CONTENT
March 3, 2014

Amy Williams, AICP
Principal, Taylor Siefker Williams Design Group, LLC
10 S. New Jersey St. Suite 220
Indianapolis, Indiana 46204

Dear Ms. Williams,

I am writing to inquire about a possible internship position this summer at the Indianapolis location of your firm, Taylor Siefker Williams Design Group, LLC. I first discovered your firm after you mentioned you worked in both Louisville and Indianapolis in an email. After looking further into the various projects listed on your website, I have become quite interested in your firm’s work. I have a passion for urban design that encourages healthy community lifestyles. Based on your firm’s mission statement, I believe that our passions are well-matched. I have experience in both design and community outreach that could potentially aid you in your future projects.

From your website, I have gathered that your firm specializes in comprehensive or downtown plans. I am currently the sole undergraduate member of the Campus Master Plan Advisory Committee, a group of campus stakeholders working with a consultant firm, Smithgroup JJR, to create a new master plan for the Ball State campus. Though Smithgroup JJR handles all of the actual design of the master plan, I have gained invaluable experience from the opportunity to be involved in the process. I believe that this experience would help me to add value to your firm’s current and future projects.

Taylor Siefker Williams Design Group also seems to have a strong desire to involve the community in its projects. I have a great deal of experience in community outreach and involvement. Last fall, I was involved in the creation of a neighborhood action plan for Old West End, a community in Muncie. I am also currently involved in the reopening of the old Muncie Urban Design Studio located in downtown Muncie. Renamed MuncieMakes lab, we hope that the space will allow for the continued collaboration between the university and the community.

I believe that your firm’s interests and passions match well with my own, and I would like to speak with you further about a possible internship position this summer at your Indianapolis location. I will be contacting your office next week, but please feel free to contact me with any questions at (317) 512-5040, or by email at emforthofer@bsu.edu. I look forward to meeting you.

Sincerely,

Ellen Forthofer
EDUCATION
Ball State University, Muncie, Indiana
2011-2015 (Expected graduation May 2015)
Bachelor of Urban Planning and Development with Honors
Minor in French
Institutional GPA: 3.857/4.0

Waldron Jr/Sr High School, Waldron, IN
2007-2011
CORE40 with Academic Honors Diploma
Graduated Salutatorian (2/54)
Elected Class President, NHS Vice President

SKILLS
• Adobe CS6 InDesign & Photoshop
• Trimble SketchUp
• GIS
• Microsoft Word, Powerpoint, & Excel
• Problem solving
• Public speaking & presentation
• Hand graphics
• Creative & formal writing styles

HONORS & AWARDS
APA Student Representative Council
Region IV Representative
April 2014-15

AICP Student Project Award Recipient
Feb. 2014

BSU Presidential Scholarship
2011-present

BSU Dean’s List
2011-present

BSU College of Architecture and Planning Dean’s List
2011-present

EXPERIENCE
MuncieMakes Design Lab
Studio Member, Jan. 2014-present
• Coordinate media contact
• Attract sponsors and donors

Ball State University Campus Master Plan Advisory Council
Media Assistant, Sept. 2013-present
• Moderate MindMixer website used to involve community in planning process

DesignWorks Summer Camp
Counselor, July 2013
• Mentored students

Ball State University Architecture Library
Student Assistant, April 2013-present
• Assist patrons with technology (computer programs, printers, CardCat system)

Tour of Italy Italian Restaurant
• Practiced customer service

Subway Restaurant
• Improved work ethic and customer service

Bonnie and Clyde’s Restaurant
• Practiced customer service

REFERENCES
Vera Adams, Assistant Professor, vera.ann.adams@gmail.com
Chris Palladino, BSU Business Affairs, cpalladino@bsu.edu
Helen Ulrich, CAP Resources Manager, hulrich@bsu.edu
## PORTFOLIO REVIEW
### THIRD-YEAR BUPD STUDENT SELF-ASSESSMENT

<table>
<thead>
<tr>
<th>Name</th>
<th>Ellen Forthofer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Minor, if any</td>
<td>French; Honors</td>
</tr>
<tr>
<td>Specialized area of interest, if any/Portfolio Graphics or Analytical Interest</td>
<td><strong>Specialty</strong>: Urban Design, Social Justice, Sustainability</td>
</tr>
<tr>
<td>Graphics/Analysis</td>
<td>I am more interested in graphics and presentation than analysis of data.</td>
</tr>
<tr>
<td>GPA/ Courses you struggled/Courses you excelled/ Why?</td>
<td>3.857 Institutional GPA</td>
</tr>
<tr>
<td>Struggled</td>
<td>Economics, Quantitative Research Methods</td>
</tr>
<tr>
<td>Excelled</td>
<td>Site Design and Neighborhood Analysis Studios, Planning History, Private Development</td>
</tr>
<tr>
<td>Why?</td>
<td>I tend to think in more qualitative terms over quantitative. I enjoy creative processes much more than crunching numbers, though I do see the benefit of both. I don’t like to say that I necessarily “struggled” in these data-based classes, as I still managed to earn very good grades. They did not, however, come as naturally to me as other classes.</td>
</tr>
<tr>
<td>Describe career objectives [What, Where, Why?]</td>
<td>I hope to one day work in a larger urban setting focusing on combatting social justice issues through urban design. I am not very concerned with where I’ll be working geographically; I’m much more interested in where I’ll be working relative to communities and their demographics. In other words, I care much more about what I’ll be doing rather than where I’ll be doing it. I have a strong passion for learning about other cultures, so I am very open to the idea of potentially working with several different cultures in my career, perhaps internationally. I care strongly about helping people, and I am very passionate about creating functional and useful urban spaces for the public use rather than only for elite and exclusionary groups. I do not want to be trapped inside an office creating utopian plans that may or may not be implemented. I hope to be actively involved within communities working together with residents to create the changes necessary to revitalize their environments into more functional, livable places.</td>
</tr>
<tr>
<td>Describe summer intern objectives</td>
<td>I hope to intern with a firm that has a strong sense of social equity. I would rather be out in the field and community rather than inside working on GIS, as an experience of that nature would most accurately mimic what I want to do for the rest of my career. However, I am willing to take almost any position, as no experience is bad experience.</td>
</tr>
</tbody>
</table>
| What are your professional educational strengths? | I believe I am a very strong communicator in written, oral, and graphic presentations. This has proven to be one of my greatest strengths in my academic career thus far. I am also skilled in collaborating with other people on projects. This has helped me to begin to correct some of my shortcomings; I am able to ask others for help in areas in which I am less skilled.  

My strong work ethic has proven to be invaluable. I am a perfectionist by nature, so I tend to be uncomfortable handing in anything less than my best effort. I also enjoy taking leadership roles in almost any and every respect. Throughout the program, I have recognized my strength in envisioning “big picture” ideas and attempting to truly recognize the complexities of each community.  

I strongly believe that education should be about diversification over specialization, so I have attempted to dive deeper into every subject I am interested in. I view this “Renaissance Woman” aspect of my personality as one of the greatest, if not the greatest, of my academic and professional strengths. |
<table>
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<tbody>
<tr>
<td>What are your professional educational weaknesses or challenges?</td>
<td>I crave involvement in almost every sense of the word, and while many would view this as a strength, it can also be a weakness. Sometimes I find that I overextend myself to the point that I am not able to spend adequate time on each subject to be fully satisfied with the end result. Though I pride myself in my time management skills, they can only get me so far.</td>
</tr>
<tr>
<td>What, if any, is missing in your professional education that is useful to or required by your career objectives? What are your plans to remedy this deficiency?</td>
<td>I do not think enough interdisciplinary opportunities are offered within the department, or within the university for that matter. Experiences like these could greatly benefit my future career objectives as I hope to be working within communities alongside several other fields. I am attempting to remedy this situation by involving myself in any interdisciplinary opportunity that crosses my path. I am currently in an interdisciplinary independent study that is focusing on reopening the MUDS building in downtown Muncie. So far, I have really enjoyed the experience, though even it could improve in its interdisciplinary nature. I will continue to be involved in classes and projects like that for the remainder of my years here at Ball State. Participation in clubs outside of the department also helps to fill the gap. In my three years in Muncie, I have been involved in several clubs, including Ladies’ Choice ACapella choir, Emerging Green Builders, Student Planning Association, and the French Club.</td>
</tr>
<tr>
<td><strong>What are the BUPD program strengths?</strong></td>
<td>I think the BUPD program is very ambitious and successful in creating a comfortable environment where students feel that they can talk freely and openly with their professors. This is not a small success: creating such an environment is, in my opinion, the first step in allowing for great personal academic growth. The BUPD degree also requires several classes outside of CAP, which strengthens the holistic and interdisciplinary nature of the degree.</td>
</tr>
<tr>
<td><strong>What improvements in the BUPD program do you recommend?</strong></td>
<td>While I appreciate the classes outside of CAP required by the BUPD degree, I think it would be extremely helpful for more of them to count as university core credits. I am a junior, have taken 18 credits almost every semester, and still have university core classes left to take. Several of the classes I have taken for my major cover the same information as the core classes. I also think the interdisciplinary nature of the program has a lot of room for improvement. It's great to be located in a building next to similar disciplines; I think we should use that proximity to its full potential.</td>
</tr>
<tr>
<td><strong>Describe your satisfaction/dissatisfaction with the portfolio you submitted. What assistance do you seek, if any?</strong></td>
<td>Overall, I am happy with my portfolio. It summarizes my work over the past 3 years quite well. However, I am a bit confused on what I should actually show to prospective employers. Though I understand why some of the information was required in this portfolio (e.g. writing samples and analytical work), I don’t think I would include those in a portfolio I brought to a job interview for a position focused on urban design and community involvement. What would you suggest I include in that document?</td>
</tr>
<tr>
<td><strong>Any other comments are appreciated [continue on back]</strong></td>
<td>N/A</td>
</tr>
</tbody>
</table>
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>$250,000 building</th>
<th>$250,000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Units</strong></td>
<td>50 units 750 sf each</td>
<td>43,750 sf</td>
</tr>
<tr>
<td>1BR</td>
<td>25 units 1,000 sf each</td>
<td>$60,000 per unit 3,000,000</td>
</tr>
<tr>
<td>2BR</td>
<td>25 units 1,000 sf each</td>
<td>$500,000 500,000</td>
</tr>
<tr>
<td><strong>Sources of Funds</strong></td>
<td>25% of project costs 937,500</td>
<td>75% of project costs 2,812,500</td>
</tr>
<tr>
<td>Equity</td>
<td></td>
<td>$3,750,000</td>
</tr>
<tr>
<td>Debt</td>
<td></td>
<td>$3,750,000</td>
</tr>
<tr>
<td><strong>Internal Rate of Return:</strong></td>
<td>6.10%</td>
<td></td>
</tr>
</tbody>
</table>

## Figure 2 Secondary Capital Program

**CAPITAL PROGRAM**

<table>
<thead>
<tr>
<th>Uses of Funds</th>
<th>$250,000 building</th>
<th>$250,000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Units</strong></td>
<td>50 units 750 sf each</td>
<td>43,750 sf</td>
</tr>
<tr>
<td>1BR</td>
<td>25 units 1,000 sf each</td>
<td>$55,000 per unit 2,750,000</td>
</tr>
<tr>
<td>2BR</td>
<td>25 units 1,000 sf each</td>
<td>$475,000 475,000</td>
</tr>
<tr>
<td><strong>Sources of Funds</strong></td>
<td>20% of project costs 695,000</td>
<td>5% of project costs 173,750</td>
</tr>
<tr>
<td>Equity</td>
<td></td>
<td>$3,475,000</td>
</tr>
<tr>
<td>Subsidy/Gap</td>
<td></td>
<td>$3,475,000</td>
</tr>
<tr>
<td>Debt</td>
<td></td>
<td>$3,475,000</td>
</tr>
<tr>
<td><strong>Internal Rate of Return:</strong></td>
<td>20.55%</td>
<td></td>
</tr>
</tbody>
</table>
### Figure 3 Preliminary Operating Program (Partial)

<table>
<thead>
<tr>
<th>OPERATING PROGRAM</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Gross Income</strong></td>
</tr>
<tr>
<td>25 1 BR units</td>
</tr>
<tr>
<td>25 2 BR units</td>
</tr>
<tr>
<td><strong>Total</strong></td>
</tr>
<tr>
<td>Less Vacancy Factor</td>
</tr>
</tbody>
</table>

**Effective Gross Income**

<table>
<thead>
<tr>
<th>Less Operating Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>50 units</td>
</tr>
<tr>
<td>5% annual increase</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.

### Criteria

<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>Soils</td>
<td>Milford-Martinton-Del Ray; Morley-Markham-Ashkum; Blount-Glywood-Morley; Coloma-Spinks-Oshkemo</td>
<td>Craigville-Suman-Prochaska; Gilford-Maumee-Sparta; Rensselaer-Darroch-Whitaker</td>
<td></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>

Ellen Forthofer & Molly Archer
Plan 203
10/10/12
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

Demographics

Income

Race

Education

Age

Housing Vacancy

Commute

Circulation

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

SWOT Analysis

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.
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
- 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

ALTERNATIVE 2B: COMMERCIAL

GUIDELINES
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

<table>
<thead>
<tr>
<th>UNIT TYPE</th>
<th># OF UNITS</th>
<th>SF PER UNIT</th>
<th>TOTAL SF</th>
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<tr>
<td>Residential 55,800sf</td>
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<tr>
<td>Studio</td>
<td>45</td>
<td>400</td>
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<td>1 BR</td>
<td>22</td>
<td>600</td>
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</tr>
<tr>
<td>Retail</td>
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<td>1,800</td>
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<tr>
<td>Office</td>
<td>3</td>
<td>1,800</td>
<td>5,400</td>
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SITE & CONTEXT PLAN

ISOMETRIC

SECTION
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>
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<tr>
<th>Function</th>
<th>Existing vs. Proposed</th>
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<tbody>
<tr>
<td>Residential</td>
<td>555 units</td>
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<tr>
<td>Retail</td>
<td>91,325 sf</td>
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<tr>
<td>Office</td>
<td>28,775 sf</td>
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<td>Special Use</td>
<td>50,200 sf</td>
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<td>Private Open Space</td>
<td>52,000 sf</td>
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<tr>
<td>Public Open Space</td>
<td>76,000 sf</td>
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<tr>
<td>TOTAL</td>
<td>917 spaces</td>
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CIRCULATION

SECTION:
Coca Cola Building Interior Street

SECTION:
College Ave Townhouses

FLOORPLANS

Ellen Forthofer
PLAN 202
4/24/13
GRAPHICS

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.
BUSINESS BUILDING
- Cool day, shaded, enclosed

Terrace overhang creates weird angles & shadows.

Space in front of building formed by brick planters. People constantly moving has different points 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
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
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.
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.