UNDERGRADUATE URBAN PLANNING PORTFOLIO

ELLEN FORTHOFER
CONTENT
WRITING SAMPLES

The following examples showcase my ability to write in formal styles, such as research essays and business memos.

Term Paper
In each of our planning history courses, we were required to create a research paper on the topic of our choice. The following excerpt is from my fall term paper. It looks in detail at the changes Baron Haussmann made to a 19th century Paris.

Memo
We write memos for several of our planning classes, but this memo is a bit different as it includes my analytical findings from a financial proforma I constructed for the project. The project consisted of making a preliminary analysis and then detailing what reasonable changes would be necessary to reach a higher internal rate of return (IRR). Excerpts from the proforma are included after the written document. My suggested changes are highlighted in the proforma and further explained in the memo.
Baron Haussmann vs. 19th Century Paris: An Analysis of his Controversial Plan

The city of Paris, France so admired today by tourists and citizens alike is not the same Paris of a mere 200 years ago. Like any other city, it has evolved over time, with each time period bringing different challenges and opportunities for city growth. Paris during the 19th century brought many challenges to the officials responsible for guiding city development. At the dawn of the industrial revolution, the city “was not, in itself, sufficient for the new age” (Saalman, 1971, p. 9).

Baron Georges-Eugène Haussmann, Prefect of the Seine during Louis Napoléon’s rule, constructed a radical plan of urban renewal. Controversial since its implementation, his plan has been the subject of discussions by planners and historians for years. The plan focused on four main areas of improvement: parks, buildings, streets, and services (Saalman, 1971, p. 14). All interrelated, each area was important in updating the failing infrastructure inherited by Paris from the preceding years.

Developed in medieval times, the infrastructure and urban forms of Paris in the late 18th and early 19th centuries were not sufficient for the swell in population resulting from the Industrial Revolution. “The greater speed of production made possible by mechanization quickly increased the numbers who earned their living from the machine” (Saalman, 1971, p. 10). Paris was caught unprepared as workers swarmed to the city. The population of Paris rose from 550,000 inhabitants in 1801 to 1,050,000 in 1851, and still later increased to a shocking 2,715,000 in 1900 (Gutkind, 1970, p. 257). This incredible growth in population led to the construction of many new buildings to accommodate the new citizens. These buildings, however, were often poorly built and resulted in an overpopulated and overcrowded downtown Paris. The inner city dwellings of Paris had lost their value as single-family residences, allowing for both horizontal and vertical expansion until the bloated city could take no more. “The city grew in upon itself rather than outward, creating a congested, chaotic, incoherent jumble” (Jordan, 1995, p. 93). With abominable housing conditions and streets so narrow they were almost useless, Paris became a city of slums with fewer and fewer areas inhabited by the middle and upper classes.

This city of slums provided a stark contrast with the politics of the age. The growing middle class was becoming stronger politically and demanded notice from the government. In a sense, Paris served the lower classes well. Although they were living in horrible conditions, many had come straight from a farm where there was no money to be made. “The crowded conditions, sordid smells, rampant epidemics, high prices, lack of adequate public transport, physical insecurity, and sheer filth of the city posed only limited terrors to a group which had left little to regret behind them” (Saalman, 1971, p. 46).

However, the middle and upper classes were not so content with their city. Housing for the very poor and the very rich was readily available, but very little was found for the people in between the two extremes. Housing for this new middle class became a necessity at the same time that theatres and opera houses were being built for the public, rather than the previously aristocratic theatres of the crown (Saalman, 1971, p. 9). The middle class was taking back the city of Paris after dominating the recent revolution of 1848, with Haussmann and Napoleon III as its political tools (Saalman, 1971, p. 47). The true strength of the upper middle class in power during the reign of Napoleon III is evident in Haussmann’s plans. The city he visualized fostered the Second Empire’s political interests and views above all others. In Saalman’s words, these political interests can be summed up as being “as much as possible for the people, as little as possible by the people” (1971, p. 16). Any benefit the changes gave to the lower classes was a happy accident. If the projects positively impacted the environments in which the lower classes lived, no harm done. But it is important to realize that “all these benefits were
part of an overall program geared primarily to the needs and objectives of the upper middle class in power” (Saalman, 1971, p. 16).

Napoleon III prioritized parks in the overall plans for his city of Paris. Though Haussmann did not share his enthusiasm for these open areas, he did later admit that in the case of an overcrowded city, they did serve a purpose in integrating fresh air and sunshine into urban areas as a way to prevent diseases and improve the overall quality of life. Though he may not have had the poor in mind when proposing these parks, the entire city of Paris felt the benefits of these areas in rising land values surrounding the parks, increased revenue to the city, and overall happiness of the citizens. These new parks “were a success in terms of practical politics and became one of the long-term accomplishments of the regime” (Saalman, 1971, p. 19). These parks greatly impacted the overall image of the neighborhoods they were implemented in, and Parisians as a whole were grateful for their inclusion in Haussmann’s plan.

Haussmann left no grand buildings or architecture to Paris directly. Granted, some monumental buildings were constructed during the time of his changes, but he was not directly involved. The few buildings that he did impact were then changed from several smaller structures to one large, grand structure. “The seventeenth and eighteenth centuries were the age of the architect undistracted by the town-planner. That of the town planner, often alas undistracted by the architect, was to come” (Chapman, 1957, p. 3). That time came with Baron Haussmann as Prefect of the Seine. Instead of adding monuments into an already crowded city, he connected main points of Paris with wide boulevards, much in the Baroque fashion. He transformed the tightly networked city of winding streets and alleys and “small-scale complexity” into a monumentally simplistic city anchored with carefully placed institutional buildings integrated into the urban fabric (Saalman, 1971, p. 17).
TO: Chris Palladino, Investor  
FROM: Ellen Forthofer, Abbey Road CDC  
DATE: October 1, 2013  
SUBJECT: Gilbert Warehouse Feasibility Analysis

The Gilbert Warehouse Project has recently undergone preliminary and secondary analysis to ensure its feasibility. The following descriptions detail two separate funding options: one composed of only debt and equity funding, and the other with additional city grant funding.

Preliminary Analysis
The preliminary analysis shows the financial feasibility of the project if no grant funding is available. Project costs would be covered by 25% equity and 75% debt financing. Total costs would be $3.75 million and investor contribution would equal $937,500. After the sale of the property in 10 years, the internal rate of return (IRR) would be 6.10% (See Figure 1).

Secondary Analysis
After finishing the preliminary analysis, an opportunity to receive city grant funding appeared. However, funds are limited, so the grant can only be expected to cover 5% of total project costs, or $173,750. This reduced equity financing to 20% of total project costs, or $695,000. This change along with several other minor adjustments allowed for the IRR to increase from 6.10% in the preliminary analysis to 20.55% in the secondary analysis (See Figure 2).

Other changes include a slight decrease in overall hard and soft costs (-$5,000 and -$25,000, respectively), a small increase in monthly rents (+$25/month 1BR units and +$50/month 2BR units), and finally a small decrease in expected operating costs per unit (-$250/unit/year). Adjustments are highlighted in yellow throughout the proforma (See Figures 3 and 4). All of these changes are small enough to be within the realm of feasibility. In other words, it is very possible that these changes will better reflect reality, as our initial guesses do have some margin of error. None of these changes will cause the project to collapse, nor are they absolute or definite. As we move along further with the project, we will be able to update the proforma accordingly so that it is the best possible reflection of the future conditions.

To validate the findings in the secondary analysis, additional research must be done to better predict the future markets. Increased knowledge about trends in construction and real estate markets will help to ensure the validity of the estimates in the proforma. The city must also be contacted to see if more than 5% funding could be provided for the project. After these have been accomplished, another round of analysis should be conducted on the project to confirm its feasibility and desirability.

Please see attached figures.
### Figure 1 Preliminary Capital Program

**CAPITAL PROGRAM**

<table>
<thead>
<tr>
<th>Uses of Funds</th>
<th>Acquisition</th>
<th>$250,000</th>
<th>building</th>
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<tr>
<td><strong>Total Units</strong></td>
<td>50</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1BR</td>
<td>25 units</td>
<td>750 sf each</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2BR</td>
<td>25 units</td>
<td>1,000 sf each</td>
<td></td>
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<tr>
<td><strong>Total sf:</strong></td>
<td>43,750 sf</td>
<td></td>
<td></td>
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</tr>
<tr>
<td><strong>Hard Costs</strong></td>
<td>$60,000 per unit</td>
<td></td>
<td>$3,000,000</td>
<td></td>
</tr>
<tr>
<td><strong>Soft Costs</strong></td>
<td>$500,000</td>
<td></td>
<td>$500,000</td>
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</tr>
<tr>
<td><strong>Sources of Funds</strong></td>
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<td></td>
<td>$3,750,000</td>
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<tr>
<td>Equity</td>
<td>25% of project costs</td>
<td></td>
<td>$937,500</td>
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</tr>
<tr>
<td>Debt</td>
<td>75% of project costs</td>
<td></td>
<td>$2,812,500</td>
<td></td>
</tr>
<tr>
<td><strong>Internal Rate of Return:</strong></td>
<td></td>
<td></td>
<td><strong>6.10%</strong></td>
<td></td>
</tr>
</tbody>
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### Figure 2 Secondary Capital Program

**CAPITAL PROGRAM**

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<tr>
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<td><strong>Total Units</strong></td>
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<td></td>
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<tr>
<td>1BR</td>
<td>25 units</td>
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<td>2BR</td>
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<td><strong>Total sf:</strong></td>
<td>43,750 sf</td>
<td></td>
<td></td>
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</tr>
<tr>
<td><strong>Hard Costs</strong></td>
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<td>$2,750,000</td>
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<td><strong>Soft Costs</strong></td>
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<td>$475,000</td>
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<td></td>
<td>$3,475,000</td>
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<tr>
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<td>$695,000</td>
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<tr>
<td>Subsidy/Gap</td>
<td>5% of project costs</td>
<td></td>
<td>$173,750</td>
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<td>Debt</td>
<td>75% of project costs</td>
<td></td>
<td>$2,606,250</td>
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<tr>
<td><strong>Internal Rate of Return:</strong></td>
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<td><strong>20.55%</strong></td>
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### Figure 3 Preliminary Operating Program (Partial)

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<th>OPERATING PROGRAM</th>
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<tr>
<td><strong>Gross Income</strong></td>
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</tr>
<tr>
<td>25 1 BR units</td>
<td>$210,000 per year</td>
</tr>
<tr>
<td>25 2 BR units</td>
<td>$270,000 per year</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>$480,000 annual income</strong></td>
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<tr>
<td><strong>Less Vacancy Factor</strong></td>
<td>2% annual increase</td>
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<tr>
<td><strong>Effective Gross Income</strong></td>
<td>5% per year</td>
</tr>
<tr>
<td><strong>Less Operating Costs</strong></td>
<td></td>
</tr>
<tr>
<td>50 units</td>
<td>$3,500 per unit</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>5% annual increase</strong></td>
</tr>
</tbody>
</table>

### Figure 4 Secondary Operating Program (Partial)

<table>
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<th>OPERATING PROGRAM</th>
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</thead>
<tbody>
<tr>
<td><strong>Gross Income</strong></td>
<td></td>
</tr>
<tr>
<td>25 1 BR units</td>
<td>$217,500 per year</td>
</tr>
<tr>
<td>25 2 BR units</td>
<td>$285,000 per year</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$502,500 annual income</strong></td>
</tr>
<tr>
<td><strong>Less Vacancy Factor</strong></td>
<td>2% annual increase</td>
</tr>
<tr>
<td><strong>Effective Gross Income</strong></td>
<td>5% per year</td>
</tr>
<tr>
<td><strong>Less Operating Costs</strong></td>
<td></td>
</tr>
<tr>
<td>50 units</td>
<td>$3,250 per unit</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>5% annual increase</strong></td>
</tr>
</tbody>
</table>
ANALYTICAL WORK

These examples present my analytical skills: my ability to discover and justify findings and trends from raw data.

Suitability Map
The following GIS map shows the suitability in Lake County, Indiana for a certain building type, specifically cluster housing. With the help of one team member, I identified important criteria for building cluster housing developments and layered them on top of one another so that the darkest areas shown identify the most suitable sites for development.

Site Analysis
Site inventory and analysis are often the first steps to each project. The selected analysis shown was the initial step in the final project for the site design studio. Our group looked in detail at the site (the historic Coca Cola distribution center on Massachusetts Avenue in Indianapolis) and its surrounding neighborhood to begin to gain an idea of missing elements and what could eventually be included in the final site design.
Cluster housing developments are not subdivisions. Rather than dividing land between each separate parcel, cluster housing groups residential units closer together and combines the saved land into one large communal space. These developments are generally found near an urban area and its many amenities.

This map shows many criteria layered on top of one another. The darker areas show where a greater number of more suitable characteristics are located. The lighter areas show the more unsuitable sites, as less of the criteria are present. The gradient scale below shows the varying levels of suitability. This approach is necessary when considering a land use such as cluster housing because while some areas are less desirable to develop, no site is 100% suitable or 0% suitable. It all depends on the criteria that the client finds most valuable.

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Suitable</th>
<th>Moderately Suitable</th>
<th>Unsuitable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proximity to Urban Areas</td>
<td>1-3 mi</td>
<td>3-5 mi</td>
<td>Downtown and 5 + mi outside of town</td>
</tr>
<tr>
<td>Transportation</td>
<td>.5 mi from highway</td>
<td>.5 mi from highway</td>
<td>.5 mi from Interstate</td>
</tr>
<tr>
<td>Slopes</td>
<td>0-5%</td>
<td>5-15%</td>
<td>Higher than 15%</td>
</tr>
</tbody>
</table>
SITE ANALYSIS

To: Vera Adams, Plan 202 Instructor  
From: Ellen Forthofer  
Date: March 18, 2013  
Subject: Context and Site Analysis of Massachusetts Avenue

The historic Coca-Cola Distribution plant is located within one mile from Monument Circle in downtown Indianapolis. Relocation of its current tenant, IPS, would create a development opportunity for the site.

Demographics
Over 50% of Chatham Arch residents have a median income of $35,000 to $74,999. The surrounding neighborhoods vary, but a significant portion have median incomes at or below $25,000. Most of the neighborhoods are predominantly African American, with Lockerbie Square being the only exception with a near 70% white population. Chatham Arch and Cottage Homes have a large percentage of single mother households, with 61.1% and 22.9% respectively. The vast majority of residents drive alone in their commute to work, with 12% walking from both St. Joseph and Lockerbie Square.

Lynch Analysis
Massachusetts Avenue is the largest street in the neighborhood, cutting diagonally through its limits. Nodes are formed at the intersections of Massachusetts Avenue and major North/South streets, including College Avenue. Pedestrian accessibility is prevalent in Chatham Arch, with the Cultural Trail running along Massachusetts Avenue and connecting to the Monon Trail two blocks past the interstate to the Northeast.

The surrounding neighborhoods have different defining architectural characteristics. Chatham Arch contains large industrial buildings of the Art Deco, Italianate, and Romanesque styles, as well as workers’ cottages. St. Joseph is known for its Italianate style and rowhouses, while Lockerbie Square contains Italianate and Queen Anne style residences, typically 1 to 2 stories tall.

SWOT Analysis
Strengths of Mass Ave include a strong and unique culture centered on entertainment venues and large historic neighborhoods. Weaknesses are limited housing choices, congested intersections, and a lack of green and open spaces. The Cultural Trail provides an opportunity for the area to increase pedestrian activity in the area. The constant need for more parking threatens to disrupt the flow of the neighborhood.

As it stands, the Coca-Cola site is not being used to its full potential. Located on the busy intersection of College and Massachusetts Avenues, it could be developed into a thriving community center.
Site and Context Analysis
Massachusetts Avenue, Indianapolis, IN

Demographics

Urban Tissue & Building Footprint
Future Zoning
High-Density Mixed Use

Lynch Analysis

Building Typologies
The Old Northside
- Greek Revival
- Gothic Revival, and Italianate

Chatham-Arch & Massachusetts Ave.
- workers’ cottages
- Italianate, Romanesque, Art Deco

Circulation

St. Joseph
- Italianate
- Row houses

Cottage Home
- Folk Victorian and Queen Anne

SWOT Analysis

Strengths
historic neighborhoods
entertainment venues
strong unique culture

Weaknesses
need more housing choices
intersection improvements
need more green space

Opportunities
historic structures on site
growing population
cultural trail

Threats
additional event parking
expensive retail
need for foot traffic

Ellen Forthofer       Erin Cotant       Mackenzie Thibault       Chelsea Fenimore       Haley James
SITE DESIGN

The following pages show my progression in site design, starting with a CAP First Year project in Muncie and ending with the Site Analysis studio in the planning major curriculum.

Downtown Muncie
This was the final project in the First Year program. In groups, we looked at redesigning downtown Muncie. This was a very elementary attempt at site design, with almost no regard to economic feasibility or market demand.

46th and College
As the first project in the Site Analysis planning studio, the 46th and College project allowed several design freedoms while still forcing the consideration of issues of feasibility, program requirements, etc.

Massachusetts Avenue
The second project in the Site Analysis planning studio still allowed several design freedoms, but required a deeper look into the special considerations for large sites. These skills are being further refined in my current studio, a class focusing on economic development and sustainability in site design.
The final project of CAP First Year focused on the redevelopment of the land surrounding the roundabout on South Walnut Street. In groups of four, we first identified what we thought was needed in the area and then created a large plan (pictured on the lower left), on which we tested several different ideas. We then created a massing model of our final development plan, as pictured above.

The massing model concluded the group aspects of this project. Each member chose a specific part of our proposed development plan as a focus area. I created a courtyard between buildings we located on the site just northwest of the roundabout. I concentrated on connecting uses on either side of my focus area in a natural and cohesive way. The model pictured top left shows my design for the space.

This exercise in site design was very important in my academic career as it was the most planning-oriented project I encountered in all of First Year. Retrospectively, it was probably my excitement about this particular project that led me to choose urban planning over architecture and landscape architecture.
46TH AND COLLEGE

To: Vera Adams, Plan 202 Instructor
From: Ellen Forthofer
Date: February 11, 2013
Subject: Alternatives for 46th and College Site

This site, located at the corner of 46th Street and College Avenue, was once a busy streetcar stop. Today, it lies empty. In the search to find a solution that fits the surrounding neighborhood, two options arise: a mixed-use development and a purely commercial development. The same three design criteria were used for both scenarios: addressing the corner of the site, providing accessibility to many modes of transportation, and embracing the area’s natural character.

Addressing the Corner of 46th and College

Both plans center the intersection as a focal point. The mixed-use scenario features a plaza at the corner with a large fountain. This draws people back further into the courtyard, which has ample outdoor seating and large planters. The commercial uses are confined to the first floor, and they line College Avenue.

The commercial scenario places the buildings at the corner of the site, offset slightly by the linear park created by the community garden which lines the east side of the site. A plaza is featured behind the buildings, creating a pedestrian mall.

Improving Accessibility

Both scenarios are friendly to all kinds of transportation. Bus stops run both E to W and N to S. Parking wraps around the southwest corner of the site in both cases, with pedestrian plazas featured in between the buildings. The existing neighborhood has a high walk score of 72, so it is very important to provide a pedestrian-friendly design on the site. However, many people also use cars or transit to get around, so it is just as important to provide for them on the site as well.

Retaining Character

To help retain and remain proportionate to the area’s character, both designs do not feature buildings that rise above 3 stories. Commercial uses are placed below residences in the mixed-use scenario, creating the possibility of a live-work environment. By paying special attention to the neighborhood context of the site, a development has the opportunity to help revitalize the area without huge alterations to its natural charm and character.

A development on this site could provide great potential for the surrounding neighborhood to grow. These solutions are only two of many possibilities. By following these design guidelines, it is more likely that the site will fit to the neighborhood’s context and help to add value to the area.
ALTERNATIVE SITE DESIGNS
46th and College, Indianapolis, IN

ALTERNATIVE 2A: MIXED USE
ALTERNATIVE 2B: COMMERCIAL

DESIGN

GUIDELINES

- Address corner of 46th and College
  - continue street wall
  - create a destination
- Make accessible to both pedestrians and cars
  - increase foot traffic in the area
- Embrace the area’s natural character
  - fit to the context of the site
46TH AND COLLEGE

To: Vera Adams, Plan 202 Instructor
From: Ellen Forthofer
Date: February 27, 2013
Subject: College Plaza: Final Concept Plan for 46th and College Site

A former streetcar stop, this site at the southwest corner of 46th Street and College Avenue used to be a busy neighborhood center. Today, it sits vacant as a mitigated brownfield. After testing many different scenarios for the property, a solution was discovered in College Plaza. This plan fits in with the surrounding neighborhood by following design guidelines that were found through context research and analysis. The plan also has strong design objectives that attempt to shape the final result of the project: creating a community center, maximizing pedestrian connectivity, and incorporating a mixture of uses.

Creating a Community Center
College Plaza adds a large amount of apartments and retail to the area. This gives the surrounding neighborhoods a place to gather that is within a walkable distance. Commercial retail and office resides on the first floor of buildings that line College Avenue, which are offset slightly by a community garden between the buildings and the street. This buffer creates a large sidewalk and a bike path on either side of the planters. The buildings are arranged so that multiple courtyards are made available to the public, with ample outdoor seating and large landscaped areas.

Maximizing Pedestrian Connectivity
With a high walk score of 72, it is very important to provide for the pedestrians of the neighborhood. This site is very pedestrian friendly, offering large sidewalks, plazas, and multiple forms of transportation. Parking for individual cars lines the southwest corner of the site, while bus stops are located on either street. Light rail is optimistically included in this plan, with the goal of one day making this neighborhood centered around transit again.

Incorporating a Mixture of Uses
To help revitalize the area while still maintaining the its character, College Plaza calls for a variety of different uses- including retail, office, and residential- to be located in buildings no more than 3 stories tall. This will create the opportunity for a live-work environment and help to revitalize the neighborhood without largely altering its natural charm and character.

This development would add value to the area and greatly increase its potential for growth and revitalization. By paying close attention to the surrounding urban tissue, the site accomplishes its goals without belittling the neighborhood it aims to improve.
PLANNING RULES
- 3 story maximum
- Build to human scale
- Address the street edge

DESIGN OBJECTIVES
- Raise property values with the creation of a community center
- Maximize pedestrian connectivity
- Incorporate a mixture of uses

NEIGHBORHOOD ANALYSIS

SITE PROGRAM

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<tr>
<th>UNIT TYPE</th>
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<th>SF PER UNIT</th>
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<tr>
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SITE & CONTEXT PLAN

ISOMETRIC

SECTION
To: Vera Adams, Plan 202 Assistant Professor
From: Ellen Forthofer
Date: April 24, 2013
Subject: The Village at Mass Ave

The site of the historic Coca-Cola Distribution plant is very valuable because of its central location at College and Massachusetts Avenues in downtown Indianapolis. It was previously used to distribute Coca-Cola throughout the Indianapolis area, and is currently used by IPS as a bus depot and storage facility. This design focuses on the site’s potential to be a strong neighborhood center by creating a space that offers a variety of housing choices, concentrated retail centers, and both public and private open space.

Variety of Housing
Townhomes line the site’s west edge along College Avenue, directly facing the existing residential neighborhood. The center of the site features live-work lofts and apartment buildings, and the eastern edge of the site features apartments above shops in an adaptive reuse of the largest historic building. In total, 555 residential units were added to the area in the design.

Concentrated Retail Centers
A variety of spaces with several different functions are created in this design. Three main centers of retail anchor the design, drawing visitors through the entire expanse of the site. It is possible for each one to be its own center, or for one center to dominate with two sub-centers. Roads, sidewalks, and pedestrian/bike paths connect these centers.

Open Space
Though many buildings are proposed to occupy the western edge of the site, much of the plan calls for open spaces, both private and public. Each townhome has a small amount of land attached to their home. Green spaces around apartment buildings account for most of the semi-private open space designated in the plan. Two parks, one located to the north on 10th St. and the other to the south on St. Clair St. provide tennis and volleyball courts for both the community and the charter school located in the largest historic building on site.

The valuable location of this site allows for the feasibility of such a large proposed design. The 555 new residential units added to the neighborhood will help to increase affordability in the area, while the retail and commercial office will help to strengthen the central business district of the area. It will help to provide both the daily needs for its current residents and a destination for its visitors. This design will help to use the site to its full potential and add significant value to the surrounding neighborhood.
THE VILLAGE
AT MASS AVE

SITE PLAN

DESIGN OBJECTIVES
- Develop a neighborhood center
- Create a welcoming environment for pedestrians and cyclists
- Design a variety of spaces with many different functions

PLANNING RULES
- Provide a mixture of housing types
- Concentrate retail
- Incorporate both private and public spaces

PROGRAM
<table>
<thead>
<tr>
<th>Category</th>
<th>Square Footage</th>
<th>Parking</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residential</td>
<td>555 units</td>
<td>555 spaces</td>
</tr>
<tr>
<td>Retail</td>
<td>91,325 sf</td>
<td>200 spaces</td>
</tr>
<tr>
<td>Office</td>
<td>28,775 sf</td>
<td>100 spaces</td>
</tr>
<tr>
<td>Special Use</td>
<td>50,200 sf</td>
<td>62 spaces</td>
</tr>
<tr>
<td>Private Open Space</td>
<td>52,000 sf</td>
<td>N/A</td>
</tr>
<tr>
<td>Public Open Space</td>
<td>76,000 sf</td>
<td>N/A</td>
</tr>
<tr>
<td>TOTAL</td>
<td>176,595 sf</td>
<td>917 spaces</td>
</tr>
</tbody>
</table>

FUNCTION

EXISTING vs. PROPOSED

CIRCULATION

FLOORPLANS

SECTION:
Coca Cola Building Interior Street

SECTION:
College Ave Townhouses

Ellen Forthofer
PLAN 202
4/24/13
The following examples show the breadth of my graphic abilities, both in creating sketches and graphic presentation documents.

**Linework**
Beginning in CAP First Year, the ability to successfully communicate through graphics and sketches is heavily stressed. These ink drawings show my ability to sketch with different line weights, styles, and shading.

**Charette Graphics**
During the spring of my sophomore year I took a class that focused on charette graphics. These drawings emphasize a quick and effective end product that often uses lots of color. The class explored many different rendering styles, including those for both night and day.

**Presentation Graphics**
In a private development class, we were required to make a handout that concisely explained a funding tool in an aesthetically pleasing way.
LINEWORK

BUSINESS BUILDING
-Cool day, shaded, enclosed.

Terrace overhang creates weird angles & shadows.

Space in front of building formed by brick planters. People constantly moving in different paths in this area.

FRANK LLOYD WRIGHT
HOME AND STUDIO

The planters top the brick wall surrounding the house. The tall plants help to frame the main entry.

The house looks very natural despite the contrast between siding and brick.

The house is hidden behind trees and gardens when viewed from the sidewalk. Wright made a point of joining his buildings with nature.
CHARETTE GRAPHICS
HOPE VI

Federal Grants through the US Department of Housing and Urban Development

SUMMARY

• The HOPE VI program is comprised of federally funded grants that are aimed at revitalizing deteriorated public housing into mixed-income communities, which provide housing for residents of many different income and educational levels.
• These grants are apportioned to state organizations before they are allocated to specific projects. The state organization in Indiana is the Indianapolis Housing Agency, or IHA.
• The program began in 1992 and has two types of funding available: HOPE VI Revitalization grants and HOPE VI Main Street grants.

HOPE VI REVITALIZATION GRANTS

These grants can be used to fund a variety of uses, including:
• Costs of major rehabilitation, new construction, and/or other physical improvements
• Demolition of severely distressed public housing
• Acquisition of sites
• Community and supportive service programs - including those for people who are relocated as a result of revitalization efforts

As noted above, funds often do not go directly towards new construction. This is a main benefit of the flexibility of

HOPE VI grants that allows a mixture of private, public, and nonprofit funding in a project.

HOPE VI MAIN STREET GRANTS

These grants assist smaller communities in community housing development that is done in connection with a Main Street revitalization effort. They aim to turn obsolete or vacant structures into income-producing affordable rental units.

ELIGIBILITY

• “Any public housing authority that has severely distressed public housing units is eligible to apply."
• No individual applications are allowed
• HOPE VI Main Street Grants also require that the applicant:
• Is a local government
• Has a population of 50,000 or less
• Has 100 or fewer public housing units within its jurisdiction

APPLICATION PROCESS

• Funds allocated for each grant are available in each fiscal year’s ‘Notice of Funding Availability’ (NOFA).
• NOFAs are published each year in the Federal Register.
• Applications can be downloaded and submitted online at grants.gov

City of MUNCIE
MUNCIE, INDIANA
HOPE VI

APPLICABILITY

HOPE VI grants, especially Main Street, would be very helpful to the Gilbert neighborhood because they share many of the same values in development as expressed by the mayor and are of the correct project scale. While the Gilbert neighborhood is not home to a large public housing facility, it does contain some of Muncie’s lowest incomes and several residences in bad condition due to abandonment. A HOPE VI grant would provide a large source of funds for the city to invest in the neighborhood, signifying their serious effort to revitalize the area. Private and nonprofit firms can use these funds to remove financial obstacles that previously prevented their investment.

LEVERAGING PRIVATE INVESTMENT

HOPE VI grants are most often awarded to projects that will potentially leverage the most private development dollars. In theory, the grants are able to procure investment from private and nonprofit groups because of their size and flexibility to cover many different costs during development. HOPE VI grants were truly the first of their kind in their beginnings in 1992. They helped to deregulate the prior extreme federal rules that governed public housing projects and placed an emphasis on public/private partnerships. There have since been several success stories, one being Park DuValle, a HOPE VI development in Louisville, Kentucky.

PARK DUVALLE, LOUISVILLE, KY

• Park DuValle is a 125 acre development on the west side of Louisville. It received a $20 million HOPE VI grant in fiscal year (FY) 1996.
• This specific grant accounted for just over 11% of the total project costs, which equaled $179,900,000, though other federal funding options - including tax credit financing - were used.
• The total HOPE VI leverage was 7.89:1, or $7.89 of non HOPE VI funds for every $1 of HOPE VI financing.
• The largest single use of these funds was hard construction costs, totalling just under 70% of the total project costs.
• HUD contributed a total of about 31.5% of total project costs through HOPE VI, CDBG, and HUD development funds. Without it, the project would have been impossible for the private market to produce on its own.
• Today, Park DuValle is a thriving example of a safe, healthy community created through federal financing.

This figure shows the newly-constructed homes built with New Urbanist principles in Park DuValle near West Louisville.
GROUP WORK

Strong skills in cooperation and collaboration are necessary in almost any aspect of professional life. The following projects show my ability to work in large groups to create a quality end product.

MuncieMakes Lab
I am currently a part of an interdisciplinary studio that is focusing on reopening the old Muncie Urban Design Studio located at 668 South Walnut Street. This larger goal consists of several smaller projects, all of which are group-based.

Old West End Neighborhood Action Plan
Last semester, my studio created an action plan for the Old West End neighborhood. This plan was designed under the larger Muncie Action Plan, which was completed in July of 2010. In our neighborhood action plan, we identified issues plaguing the community and suggested possible remedies. This project was recently named as a recipient of a national AICP Student Project Award.
One of the main projects we’ve worked on this semester is the refinishing of the floor. As you can see in the picture to the left, the building used to have carpet squares throughout. We have since cleared the junk and removed the carpeting. Groups of us have put in time on the weekends working to sand the floor so we can coat it with a protective finish. All of this work looks towards a larger goal: to be included in the First Thursday arts walks downtown in the spring. A picture of our meeting with DWNTWN directors to talk about this potential involvement is shown below.

Photos by Andrea Swartz
We hope to transform the building into a gallery for student work as well as a flexible space that can be used for meetings, gatherings, and other events. We plan to unveil the space at the First Thursday in April, but are also organizing an event for interested community members to start a ‘grassroots’ movement to keep the space occupied after this semester is over.

Though almost all of the work is a group effort, much of the individual work I’ve contributed deals with ensuring the longevity of the building and envisioning its future in the Muncie community. I have organized most of the meetings with involved groups and am currently assembling a list of sponsors. We want to forge as many new relationships with community members and those tied to the university alike during these beginning stages so that a large number of people feel tied to the space. Hopefully those connections, along with the newly renovated building, will make it easy to continue to use the space.

While this is technically only a semester long project, I hope that we can impact the future relationship between the Muncie community and Ball State University by creating a place where ideas can be shared and collaboration is encouraged.
Last fall, I was a part of the Neighborhood Analysis studio that created a neighborhood action plan for Old West End. This involved large amounts of initial inventory and research, attendance at the monthly neighborhood association meetings, and the real application of many skills we learn in the planning curriculum.

The final document comprised of 218 pages and included all of our work from the semester long project: from initial observations and analysis to final suggestions. An excerpt of the document on which I worked specifically follows this page. The action plan was recently named a winner of a national AICP Student Project Award.
Community Strength & Relationships

The Muncie Action Plan (MAP), which was published in July 2010, is a community document that helps to guide future development along a vision that the community has set for itself. The MAP relates to the “Community Strength & Relationships Initiative” in several ways, but primarily through its Community Aspirations, or the goals that express Muncie’s vision for its future and serve as the foundation for specific actions and initiatives later in the plan. Specifically, it relates to the second Community Aspiration: Community Building. In this goal, Muncie community members expressed a priority to build “an engaged, proud community where diverse individuals and organizations live and work together to strengthen the community’s vitality and promote a well-known shared identity” (MAP, pg. 4). The “Community Strength & Relationships Initiative” also relates to the MAP in Initiatives 2.3 and 2.4, “Create a robust volunteer program” and “Develop a Uniform Code of Ethics for local government,” respectively.

MAP Initiative 2.3 focuses on strengthening community and neighbor relations through organized volunteer opportunities, established neighborhood crime watch organizations, and new youth positions on existing leadership boards in the area. Programs related to this initiative could benefit Old West End by strengthening the relationships among residents and creating new connections with other surrounding neighborhoods.

MAP Initiative 2.4 aims to hold officials to a higher standard. Though it focuses on governmental employees and public officeholders, Old West End could benefit from the idea of a code of ethics for community relationships, namely for those between landlords and rental tenants. A document that describes what is expected and required of each party in the agreement could be attached to the lease to help combat problems associated with miscommunication between the landlord and renter.

Why this is important
Residents initially brought up the problem of miscommunication and distanced relationships between landlords and rental tenants at community meetings. The survey confirmed this concern, with many residents voicing out against “slumlords” in their community. However, there are several examples of good relationships among community members in Old West End. Charles Street features a garden between two houses that required the cooperation and teamwork of each resident to be successful (See Figures 64 & 65).

The Community Strength & Relationships Initiative would strengthen Old West End by connecting residents in new ways and combatting the miscommunication issues between landlords and renters. It could also create several new opportunities to volunteer in the community, providing a new way for neighbors and residents to know each other better and become more aware of the issues in their neighborhood. Once residents are more aware of the issues in their community, they would hopefully contribute along with the rest of the neighborhood to find creative, functional solutions to these issues.

What this will involve
Community relationships could be strengthened in several ways, including increased volunteer

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Figure 64 – “Urban oasis” situated between two neighboring houses on Charles Street. Photo: Ellen Forthofer.
opportunities through programs such as Big Brother Big Sister and Muncie-Delaware Clean and Beautiful. Programs are also offered that teach valuable skills and help make residents more marketable to potential employers through organizations like YMCA or YWCA. Participation in these programs is voluntary, but Old West End could benefit as a community if one person took charge of organizing days for residents to participate in these events as a community (see Figure 66). This activities coordinator could also help to increase relations between Old West End and other neighborhoods in Muncie.

Figure 65 – The cohesive landscaping in front and between these houses shows neighborhood cooperation at its finest. Photo: Ellen Forthofer.

Figure 66 - Old West End events can be held in areas such as Walnut Street to involve the larger community as well as neighborhood residents. Image: Ellen Forthofer.
Root of the Problem Exercise

Sometimes it can be difficult to see the true causes of a problem. Many times, only the symptoms of problems are dealt with because they are the immediate problem. However, if only the symptoms are treated, the return of the problem is almost inevitable. This exercise is designed to help communities think about the true causes of a problem and effectively find solutions to combat them.

**Determine What the Problem Is**
To effectively analyze the root causes of a problem, it is necessary to have a broad understanding of the problem itself. What is happening? What are the specific immediate symptoms? How long has this problem existed? Any details about the problem itself will be helpful in the next step: determining the causes of the problem.

**Determine the Causes of the Problem**
Why did this problem happen? There is often not one simple answer. Many causes are interrelated. Consider physical, social and functional causes. What are the conditions that led to the causes of the original problem?

**Formulate Potential Solution(s)**
What are some solutions to these newfound root causes that can help to prevent the original problem from happening again? These solutions are not always large in nature. In fact, they are often simple policy or behavioral changes that help to solve several problems at once.

**Next Steps**
After completing this exercise and filling out the attached worksheet, decide how the solution(s) will be implemented. What person or group will be held responsible for carrying out the changes and following up to make sure they are being executed successfully? Will implementing the solutions potentially cause other problems to occur? How can this be avoided? It’s often a good idea to have a person or group check up on the problem after the solutions have been implemented to analyze how successful the solution(s) have been.
In addition to creating the neighborhood action plan itself, our studio also decided to make a community workbook filled with activities to be completed during meetings to help implement the suggestions made in the action plan. One exercise I worked on specifically is the ‘Root of the Problem’ activity, pictured to the left. This exercise is designed to help communities identify the true causes of a problem and find effective solutions for those causes so that problems are solved in a timely and efficient manner.

The pictures on this page show the true breadth of the project. The semester began with several visits to the neighborhood, the first of these visits was led by Brad King, the president of the neighborhood association. After collecting data and coming to initial conclusions, we brought our findings to a monthly neighborhood association meeting and gathered the opinions of the residents. This was a truly interactive process: many of the meetings we attended involved talking directly with residents and allowing them to correct our documents, as shown in the middle picture. The final action plan was presented at the November meeting by myself and three other classmates, pictured below.

Photos by Lisa Dunaway