neighborhood Development, and Local Initiatives Support Corporation. The initiative was designed to closely examine the current status of economic development in Indianapolis' urban neighborhoods and to determine innovative approaches to stimulating new growth. The ultimate goal of FOCUS is to increase active commercial development and investment in core urban neighborhoods.

Why Develop in Urban Markets

Opening or growing a business in a core urban neighborhood offers many advantages. According to the nationally recognized, Initiative for a Competitive Inner City (ICIC), among the advantages are strategic location, integration with regional clusters, unmet local demand, and human resources. Channeling development into existing neighborhoods and commercial corridors is the most efficient means to achieve these benefits. Urban commercial development projects also reinvigorate a community. With the confidence of even one successful project, a neighborhood often undergoes a transformation resulting in additional private investment, job creation, and social capital. These leveraged factors are the critical components of neighborhood revitalization.

The consumer market in core urban neighborhoods is also an immediate and additive advantage. The calculation of income per acre reveals strong buying power where income per household may not seem advantageous to the business case. The high density of urban neighborhoods and the under service by traditional retailers of these neighborhoods translate into a major benefit. This market share can be garnered by identifying and serving the local niche.

Labor is also readily available in urban neighborhoods, and in certain locations, successful training and education programs have produced a moderately skilled workforce of great advantage to labor intensive businesses. Additionally, interconnected enterprises located in close-proximity to each other offers economies of scale to be maximized. Urban neighborhoods, again because of their location, are able to capitalize on this experience.

Understanding the Urban Neighborhood and Market

The development of commercial projects in urban neighborhoods requires a strong business case, but also the support of area neighborhood stakeholders. Developers who appreciate a neighborhood's character can involve the community in their project and more effectively achieve their end goal. Below is an overview of the neighborhood communication process with key contacts. In short, understanding this information and talking with the community can prevent potential negative repercussions and failed developments.

Neighborhood Representatives

Further information may be achieved by talking to neighborhood representatives and homeowners early in the process and provide complete information. Take the initiative with a phone call to community organizations and leaders. The Indianapolis Department of Metropolitan Development maintains a list of registered neighborhood organizations. You can request this information by calling 317-327-5155 or online at <http://www.indygov.org/dmdplan/>. Upon contacting the appropriate neighborhood organizations, offer to make a non-technical presentation at a regular board or membership meeting to illustrate the project. It is helpful to remember that neighborhood organizations are predominately concerned with quality of life. To understand this viewpoint, suppose that you lived next door to your new development. How does your development impact vehicle traffic patterns, foot traffic patterns, available greenspace, property values, neighborhood character, perception of crime, and access to public transportation?

Neighborhood Businesses

Talk to neighborhood business owners to get an impression of the existing business climate. From this discussion you should determine the pros and cons of doing business in the neighborhood. What has motivated this incumbent business owner to locate and operate here? This question will provide a sense of connection and bring to light non-business factors in the existing development. Discovering new area development or improvements that existing business owners are making to their property can act as a barometer in shaping your own development. Existing business operators should be queried about both the neighborhood and their businesses' future. Closing this discussion, question incumbents about the need that they perceive for other types of business. Reoccurring themes may point to opportunities or assist a developer in avoiding barriers.

Neighborhood Plans

Another means to understand the neighborhood in which you wish to locate is a neighborhood plan prepared by the City's Department of Metropolitan Development. Neighborhood planning is an opportunity for citizens to take a proactive role in the planning process and decide how their neighborhoods will move into the future. The process asks members of the community to address the local issues and concerns that affect them, their families, and their neighbors. All stakeholders of the neighborhood are invited to participate – business owners, renters, residents, property owners, and various community organizations and institutions. These plans identify neighborhood strengths and assets, establish goals for the neighborhood, identify community concerns, and

express the view of stakeholders. For a complete list of neighborhood plans and available neighborhood summaries see the appendices.

Community Development Organizations

Community Development Organizations (CDOs), Community Development Corporations (CDCs), and the City of Indianapolis Township Administrators are yet another means to understand the prospect urban neighborhood. As neighborhood-based corporations, CDOs take a comprehensive approach to development in their geographic target area. Community Development Organizations are constituency-based, nonprofit corporations in the business of neighborhood renewal. They are catalysts for community rebirth through housing revitalization, economic development, and partnerships with crucial self-sufficiency programs. CDOs maximize public funds through alliances with financial institutions, equity investors, and individual donors. Whether housing or commercial development, CDOs bring a vast array of support and history in neighborhood community building. Similarly, Township Administrators focus on the economic needs of the community and work closely with neighborhood organizations.

Benefits of Partnering with Nonprofit Development Organizations

Oftentimes property located in urban commercial districts is too small or low in value to be of interest to large commercial brokers and developers, who are the usual means of generating commercial development activity. Consequently, successful development projects in Indianapolis urban areas often depended on having key people and community organizations “on the ground” marketing and networking among building owners, small businesses, public agencies and financial institutions. For-profit developers have thus found that Community Development Organizations can be valuable partners in site preparation and development. CDCs are also able to attract equity and risk-sharing opportunities by securing investment and public subsidy otherwise unattainable. Coupling these benefits with other positive outcomes such as helping to transform and build wealth in urban communities, a limited investment in even one small project can result in a high rate of return for all participants.

- Interface with government agencies and build public/private partnerships
- Attract financing, investment and public subsidy
- Deal with neighboring “problem properties”
- They can often acquire land in some cases with much lower costs and in a short time frame
- Remediate brownfield and contamination issues
- Identify the potential sites and development opportunities in a community
- Identify the area’s needs and demands – immediate market research
- Garner the critical neighborhood buy-in for the project
- Marketing the project
- Access tax incentives and abatement
- Connect with and recruit the local workforce
- Gain media attention and recognition

How do I locate or partner with Community Development Organizations?

See the online version of this document, <http://www.indygov.org/ed>, for more information on how to establish joint ventures with CDCs. Also, there are several support organizations that serve as conduits to the various community development organizations in Indianapolis:

- The **Indianapolis Coalition for Neighborhood Development (ICND)** is the membership umbrella organization of the Indianapolis Community Development Corporations. ICND is committed to providing leadership and advocacy to promote community-led development of housing and economic opportunities in Indianapolis neighborhoods. Find and contact ICND and the CDCs by visiting: <http://www.icndindy.org> or by calling (317) 423-2009.
- The **Local Initiatives Support Corporation (LISC)** is a nonprofit financial intermediary that supports local non-profit neighborhood redevelopment programs and projects. LISC provides “seed” money or funding for hard to finance predevelopment activities such as environmental studies/analyses, architectural fees, market analyses, land options, and technical services. Funding is generally provided in the form of loans or recoverable grants that can subsequently be recycled for other projects. LISC also provides bridge loans to expedite project implementation, loan guarantees to induce banks to lend to certain projects, construction loans, and working capital Lines of Credit for organizations with assets of \$1 million or more. The Indianapolis affiliate of LISC can be found at <http://www.liscnet.org/indianapolis> or call (317) 396-0588.
- **Township Administrators (City of Indianapolis)** are assigned to each township within Marion County. They act as a key information resource for Indianapolis. Township Administrators focus on the economic needs of the community and work closely with neighborhood organizations. They also assist in locating vacant properties and buildings, provide businesses with zoning ordinances, re-zoning, permit, and variance information. Call (317) 327-5014 or see <http://www.indygov.org/dmd>.
- The **Indianapolis Neighborhood Resource Center (INRC)** is a private, non-profit umbrella organization established to provide information and assistance to neighborhoods. INRC works directly with community-based organizations throughout Marion County, including neighborhood associations, homeowners associations, community development corporations, churches, and other not-for-profit groups. Call (317) 920-0330 or see <http://www.inrc.org>.

Finding a Developable Site

Many sources exist to identify potential suitable sites for commercial development in core urban areas. Because CDCs and CDOs are often a key link in promoting development of sites located in their areas, it is often helpful to make direct contact with them to inquire whether they have any sites that may be suitable for commercial development. City of Indianapolis Township Administrators may also be familiar with potential sites for development located in their respective townships. As such, making direct contact with either a CDC and/or the Township Administrator in any area of interest is a good way to inquire about possible available sites. The online version of this document at <http://www.indygov.org/ed> provides contact information for these knowledgeable resources.

Online Search Engines and Marketing Tools

Through the efforts of FOCUS, a new tool aimed at highlighting sites available for development was launched. The Indianapolis Economic Development Portal (<http://www.indygov.org/ed>) a high-powered interactive website, lists key properties for redevelopment. This website is a valuable means to identify possible sites for development, as well as market a developable site. The website gives the user the ability to identify and select available property or buildings in the City of Indianapolis based on size and type (office, retail, industrial, vacant land, etc.) of space. When the user clicks on a property, a map and property report appears along with the characteristics of the space (size, broker's phone number, address, zoning, description, etc.). After a property is found through the site selection process and the user selects it, the software will generate a presentation-quality property report that can include graphics. The application services also give the user the capability to dynamically generate demographic reports for any location within the city such as the "found" property. Website users can create demographic reports based on their own defined distance from a property. Reports can include demographic, income, consumer-expenditure and workforce information.

Commercial Brokers

Additionally, conventional mechanisms for finding sites, such as working with a local real estate broker, also provides an opportunity to assist in identifying a site. For a list of brokers in Marion County, contact The Indiana Commercial Board of REALTORS® at (317) 632-2509. The Indiana Commercial Board of REALTORS provides services exclusively to Indiana's commercial brokers, appraisers, property managers, consultants, developers and other specialists in commercial, investment, industrial, office, retail, multi-family and other property types. The board currently consists of approximately 475 members from large and small firms all over the state of Indiana.

Preparing the Site for Development

Development Checklist

To assist community development organizations and economic development entrepreneurs, FOCUS committees compiled a user-friendly **Economic Development Matrix** that details the steps of the development process and can act as a guide for development of a commercial real estate property from start to finish. Find this document at: <http://www.indygov.org/ed>.

Nontraditional Market Studies for Urban Developments

The FOCUS Initiative also piloted nontraditional retail market studies. These studies analyzed and captured the untapped market potential of these urban areas. With this data, neighborhoods were able to attract tenants and developers to select locations. The studies were also used to compile marketing material for specific sites. Examples of these studies and materials are available at <http://www.indygov.org/ed>.

Collecting Demographic Information

It is beneficial when considering development in an urban neighborhood to understand the physical and socio-economic characteristics of the neighborhood. This type of research helps identify those living and shopping in the neighborhood, how much market potential is available, and what niches exist to gain market share.

A) **City of Indianapolis:** The following information is available from the City of Indianapolis website, which is <http://www.indygov.org>:

- **Maps** (including streets, railroads, rivers, zip code boundaries, wellfield protection areas, township boundaries, and 2001 aerial photography): Visit the website at <http://arcimsnt1.indygov.org/prod/GeneralViewer/viewer.htm>
- **Planning Information** (including Census, building permit data, community profiles, adopted land use plans, community organizations, and zoning ordinances): Contact the Division of Planning at 327-5155 or visit the website at <http://www.indygov.org/dmdplan>
- **Permit Information:** (including permit research, permit application demo, permit submittal on line, special events, permit forms, code compliance, land use petition research, contractor licensing information, and infrastructure legal documents): Contact the Division of Compliance at 327-8700 or visit the website at <http://www.indygov.org/dmd/permits/index.html>
- **Rezoning, Variances, Special Exceptions, Approvals, Administrative Appeals, Plat Approvals, and Street, Alley, and Plat Vacation Information:** Contact current planning at 327-5155 or visit the website at <http://www.indygov.org/cp/websvc.html>.

B) **Social Assets and Vulnerability Indicators:** The Community Service Council and The Polis Center have developed a award-winning database of information from sources such as the U.S. Census, the Indianapolis Police Department, the Marion County Sheriff's Department, the Family and Social Services Administration, and the

Marion County Health Department. Information in this database can be displayed on a Marion County map. This database includes information about the people that live in Marion County and their social condition. For more information, contact the Community Service Council at 923-1466 or Polis at 274-2455 or visit the website at <http://www.savi.org/>.

Collecting Workforce Information

Workforce Information NOW (WIN) is an interactive, Internet-based resource that has been developed to bridge the information gap between employers looking for skilled workers and job seekers searching for employment in growth industries. Covering the metro Indianapolis area and its eight surrounding counties (Boone, Hamilton, Hancock, Hendricks, Johnson, Madison, Morgan, and Shelby) WIN provides FREE workforce/labor market data. The site provides the following information:

- Detailed occupational, organizational and aggregate salary information from over 5,700 Central Indiana employers who responded to a recent workforce survey
- Information on occupational turnover, education levels required, skills/training needed, etc. (from over 240 targeted occupations in Central Indiana)
- Current demand and supply measures by occupation, area, and industry
- Industry profiles by occupation, wage level and demand
- Current and forecasted employment strengths and weaknesses
- Targeted skills gaps and related training needs
- Hiring trends by occupation, career and industry
- Easy-to-use key word search for occupations or organizations
- Ability to match skills needed and available occupations with local training providers

For more information, contact the Indianapolis Private Industry Council (317) 639-4441 or visit the website at <http://www.usworks.com/indymrsa>.

Economic Information

IN Context is a publication of the Indiana Department of Commerce and the Indiana Business Research Center at Indiana University's Kelley School of Business. It is published every two months. The IN Context website offers substantive articles on the Indiana economy in context within the state and the nation. For more information visit the website at <http://www.ibrc.indiana.edu/incontext/>.

The STATS Indiana Website is available to users in need of social and economic data about Indiana, as well as other states and counties in the nation. Its focus is on the people and economy with comparison to other states and soon to all counties in the U.S. Recent additions include the county profiles, regional profiles and customizable profiles. For more information visit the website at <http://www.stats.indiana.edu/>.

The **International Economic Development Council** has produced an online reference guide for economic development to orient newcomers to the economic development field and to keep experienced practitioners up to date on emerging trends. The guide covers 28 common terms and topics in the economic development profession. Among the categories that might be of interest are Site Selection, Neighborhood Economic Development, Incentives, and Real Estate Redevelopment. For more information visit the online reference at <http://www.iedconline.org/hotlinks/ecorefcontents.html>.

Frequently Asked Questions

Topic	Question	Contact Persons	Phone ¹
Address Information	How do I obtain a new address for a piece of property that currently has no address?	City of Indianapolis Address Technician	327-5406
Brownfields (Environmental Pollution Concerns)	How do I obtain information regarding potential brownfields in Marion County?	Brownfields Coordinator	327-5845
Building Codes and Building Inspections	How do I obtain information regarding building codes in Marion County? Who do I contact to have a building inspected?	City Of Indianapolis Building Inspection Team	327-5550
Building Permits	How do I obtain permits for new construction?	Division of Compliance	327-8700
Contractors' Permits	How do I obtain information regarding contractor's licenses, permits for sewer connections, plumbing, electrical, heating, and air conditioning?	Division of Compliance	327-4986
Deeds	How do I obtain a plat map or a deed for a particular address?	Recorder's Office-Records Section	327-4016
Drainage Permits	How do I obtain the proper permits for drainage?	Permits Compliance	327-8471
Early Release of Improvement Location Permit	How do I obtain an early release for an Improvement Location Permit?	Current Planning	327-5155
Encroachment License	Who do I contact to obtain an encroachment license?	Right of Way Coordinator	327-4415
Consent of Encroachment	Whom do I contact to determine if there is a consent of encroachment to allow a public sidewalk to encroach on my property?	Right of Way Coordinator	327-8324
Facade Grant Program	How would a commercial business owner obtain assistance for façade improvements?	Community Development Division	327-5852
Flood Zone	How do I determine if I live in the floodway of flood zone? What is the panel number for the area where I live?	City of Indianapolis Infrastructure Review Project Manager, In the remainder of State-call DNR	327-4172 232-4160

¹ The area code for all phone numbers is 317.

Topic	Question	Contact Persons	Phone¹
Improvement Location Permit	How do I obtain an ILP for a development that I am proposing to build?	Division of Compliance	327-8700
Names of Property Owners	I am filing a rezoning or variance and need to notify property owners within a certain distance from my property. Where do I obtain their names?	Township Assessor's Office	Various
Plan Recommendations	What land use does the Comprehensive Plan for Marion County recommend for my property?	Subarea Planning	327-5115
Plat Maps	How do I obtain a plat map or a deed for a particular address?	Recorder's Office-Records Section	327-4016
Sewer Information	How do I obtain information regarding a sewer project?	Pegg Warnick	327-8314
Signs	How do I obtain information regarding the types of signs that are legal in Marion County?	Division of Compliance	327-8700
Street Right-of-Way Information	How do I obtain information regarding where the street right-of-way is located in relation to my property?	Surveyor's Office or Twp. Assessor's Office	327-4150 Various
Utility Information (Call Before You Dig)	How do ensure that my development will not interfere with utility lines?	Indianapolis Power and Light and Citizens Gas & Coke Utility	1-800-382-5544 (IPL) 317-927-4328 (Citizens)
Tax Abatement	How do I find out more about how tax abatement is administered in Marion County?	Economic Development and Real Estate Services Division	327-5402
Traffic Counts	How do I obtain current vehicle traffic counts?	Transportation Planners	327-5135 327-5403
Vacation of Streets, Alleys, or Plats	I would like to vacate a street, alley, or plat. Who should I contact to get started?	Current Planning	327-5155
Zoning	How do I obtain information regarding a certain zoning category? What is the zoning for my property?	Division of Compliance	327-8700

Topic	Question	Contact Persons	Phone¹
Zoning Approvals, Special Exceptions, Rezoning, and Variances	How do I obtain information regarding zoning approvals, special exceptions, rezonings, and variances?	Current Planning	327-5155
Zoning Information	How do I obtain a copy of the zoning ordinance and summary manuals	Current Planning	327-5155
Zoning Maps	Who do I contact regarding the purchase of zoning maps?	Division of Compliance	327-8700
Other Questions	Where do I find additional information?	Township Administrators	327-5014

Funding Sources and Incentives for Commercial Development

There are a variety of potential sources of assistance for development in urban areas. However, it must be emphasized that such sources are intended to provide assistance, and private leverage will be key.

Small business loans may be a key mechanism to finance a project, and the U.S. Small Business Administration offers a number of small business loans, administered through banks and other entities. For more information on these loan programs, visit their website at www.sba.gov/in or contact the local SBA office at (317) 226-7272.

In addition, the City of Indianapolis offers several small grant and loan programs to provide limited assistance to projects that promote urban development. Programs include brownfield loans and grants, façade grants, and various neighborhood grants. Below is a summary of the various City led programs, including brief descriptions and contact information for further reference. (<http://www.liscnet.org/indianapolis> contains additional information about funding sources and incentives.)

1) Brownfields Grant Program

- Grant, based on matching funds (50/50), is to be used for the assessment and/or remediation of a brownfield or contaminated site; maximum award is \$20,000.
- Eligible entities include non-profit organizations. For-profit businesses may apply in conjunction with a neighborhood non-profit organization to obtain the grant. Possible multiple rounds of applications may occur; contact Brownfields Coordinator or visit website for additional application dates.
- Loans are also available both to for- and not-for-profit entities; no match is required (similar to above process)
- Information online at: <http://www.indygov.org/cdfs/cdfs.htm>
- Brownfields Toolbox available online at: <http://www.indygov.org>
- Contact: Brownfields Coordinator, (317) 327-5845 or call Local Initiatives Support Corporation at (317) 396-0588 to inquire about LISC's brownfields program.

2) Facade Improvement Grant Program

- Businesses may apply for a rebate of up to 50% of total cost (rebate not to exceed \$10,000) for construction and other work done to improve the façade (front of building/area facing street) of the business. Design assistance may be requested at the time of application.
- Application is a simple one-page document that may be requested from contact below. Required attachments to application are: 1) Photo of current condition, 2) Itemized estimate of cost, 3) Proof of financial ability, 4) List of all owners' names.
- Information available online: <http://www.indygov.org/cdfs/cdfs.htm>. Contact: Facades Coordinator, Department of Metropolitan Development, (317) 327-5852

3) **Neighborhood Action Grant**

- Marion County community-based organizations may apply for a grant between \$500-5,000 to go towards the improvement of the neighborhood; project categories are: cultural, security, beautification, recreation, and family and youth issues.
- Applications are typically due 1/15, 3/15, 6/15, and 9/15 of each year, with awards announced approximately two months after each deadline. Only one proposal/organization/quarter is accepted.
- Information online at: <http://www.thegipc.org/CEF.htm>
- Contact: the Greater Indianapolis Progress Committee, (317) 327-3744

4) **Tax Abatement**

- Businesses can qualify for property tax abatement by applying for designation as an Economic Revitalization Area. Must be based on improvements being made to the property, which also can include installation of new manufacturing or research and development equipment. Applies to new or expanding businesses.
- Information online at: <http://www.indygov.org/dmd/ecodev/index.htm>
Contact the Department of Metropolitan Development, Division of Economic Development, (317) 327-5402

5) **Procurement Opportunities**

- A business may register to be a vendor to the city, bid for projects, or check online for current requests for proposal from the city.
- Information is online at: <http://www.indygov.org/purch>
Contact: Purchasing Division, (317) 327-4900

6) **Community Development Block Grant (CDBG)**

- CDBG funds are used to supply decent housing, secure a suitable living environment, and to expand economic opportunities for individuals earning 80% or less of the area median family income.
- Applications are available in June, and decisions are announced in mid-October of the same year. Projects may begin the following January.
- Information is online at: <http://www.indygov.org/cdfs>; Contact the Department of Metropolitan Development, Division of Community Development and Financial Services, (317) 327-5899

7) **Other Resources**

- *Federal Home Loan Bank of Indianapolis* is a wholesale bank with over \$40 billion in assets that provides capital and grants for community revitalization projects. The members of FHLBI are typically financial institutions and banks that have community development financing departments and/or include the lending institutions more familiar with financing urban projects. See <http://www.fhlbi.com> for more information and for a list of the members.

- See the website of *Local Initiatives Support Corporation*: <http://www.liscnet.org/indianapolis> for a list of other state and national resources.
- *Toolbox Guide to Development Funds* - Fairly comprehensive list of grants, loans, and other types of funding available to communities and businesses in Indiana (not specific to Marion County); very thorough descriptions of programs and detailed contact information. Created through Ball State's Center for Economic and Community Development. Guide is available online at: http://web.bsu.edu/ieda/current_issue.asp
- *The Indy Partnership* – A good one-stop shop for businesses wishing to (re)locate or expand in the Indianapolis region. Can assist with/advise on relocation, determine eligibility for different types of financial assistance (tax abatements, grants, etc.) and guide business through those processes, and can provide permitting information. Information is online at: <http://www.indypartnership.com>, or call (317) 236-6262.
- *Indianapolis Downtown, Inc. (IDI)* – Any business wanting to locate in the downtown area should contact IDI to learn about benefits and programs available. Information available online at: <http://www.indydt.com>, or call (317) 237-2222.
- *Indiana Development Finance Authority* - Website provides links to many helpful resources, both financial and immaterial, for starting up or continuing to develop small businesses. Information is online at: <http://www.in.gov/idfa/smallbusiness/>
- Under a relatively new federal program called the **New Markets Tax Credit**, which provides low cost financing to certain eligible projects. This national program provides investors-banks, insurance companies, corporations and individuals-with credits against federal income tax in return for new investments in eligible businesses. It is a flexible tool that can be applied to a wide range of qualified business activities, from small business lending to financial counseling to real estate development. Applications for financing through the New Markets Tax Credit program can be found online or by contacting Local Initiatives Support Corporation.

Assistance for Small Business Development

Small businesses are job creators and economic engines, crucial to the quality of life of Indianapolis residents. In the Indianapolis MSA area, more than 80% of existing firms are very small businesses with less than twenty employees. The success of any urban commercial development relies heavily on a strong business community. Below are a few helpful resources for Indiana business owners:

- The **Indianapolis Small Business Loan Fund** provides alternative financing through loans ranging from \$20,000 to \$80,000 to small businesses located in or seeking to locate in urban neighborhoods of Indianapolis. Contact Local Initiatives Support Corporation to find out more about accessing this new incentive: (317) 396-0588 ext. 16.
- **The U.S. Small Business Administration (SBA)**, an agency of the federal government, offers a variety of assistance to potential and existing small businesses. SBA is most noted for the loan guaranty program but also offers minority business certifications, loan term fixed asset loans, and counseling services. Many programs are delivered via resource partners such as lending institutions, the Service Corps of Retired Executives, and the Indiana Small Business Development Centers. Call (317) 226-7272 or visit <http://www.sba.gov/in>. Email: Indiana@sba.gov
- **Central Indiana Small Business Development Center** assists entrepreneurs and small business owners in Indianapolis by providing FREE business consulting; providing training workshops and seminars for continuing business education; and acting as a clearinghouse of resources and referrals of organizations that will help the small business owner continue the process for developing and growing their business. The website (<http://www.isbdc.org>) provides an outline and direction for organizing and writing a complete business plan and other information. Call (317) 233-SBDC.
- The **Indianapolis Urban Enterprise Association (IUEA)** facilitates, develops, and coordinates economic and community development activities within the Indianapolis Urban Enterprise Zone. For a map of the Enterprise Zone see http://www.u-e-a.org/map_zone.htm. The IUEA strives to enhance the business climate and the quality of life for Zone residents through: increasing employment opportunities for Zone residents, improving the skills of the Zone workforce, improving the physical conditions within the Enterprise Zone, building neighborhood capacity to undertake constructive change, and encouraging the expansion and retention of existing Zone businesses, and fostering the formation and attraction of new businesses to the Urban Enterprise Zone.
- **The SCORE Association** (Senior Corps of Retired Executives) is a resource partner with the U.S. Small Business Association. SCORE is dedicated to aiding the formation, growth, and success of small businesses. SCORE is comprised of volunteer business executives and professionals who provide advice, troubleshooting, and counseling. Contact the local SCORE chapter at (317) 226-7264 or see <http://www.score.org>.

- **Ball State University's Midwest Entrepreneurial Educational Center** is a training and development facility for entrepreneurs. MEEC helps emerging entrepreneurs learn how to grow their businesses, share their experiences, and contribute to the Midwest's entrepreneurial environment. Contact MMED at (765) 285-9002 or online at <http://www.bsu.edu/web/entrepreneurship/>.
- **The Indianapolis Private Industry Council (IPIC)** operates local job training centers through the WorkOne program. The WorkOne centers are full-service employment and training operations. They offer unemployment insurance assistance, job-matching services, and training programs for adults. Youth employment and training services are also provided at some of the full-service locations. A consortium of workforce agencies including the Indiana Department of Workforce Development, Family and Social Services Administration (FSSA) Office of Vocational Rehabilitation Services, FSSA Office of Families and Children, and Goodwill, provide services through the WorkOne centers. To find out how the WorkOne centers can provide resources to your employees or help you recruit qualified employees contact the IPIC at (317) 639-4441.
- The **Greater Indianapolis Chamber of Commerce** provides many valuable resources and benefits to help Grow Businesses. The Indy Chamber has a membership of over 3,000 businesses in central Indiana. Benefits of membership include: health insurance, networking opportunities, advocacy and lobbying support representing the interests of businesses, access to interns, and many other information resources. Contact the Greater Indianapolis Chamber of Commerce at 464-2200 or online at <http://www.indychamber.com>.
- The **Hispanic Chamber of Commerce's** mission is to provide leadership for the economic growth and development of Hispanic businesses and labor force in the Greater Indianapolis area by identifying their needs and providing them with technical assistance and information to meet those needs. Contact the Hispanic Chamber of Commerce at 317-464-2219 or via the Internet at <http://www.ihcc1.com>.
- The **Black Chamber of Commerce** is dedicated to the economic empowerment of Indianapolis' Black Business Community. The Indianapolis Black Chamber of Commerce develops, educates, advocates and enhances the status of the Greater Indianapolis community by strengthening black businesses and creating an environment that produces more black entrepreneurs. Contact the Black Chamber of Commerce at 317-924-9840 or via the Internet at <http://www.indianapolisbcc.org/>.
- **Community Development Corporations** also provide assistance to businesses seeking to locate in their neighborhoods and existing businesses. For information about which CDCs provide this assistance, contact The **Indianapolis Coalition for Neighborhood Development (ICND)**. ICND is the membership umbrella organization of the Indianapolis Community Development Corporations. Find and contact ICND and the CDCs by visiting: <http://www.icndindy.org> or by calling (317) 423-2009

Supplemental Resources and Information

The online resource library at <http://www.indygov.org/ed> contains in-depth information resources and manuals (mostly downloadable online) for community development practitioners and those interested in urban economic development. Also, register to receive the **FOCUS E-Newsletter** for updates and to learn about project opportunities and major events. You will find considerably more information on the website, such as:

- **FOCUS Pilot Commercial Real Estate Case Study Analysis**
- **Sample documents for Joint Ventures between For-Profits and Nonprofit Organizations**
- **Market Studies and Neighborhood Plans**
- **Neighborhood and Township Descriptions**
- **Pertinent maps:**
 - ✓ Community Development Districts and Organizations
 - ✓ Enterprise and Empowerment Zones
 - ✓ Historic Districts
- **Pertinent City Documents:**
 - ✓ Land Use Plans and the City code
 - ✓ Needs Assessments
 - ✓ Transportation Plans
 - ✓ Other plans such as the Marion County Comprehensive Plan

Selection of useful articles:

Development in Underserved Retail Markets

According to the International Council of Shopping Centers, “At least three major studies in the last few years concluded that urban markets remain underserved because retailers misunderstand the potential of these markets. In an effort to address these misconceptions and make tangible recommendations to address these issues, the International Council of Shopping Centers (ICSC) and Business for Social Responsibility (BSR) have published the findings of a retailer survey and focus group that was convened to determine the primary challenges retailers face when locating in underserved urban markets. The white paper is a summary of the discussions of the focus group. It outlines recommendations for four key interest groups, the community (residents and community-based organizations), the government (elected officials and professional staff), developers and retailers. This document attempts to address the challenges and obstacles of underserved markets and will hopefully serve as a catalyst to stimulate new dialogues and partnerships between the stakeholders and ultimately lead to a better climate for more development in these markets.” You will find this document online at: <http://www.icsc.org/srch/government/developUndeservMarkets.pdf> or http://www.bsr.org/BSRResources/ResourcesDocs/Underserved_Markets.pdf

Community Development Corporation Retail Development Resources

As part of the National Congress for Community Economic Development's retail development training session at its recent annual conference in Miami, a special notebook of materials was given to attendees. This notebook includes several short papers that were written specifically for this session. These reports were written by CDC practitioners, representatives of the retail industry, and financing sources. In order to make this information available to the entire field; the National Congress for Community Economic Development has posted the material from the Congress on its website at: <http://www.ncced.org/programs/cdcRetail/>.

The Business Case for Pursuing Retail Opportunities in the Inner City (June 1998)

The Boston Consulting Group in partnership with the Initiative for a Competitive Inner City has conducted a study of principally six inner city markets—Atlanta, Boston, Chicago, Harlem, Miami and Oakland. Collectively, these markets provide a critical mass of information that is applicable to inner-cities nationwide. Within each city, the study examined the following sectors: grocery, apparel, mass merchant, pharmacy, fast food, and other. The report is available online at:

http://www.icic.org/research/pdf/pdf_2_The_Business_Case.pdf

See also <http://www.indygov.org/ed> or <http://www.liscnet.org/indianapolis> for a more comprehensive bibliography of additional resources.

Appendix A: Neighborhood Economic Development Matrix

Introduction

A well-known businessman once stated, “If you don’t know where you are going, any old road will do.” The same can be said about the pursuit of neighborhood economic development. Neighborhood organizations often pursue economic development projects in an effort to, revitalize worn out commercial districts, create neighborhood jobs, and provide needed services to local residents. Determining what economic development opportunities will work in your neighborhood is the critical question to ask. Identifying the steps to take which will result in the identification of viable economic development opportunities that can be implemented is the challenge.

The attached matrix represents the work of the FOCUS Initiative’s Foundation Committee. This tool is intended to complement the Economic Development Resource Guide, recently published as a part of this same initiative. The goal is to assist CDC’s and nonprofit development organizations in the identification of the basic steps needed to package a small to medium sized neighborhood economic development project. The matrix, if followed, can provide useful information in three critical areas for your neighborhood organization.

First, the assessment module will help measure; the strength of the neighborhood marketplace given existing demographic and economic trends, what physical neighborhood elements including major traffic corridors and land use patterns demonstrate the potential to support economic development activity, and the ability of your organization to support a dynamic economic development project. **Second**, building on the information gathered in the assessment module, an effort should be made to define *specific* opportunities that might work in your neighborhood. Several questions must be answered to determine what opportunities may exist. For example:

- Are there missing services or retail opportunities in your neighborhood given existing market demand?
- What real estate within the neighborhood demonstrates the capacity to support the identified opportunities?
- Are the opportunities financially feasible?
- Is there a potential for partnerships that will make the opportunities more likely to occur?

Finally, the information gathered to this point is organized to create a detailed work program. The work program identifies what tasks must be carried out, who will perform them, and what resources will be used to realize a successfully implemented economic development initiative.

The matrix is not intended be the final word on how to carry out an economic development project. It should be used as a tool to point your organization in the right direction. It will help in determining what questions to ask, what partnerships should be formed, and how to organize your organization and the community to produce results.

MODULE I: Assessment

Purpose – To determine the potential for pursuing economic development project(s) in targeted neighborhood market area

Outcome – General understanding of market, physical, and organizational factors which encourage/discourage pursuit of economic development project(s)

Market	<p>A preliminary market analysis will be conducted of the neighborhood and extended area to determine local business investment opportunities. Factors to measure include:</p> <ul style="list-style-type: none"> a. Size of existing market (i.e. customer base, housing density) b. Household income or identification of market’s buying power (demographic profile, household info) c. Developer/business professionals identification of market gaps d. Document local market strength and assets e. Identify traffic patterns/heavily traveled corridors f. Document other relevant economic trends (i.e. new construction, proposed investments, proposed public improvements, etc)
Physical	<p>A survey of potential locations and properties which could serve new business investment activity will be performed to determine neighborhood’s physical capacity to host new development. Property characteristics to survey include:</p> <ul style="list-style-type: none"> a. Development clusters within market trade area b. Underutilized properties (i.e. vacant land or buildings) c. Current market rates for land and building space d. Properties listed for sale e. Available support systems/infrastructure, parking, bus routes at f. identified sites etc.
Organizational Capacity	<p>A comparative analysis of the skill sets required to undertake a potential economic development activity compared to those possessed by the CDC will be performed. Possible collaborations/partnerships will be identified to address skill voids.</p> <ul style="list-style-type: none"> a. Inventory staff and board skill sets possessed by CDC b. Identify skill sets required to successfully complete anticipated economic development project c. Define CDC role in carrying out economic development activity d. Identify professional groups that could address skill voids and assist in carrying out economic development activities. (i.e.: developer, broker, financial, architectural, legal, etc.) e. Document proposed team and staff assets and ability to meet economic development activity requirements with CDC Board and staff f. Evaluate financial capacity of organization to provide overhead and financial support for economic development projects

MODULE II: Opportunities

Purpose- Economic development opportunities will be evaluated and their feasibility determined using, and building on, information generated from the assessment phase.

Outcome- Identify specific economic development opportunities and determine necessary steps to evaluate project feasibility

Document Need	<p>Services which are not present or are judged to be in inadequate supply are identified/sufficient demand documented to establish neighborhood response</p> <ol style="list-style-type: none"> a. Review neighborhood plan if applicable. b. Inventory existing services, businesses in market area c. Determine level of buying power for basic retail/service businesses d. Interview existing businesses regarding potential service expansion/reduction e. Identify potential business start-up opportunities f. Validate findings with industry/developer experts (potential sources- Indy Partnership, Indy Chamber, etc.
Redevelopment Land	<p>Identify specific properties available to target for business investment given demonstrated need.</p> <ol style="list-style-type: none"> a. Define study/development area b. Conduct land/buildings inventory c. Conduct site evaluation (Zoning, infrastructure, environmental, utilities, easements, etc.) d. Assess site given industry requirements e. Determine property availability f. Cost analysis given development impediments for targeted property
Preliminary Project Feasibility	<p>Perform preliminary sources and uses analysis to determine project feasibility.</p> <ol style="list-style-type: none"> a. Identify potential funding gaps b. Determine possible sources of “gap financing” if necessary c. Analyze market, site, operating pro forma and financing d. Identify governmental actions both negative and positive e. Identify potential neighborhood/organizational contributions f. Identify local and state incentives g. Determine potential for foundations/ not-for-profit contributions h. Identify potential for small business assistance and workforce training/other possible assistance
Collaboration	<p>Neighborhood plan identifies neighborhood-based approach to accomplishing strategy. Establish partnership with community based organizations and local government.</p> <ol style="list-style-type: none"> a. Keep impacted neighborhoods informed and document support. b. Determine need and elements of public partnerships c. Determine need and elements of private sector partnerships d. Supplement capacity by identifying roles where necessary for skilled professions

MODULE III: Strategies

Purpose- Prepare strategy which details development program, and specific steps for accomplishing.

Outcomes- Detailed work program and implementation schedule

Prospects	<p>Define recruitment program for attracting desired business investments.</p> <ul style="list-style-type: none"> a. Analysis of potential retail tenants/impact on financing b. Identify potential commercial-other business prospects c. Identify franchises/chains with similar demographic requirements d. Identify real estate brokers that have working relationships with targeted businesses e. Identify list of materials/information needed to market to prospects including neighborhood successes f. Utilize local business networks to assist with making prospect contacts
Define/Control Project Site	<p>Determine property targeted for project and establish site control strategy.</p> <ul style="list-style-type: none"> a. Identify parcels desired for proposed project target area(s) b. Determine method for inclusion of desired real estate c. Develop conceptual site plan with desired development configuration d. Obtain ownership interest in desired property through conditional option/purchase agreement if appropriate
Public Role	<p>Identify and document with appropriate entities public sector role(s) in project.</p> <ul style="list-style-type: none"> a. Solicit public sector entities to work with developer team on project development activities, especially activities that will need public review, public investment (i.e. tax abatement, etc.) b. Determine regulatory barriers/approvals needed from public sector (Zoning & construction) c. Establish list of public programs that can assist with addressing financing gaps or that can aid in reducing overall project cost/risk d. Secure public commitments/endorsements – identify roles and terms
Private Role	<p>Determine opportunities for private sector involvement/investment in desired project.</p> <ul style="list-style-type: none"> a. Identify potential development partners that can facilitate development tasks required by proposed development b. Conduct discussions/negotiations with potential development agents/partners regarding roles and costs for services to assist/partner in development c. Document roles and rewards for development participants - private/public/CDC
Work Program and Project Timetable	<p>Establish detailed work program which identifies who, how, when and with what project tasks will be accomplished.</p>

