



LISC

Indianapolis

STRATEGIC PLAN

.....

2015-2018

CONNECTING PEOPLE AND
PLACE TO OPPORTUNITY





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MISSION

Local Initiatives Support Corporation (LISC) Indianapolis is an organization that helps community-based organizations transform into healthy ones – good places to live, do business, work,

LISC connects the people and places of urban Indianapolis region by enhancing neighborhood:

Livability: Creating healthy, active and beautiful neighborhoods

Opportunity: Fostering entrepreneurship and economic development

Vitality: Reviving a growing and diverse population

Education: Offering excellent lifelong learning opportunities

LISC helps neighbors build communities.

is the local office of a national
transform distressed neighborhoods
and raise families.

s to the opportunities of the

Beautiful places
and employment
population
arning opportunities.



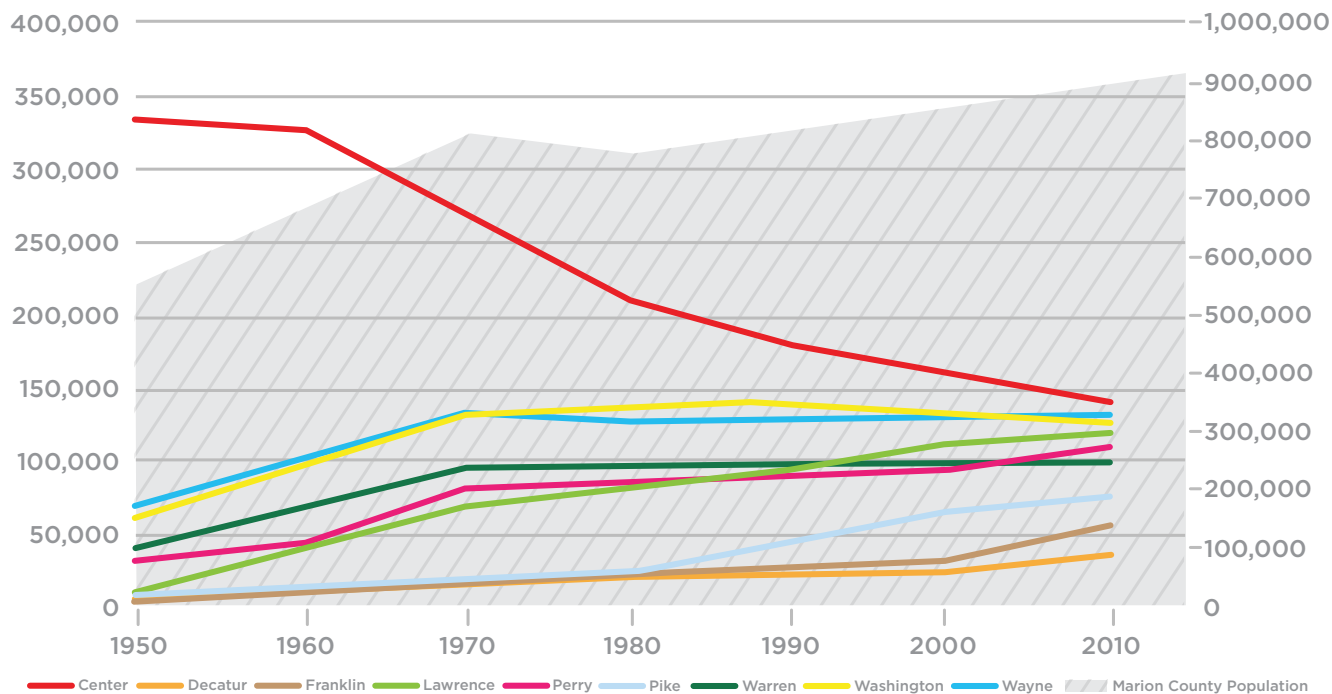
CONTEXT: WHAT IS HAPPENING IN INDIANAPOLIS?

Need:

In 1960, the population in the Center Township of Indianapolis numbered well over 300,000 people. By the year 2010, it had declined by 52% to just over 142,000 as Indy’s manufacturing sector shrank dramatically, laying off thousands of blue collar workers living in these neighborhoods. Many families – third and fourth generation residents – moved on in pursuit of new opportunity elsewhere. Poverty increased and housing stock began to deteriorate with a declining tax base. In the past decade, the poverty rate in core neighborhoods

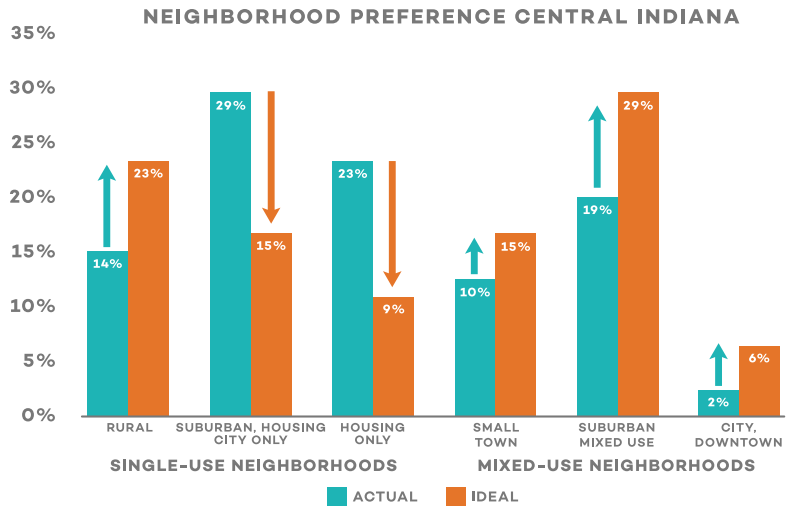
has grown from 12% to over 21% – more than double the suburban rate. Poverty in our city rose faster than in all but seven U.S. cities. The neighbors who have remained in the older neighborhoods often piece together part-time service jobs and public assistance just to survive. High levels of obesity and pollution, lower graduation rates, and growing threats to public safety all affect the quality of life in once healthy and vibrant neighborhoods.

POPULATION CHANGE IN MARION COUNTY TOWNSHIPS AND MARION COUNTY, 1950-2010



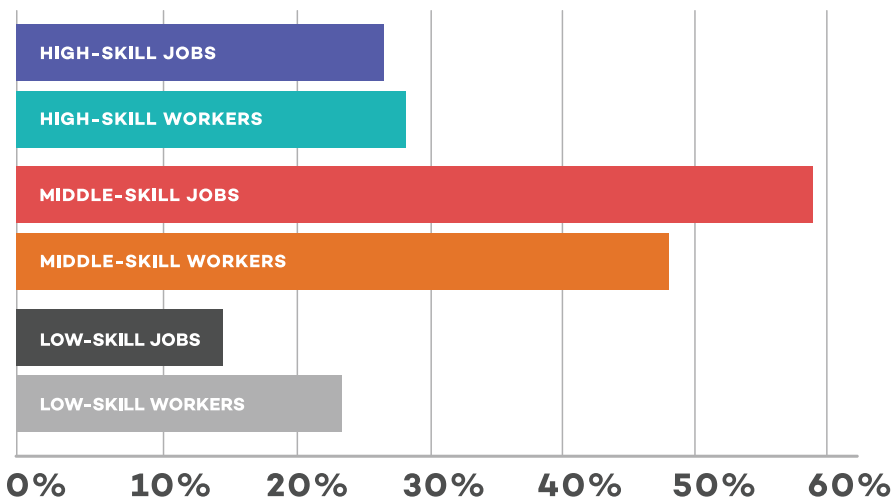
Opportunity:

In the last few years, many young professionals have begun moving closer to downtown and some older residents, choosing to age in place, have also opted to live near downtown. The American Community Survey in 2014 estimated the population in Center Township to be just over 144,000 – a good sign of modest residential recovery. These shifts have prompted more focus on the quality of urban living – walkable, bike-friendly mixed-use neighborhoods, job opportunities close to where workers live, more emphasis on population-level health, and rapid transit that moves people easily across the region.



Indianapolis has transitioned from a largely manufacturing economy to more diversified sectors, including biotechnology, logistics, and health care. Within this diverse mix of industries, key clusters are emerging which appear to be a good fit for the old industrial spaces left by the departure of manufacturing from the

JOBS AND WORKERS BY SKILL LEVEL, INDIANA 2012



Source: NSC analysis of bureau of Labor Statistics Occupational Employment Statistics by Slate, May 2012 and American Community Survey data, 2012.

urban core. These clusters – food production and distribution, business-to-business services, technology, and niche manufacturing (the advent of a “makers” movement) – afford a range of job opportunities for the current and future workforce in urban neighborhoods. Many of these are “middle skill” jobs that require more than a high school diploma but less than a four-year degree. They provide a good living and cannot be moved offshore. In 2012, 59% of all jobs in Indiana were classified as middle skill jobs. Yet only 48% of workers have the education and training required to fill these positions.

As Indianapolis looks to 2020, it will be necessary to craft a high-level, coordinated strategy to address the issues above and to connect neighborhoods, both people and place, to the regional economy. For LISC, this will involve building on what we have learned, defining the key outcomes we are working towards and setting strategic priorities for the next three years.

THE LISC EXPERIENCE: WHERE WE HAVE BEEN. WHAT WE HAVE LEARNED

Helping Indianapolis Neighbors Build Community since 1992

LISC Indianapolis convenes and collaborates with neighborhoods, organizations, government, and the private sector to revitalize urban communities and make them better places to live, work, raise families, and do business. In the early 1990s, LISC Indianapolis was formed to address the problem of 30,000 substandard houses in the city. Local leaders, corporations, and foundations formed an advisory board to secure support and help community development organizations improve their neighborhoods. Initially, the focus was on affordable housing, but soon after, LISC began providing capital, technical assistance, training, and support for commercial corridors, community facilities, businesses, and job creation.

In 2004, LISC embarked upon a broader, coordinated approach – comprehensive community development – supporting locally driven initiatives identified in quality-of-life plans in targeted neighborhoods to spur investment and growth.

These strategies formed the basis for the Great Indy Neighborhoods Initiatives (GINI), a three-year demonstration effort begun in 2007 to improve the quality of life through the integration of civic, social, physical, and economic development in six Indy neighborhoods. In a few short years, GINI produced a substantial impact. With this success, GINI evolved from a demonstration into the LISC Sustainable Communities Initiative, a platform that builds local, citywide, and regional partnerships to achieve comprehensive community development. The Sustainable Communities Initiative was a commitment to continue to support implementation of quality-of-life plans in six Indianapolis neighborhoods. The results have been significant:

TOTAL INVESTMENT IN LISC SUSTAINABLE COMMUNITIES: 2007-2013¹

Total LISC Investment	\$33 million
Total Leverage (affiliated non-LISC investment)	\$425 million
Centers for Working Families Clients Served	8,500
Square Footage improved (community facilities/commercial space)	1.2 million
Total Quality-of-Life Investment	\$458 million

¹ Sustainable Communities in Indianapolis: Where We've Been. What We've Learned, LISC Indianapolis, 2013.

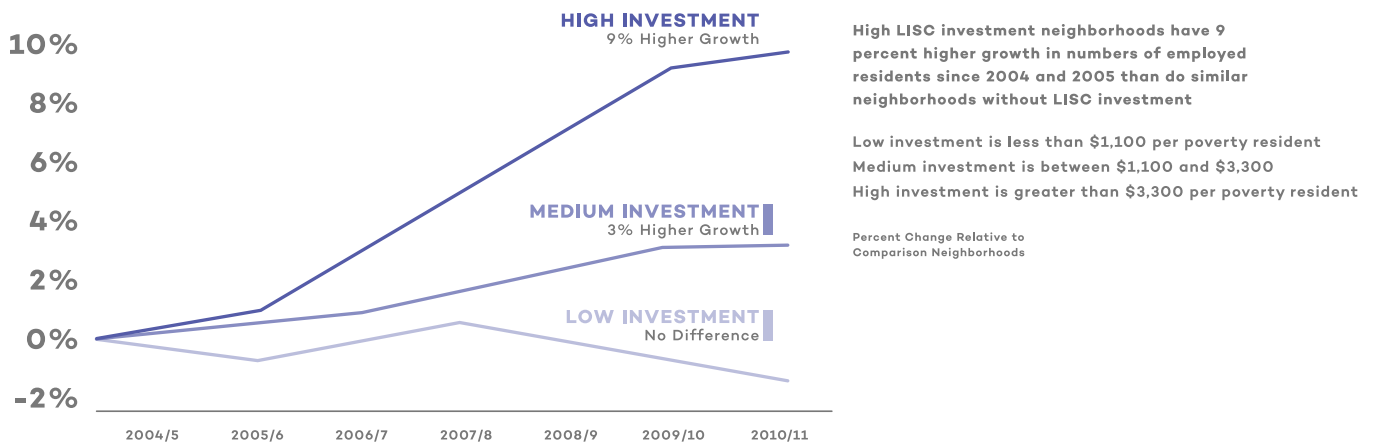
By 2014, LISC Indianapolis not only had leveraged its production to attract new investment and partners to its latest initiatives but also gained national renown for its ability to assist neighborhoods in implementing projects. President and CEO Michael Rubinger of National LISC, in cooperation with LISC Indianapolis, commissioned a report on Moving from Quality of Life Planning to Implementation: Building Sustainable Communities to learn from its success. The report notes,

The Indianapolis Building Sustainable Communities effort has realized formidable achievements. Its success is the product of smart thinking, strong capacity, hard work, and a deep network of relationships.

In late 2014, LISC’s comprehensive approach was further validated by the Building Sustainable Communities: Initial Research Results report that studied four neighborhoods from across the country, including the Southeast neighborhood in Indianapolis. The research shows that these neighborhoods saw a 9% increase in job creation, median income, and other economic and education indicators of growth beyond that of similar areas without long-term LISC investment.²

It is this analysis of the current context of Indianapolis, coupled with the lessons learned from the substantial success of LISC’s comprehensive community development efforts, which forms the basis for the LISC Indianapolis Strategic Plan for 2015-2018.

BETTER RESIDENT EMPLOYMENT GROWTH IN LISC HIGH INVESTMENT NEIGHBORHOODS



² Christopher Walker, October, 2014.



STRATEGIC PRIORITIES: 2015–2018

LISC plays a central role in several collective impact initiatives in Indianapolis and these partnerships are its primary means of creating and implementing programs. Collective impact is the commitment of a group of actors from different sectors to a common agenda for solving a complex social problem³. Recognizing that large-scale social change requires broad cross-sector coordination, it is largely through various initiatives that LISC helps people and places prosper in Indianapolis neighborhoods. While LISC contributes leadership and functions as the backbone for these initiatives, many implementation partners play significant roles in the execution of these aspirational and transformative initiatives.

As the backbone organization for these initiatives, LISC:

- 1) Helps guide the initiative's vision and strategy**
- 2) Supports and encourages aligned activities, connecting and convening stakeholders**
- 3) Establishes and monitors shared measurement practices**
- 4) Builds public will**
- 5) Advances policy**
- 6) Mobilizes resources**

LISC also provides the following direct program activities to these initiatives:

- 7) Technical Assistance on Real Estate projects**
- 8) Technical Assistance on Capacity Building and Organizational Development**
- 9) Loan Capital**
- 10) Grants**
- 11) Equity Investments**

LISC will measure our impact by tracking investment and progress in each of the initiatives below using the following outcomes:

- Livability: Creating healthy, active and beautiful places**
- Opportunity: Fostering entrepreneurship and employment**
- Vitality: Reviving a growing and diverse population**
- Education: Offering excellent lifelong learning opportunities.**

These outcomes and the specific indicators LISC will use to track progress, are further detailed in the Outcomes section on page 11.

We examine our strategic priorities by focusing first on the overall framework of Quality of Life Neighborhoods. Our involvement in each subsequent initiative—Great Places 2020, FOCUS:Works, Indy Food Council, and Center for Working Families is targeted in these Quality of Life Neighborhoods. Finally, we identify Community Development and LISC infrastructure strategic priorities that are necessary to make all of this happen.

³ Stanford Innovation Review, *Collective Impact*, John Kania and Mark Kramer 2011

Quality of Life Neighborhoods

LISC prioritizes investments to organizations and institutions that have created a collective vision for their neighborhood, as formalized in a Quality of Life plan, and are actively working towards that vision.



Livability Goal: Improve public safety, healthy food options, the built environment, and the ability of Quality of Life neighborhoods to enjoy happy, healthy, and active lifestyles.

Strategies:

1. Increase neighborhood public safety by supporting data-driven problem-solving partnerships and training opportunities with intentional alignment of Great Places 2020 with public safety partners and initiatives.
2. Increase the intake and production of healthy and local food through:
 - a. Increasing access to healthy and local food
 - b. Strengthening the market for local food through food manufacturing, institutional procurement and urban agriculture
 - c. Increasing the availability and effectiveness of programs designed to improve healthy eating habits in the community
3. Improve the built environment of neighborhoods to foster physical activity, increasing the access to greenspace, playgrounds, athletic fields, waterways, and multi-use paths.
4. Utilize creative placemaking to foster neighborhood identity and vibrancy through partnerships with local artists
5. Improve access to affordable health care through investment in community health centers and linking population health efforts of health care institutions to neighborhood partners.

Opportunity Goal: Foster vibrant, healthy commercial districts in Quality of Life neighborhoods through the continued implementation of the FOCUS: Works initiative.

Strategies:

1. Target investment and job creation in 3-5 urban industrial areas, as well as the Great Places, by completing plans, securing investment, igniting redevelopment of sites, and assisting in business expansions.
2. Increase deployment and interface of neighborhood workforce supports and job pipeline referrals to the FOCUS District employers from the Quality of Life neighborhoods.
3. Package and leverage commitments for façade and site improvements, improvement of commercial property, and business attraction in targeted commercial corridors.

Vitality Goal: Provide technical assistance, predevelopment loans, construction financing, and equity to help neighborhood organizations and developers create community facilities, affordable homeownership, multi-family rental housing options, mixed-use and commercial projects to fuel neighborhood revitalization and help rebuild Indy’s population.

Strategies:

1. Assist neighborhood organizations and developers with the technical support they need to build or renovate quality projects, including facilitating partnerships between neighborhood organizations and for-profit developers.
2. Market and invest LISC loan funds and equity into projects in Indianapolis neighborhoods.
3. Secure public and private financing commitments to leverage LISC funds for the development or renovation of quality projects.
4. Align investment with proposed transit corridors and waterway target areas
5. Connect neighborhood development organizations to growing immigrant and refugee populations

Education Goal: Support the development of Quality of Life neighborhoods with improved educational opportunities.

Strategies:

1. Assist Quality of Life neighborhood educational institutions to improve or expand their facilities by providing technical assistance, facility financing, program support, and connecting neighborhood partners to educational stakeholders and resources.
2. Support expanded programming, and/or enrichment activities for Quality of Life neighborhood youth.
3. Ensure all neighborhoods are served by high quality cradle-to-career educational providers.



Great Places 2020



Great Places 2020 is a visionary community development project to transform six strategic places in Marion County neighborhoods into dynamic centers of culture, commerce and community, preparing Indianapolis for unprecedented success as it reaches its Bicentennial.

Goal: With philanthropic, civic and private partners, engage with neighborhoods to make significant social and capital investments to enhance quality of life and spur private investment in each Great Place.

Strategies:

1. Develop and implement plans for the three selected Great Places.
2. Facilitate with partners the selection of three additional Great Places and develop and implement plans for each.
3. Develop, support, and market neighborhood identity for each Great Place.
4. Concentrate LISC resources in Great Places in order to leverage extensive co-investment from public and private partners
5. Leverage anchor institutions for expanded impact.

FOCUS: Works

(Fostering Commercial Urban Strategies)



FOCUS: Works is designed to bolster economic opportunity in Indianapolis’s urban neighborhoods, building long- lasting relationships that connect neighborhoods with businesses and other resources in a way that helps drive and support neighborhood revitalization.

Goal: With philanthropic, civic and private partners, engage with neighborhoods to make significant social and capital investments to enhance quality of life and spur private investment in each Great Place.

Strategies:

1. Target investment and job creation in 3-5 neighborhood industrial areas, and in the Great Places, by completing plans, securing investment, igniting redevelopment of sites, and assisting in business expansions.
2. Increase deployment and interface of workforce supports and job pipeline referrals to the FOCUS Districts.
3. Package and secure commitments for façade and site improvements, improvement of commercial spaces, and business expansions in targeted commercial corridors.
4. Promote partnership and investment opportunities in districts to broader community

Indy Food Council



The Indy Food Council envisions a food system that provides everyone access to healthy and nutritious food, enhances ecology, and creates meaningful economic and civic opportunities.

Goal: In cooperation with the Indy Food Council, connect food system stakeholders, catalyze ideas, and advance initiatives to grow a sustainable food system that improves the health and quality of life for residents of Quality of Life neighborhoods.

Strategies:

1. Increase the intake and production of healthy and local food in core neighborhoods through:
 - a. Increasing access to healthy and local food
 - b. Strengthening the market for local food through food manufacturing, institutional procurement and urban agriculture
 - c. Increasing the availability and effectiveness of programs designed to improve healthy eating habits in the community
2. Coordinate regular collaboration and communication between food system stakeholders, with regular updates to the collective work plan and shared success measurement.
3. Identify policy barriers to food system improvement and address them at the appropriate level of government.



Center for Working Families



The Centers for Working Families (CWF) initiative supports neighborhood centers where hardworking, low income families can access a full range of services to help lift them out of poverty and achieve long-term financial stability. The program offers a range of financial, employment, and income support services that are integrated, all in one place, and are given through personalized, one-on-one coaching.

Goal: Help residents of Quality of Life neighborhoods obtain jobs, manage their finances, and gain access to credit, information, and services that help them advance in life.

Strategies:

1. Develop program model and support bridge programs that link adult basic skill development with job training to assist CWF clients in gaining the occupational skills necessary to secure living wage jobs.
2. Develop program and funding partnerships for bridge programming with workforce development funders and agencies.
3. Connect the Centers for Working Families and citywide employment supports infrastructure more intentionally with the implementation of FOCUS: Works.
4. Work in close partnership with United Way of Central Indiana to support expansion of the Center for Working Families program to additional United Way agencies.
5. Connect residents to regional economy through partnerships with the public workforce system.
6. Advance policy efforts relating to poverty reduction, family-wealth building, affordable financial products, and workforce development through partnerships with the Indianapolis Asset-Building Coalition, Indiana Assets and Opportunities Network, Indiana Institute for Working Families, and the National Skills Coalition.

Community Development and LISC Infrastructure Strategies

Goal: Support and strengthen the community development platform and civic infrastructure in Quality of Life neighborhoods.

Strategies:

1. Continue to invest in LISC Quality of Life Neighborhoods that are actively implementing their Quality of Life Plan.
2. Continue to support the development of new Quality of Life Plans as a key baseline tool for revitalizing neighborhoods.
3. Support neighborhood development organizations with expanded training options, establishing a peer network for sharing of best practices and mentoring opportunities for neighborhood leaders.
4. Participate in a systemic approach to developing sustainable business model for Community Development Entities and collaborative structures that maximize impact on neighborhoods.
5. Explore the creation of a leadership training program for rising community development leaders
6. Pursue collaborative promotional efforts and events that raise the profile of Community Development efforts

Goal: Strengthen LISC's organizational capacity to fulfill its mission

Strategies:

1. Educate and increase awareness of neighborhood development as well as LISC and its activities in Indianapolis neighborhoods.
 - a. Host five education/awareness events annually
 - b. Host one annual gathering.
 - c. Maintain a robust communications platform with a focus on earned media.
2. Increase corporate fundraising, individual donors, and annual fund giving
 - a. Increase by 20% by 2018.
3. Maximize use of The Platform as a neighborhood revitalization hub.
 - a. Foster the development of collaborative and co-working relationships at the Platform.
 - b. Ensure the Platform is fully leased
 - c. Increase hosting of events to ensure at least weekly use of the space by third parties
 - d. Explore the use of the Platform as a design center
4. Increase the number and depth of the external partnerships between LISC and philanthropy, corporate, anchor institutions, government and nonprofit entities around strategic priorities
5. Increase LISC's data gathering and management capacity.
6. Increase alignment with key partners in strategic priority initiatives.
7. Improve effective working relationships with key policy makers through regular communication.
8. Engage LISC staff members in professional development opportunities to expand their knowledge and expertise.

OUTCOMES

This section further defines what LISC means to accomplish and how it will measure progress and success in achieving Livability, Opportunity, Vitality and Education (L-O-V-E) outcomes in urban neighborhoods in Indianapolis.

As LISC seeks to positively impact urban neighborhoods in Indianapolis it will measure progress in three ways:

- 1) direct LISC impact and leverage (details specific LISC investment)
- 2) collective impact (details neighborhood partner contributions)
- 3) neighborhood level impact (details population level change)

LISC will connect the people and places of urban Indianapolis to the opportunities of the region by enhancing neighborhood:

Livability:

Creating healthy, active, and beautiful places

By leveraging existing assets of many kinds, healthy neighborhoods will be created in which residents have daily access to art, nature, recreation and beauty. Livability includes the natural and cultural amenities that will improve the health and well-being of residents and make their neighborhood more attractive to new stakeholders. These elements include the character, creativity, and condition of natural and built environments. Desirable amenities include pedestrian and bicycle connectedness, recreational programs and spaces, access to quality health care, local high-quality food access, cultural attractions, and the preservation and enhancement of natural spaces.

Livability Success Measures:

LISC direct impact:

Food access projects
Cultural/creative placemaking projects Health/recreational projects

Collective impact:

Food access projects
Cultural/creative placemaking projects
Health/recreational projects
Community/police activities
Greenspace improvements
Connectivity improvements
Improvements of lighting, landscaping, street cleanliness, safety measures and maintenance

Neighborhood level impact:

Change in criminal activity for neighborhood area
Change in Food insecurity rate

Opportunity: **Fostering entrepreneurship and employment**

Efforts will focus on building human capital, supporting existing businesses and redeveloping commercial property for viable new businesses, which will require the deployment of capital and technical support to bolster neighborhood entrepreneurs. Through coordinated investment in human capital, technical support, marketing and “shovel-ready” real estate, neighborhoods will retain and attract growing small businesses and larger enterprises that will create jobs. This will also entail redeveloping older industrial and commercial areas (often including brownfields) to meet the location needs of growing regional business sectors. Additionally, it will include retail-level enhancements that will offer essential goods and services in mixed-use places.

Opportunity Success Measures:

LISC direct impact:

- Small businesses assisted
- Brownfields tested/remediated/redeveloped
- Facades improved
- Industrial and Commercial Square footage improved
- Access to new capital for small business
- Access to financial incentives

Collective impact:

- Small businesses assisted
- Brownfields tested/remediated/redeveloped
- Facades improved
- Industrial and Commercial Square footage improved
- Access to new capital for small business
- Access to financial incentives
- New businesses opened/attracted
- Jobs created
- VBE, MBE or WBE businesses assisted, attracted or retained
- Infrastructure improvements

Neighborhood level impact:

- Change in commercial vacancy rate
- Change in local employment rate
- Percent of residents employed in their own neighborhood





Vitality: **Reviving a growing and diverse population**

Retaining and attracting residents to under-populated neighborhoods in a way that diversifies household income levels will lead to enhanced density and prosperity of these neighborhoods and the city. To increase renovation and new construction, investments will support creative financing options, land banking, targeted home repair financing, energy efficiency improvements and code enforcement for existing buildings.

Vitality Success Measures:

LISC direct impact:

- Investment in Quality of Life plans
- New housing units produced or improved

Collective impact:

- Amount invested in Quality of Life plans
- New housing units produced or improved
- New homeowners
- Investors in Quality of Life

Neighborhood level impact:

- Change in Population
- Change in Property values



Education: Offering excellent lifelong learning opportunities

Indianapolis neighborhoods will offer a rich array of educational opportunities to their residents from cradle to career to ensure that all children in these areas will have access to quality schools, and that adults will have opportunities to improve their employment skills. Quality pre-K will be available through accessible licensed child care providers. The assurance of high quality K-12 education will be fulfilled by first supporting the health of existing high-performing schools serving the area. If existing schools are academically failing, efforts will be made either to convert them into Innovation schools or to attract new schools.

Education Success Measures:

LISC direct impact:

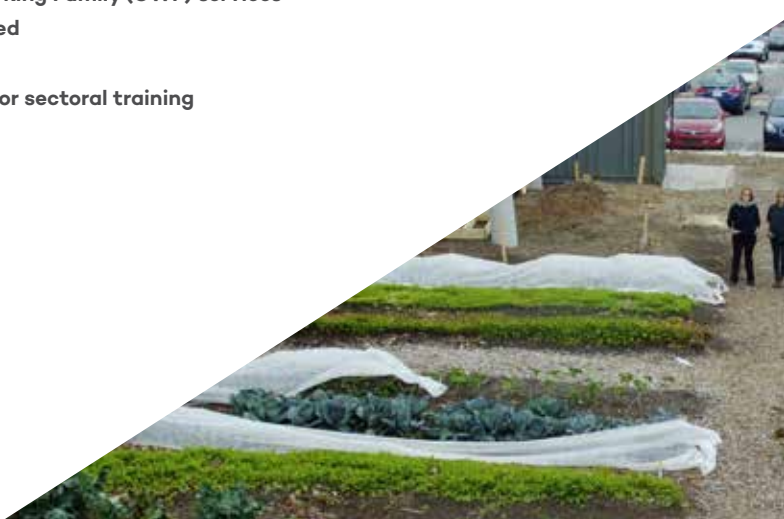
- Investment in Center for Working Families Centers**
- Educational facilities improved**
- Educational programs improved**

Collective impact:

- Households per year receiving bundled Centers for Working Family (CWF) services**
- Percent of CWF households whose net income increased**
- Jobs per year obtained through CWF**
- Percent of CWF households enrolled in postsecondary or sectoral training**
- Educational facilities improved**
- Educational programs improved**

Neighborhood level impact:

- Change in Area Median Income**
- Change in High School diploma attainment**
- Change in # of quality early childhood care centers**







LISC

Indianapolis

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