

# LIVE IndyEast Promise Zone Plan Strategies and Targets

## *Promise Zone Goal: Affordable Housing and Redevelopment*

Description: **Live IndyEast:** We promise to create an economically diverse community by promoting housing redevelopment that embraces existing and new residents. We aim to accomplish this by recapturing vacant housing and developing new and affordable options.

## **PROMISE ZONE – LIVE INDY EAST SUBGOAL #1**

Sub Goal 1: Decrease transiency rate/resident turnover by addressing barriers to decent, safe, & affordable housing of existing renters/homeowners. Deferred maintenance, vacant/blighted properties, & problem rentals undermine community vitality and stability.

### *Activities and Interventions:*

- Partner with community service providers to provide comprehensive support that helps keep low-income renters and homeowners in place. These services will include social, occupational, and economic interventions. [Ongoing]
- Work with existing homeowners to access homeowner repair loan/grant funds to stabilize properties, increase energy efficiency, and increase curb appeal. These interventions will both increase property value and help home-owning neighbors remain stable within the community. [Ongoing]
- Promote responsible renting. Partner with the City of Indianapolis toward a comprehensive landlord registry and conduct landlord and tenant education sessions. [New]
- Utilize targeted code enforcement efforts and selective demolition of problem properties to encourage responsible property ownership and eliminate blight in developing areas. [Ongoing]

### *Rationale and Evidence:*

Through a comprehensive review of research literature, The Urban Institute (2010) found that mixed-income neighborhoods offer the following benefits:

- Enriched social interactions, leading to positive outcomes for disadvantaged families;
- Heightened resident satisfaction with housing and neighborhood services and amenities;
- Promotion of positive place-based change;
- Higher resident satisfaction with safety measures;
- Realization of mental health benefits for residents; and,
- Increased resident understanding of others' backgrounds, cultures and perceived stereotypes

and prejudices. <http://www.urban.org/uploadedpdf/412292-effects-from-living.pdf>)

When, through our activities and intervention, existing low-income neighbors find the supports and resources they need to maintain stability, these desirable outcomes will be achieved for the home-owning and house-renting neighbors in our Promise Zone neighborhoods.

***Implementing Partners:***

- Near East Area Renewal (NEAR) will offer home weatherization.
- The John H. Boner Community Center (JHBCC) will offer homelessness prevention, rental housing, school-based services, the resources of its Center For Working Families, and energy assistance funds.
- The following partners will offer critically-needed homeowner repair initiatives to residents living in the Promise Zone: Englewood Community Development Corporation (ECDC), Riley Area Development Corporation (RADDC), King Park Development Corporation (KPDC), Shepherd Community, Mission Indy, Federal Home Loan Bank and the Indianapolis Neighborhood Housing Partnership (INHP).
- Department of Code Enforcement will establish and maintain a landlord registry and engage in strategic demolition.
- The Marion County Prosecutor’s office will continue to offer tenant and landlord education. NEAR will partner with the Prosecutor’s office.

***Committed Financial Support:***

Total committed financial support for this sub-goal is \$6,049,857 and breaks down as follows:

Source of Funds: City of Indianapolis - DMD - Housing Trust Fund  
Activity: House weatherization  
Amount: \$50,000  
Start and End Date: January 2014 – December 2014  
Recipient: Shepherd Community Center

Source of Funds: City of Indianapolis - Lead Hazard Reduction Demonstration Grant  
Activity: Lead paint hazard controls in conjunction with a home repair.  
Amount: \$49,241  
Start and End Date: January 2014 – December 2015  
Recipient: Two homeowners earning less than 80% AMI

Source of Funds: City of Indianapolis - DMD - Housing Trust Fund  
Activity: House weatherization  
Amount: \$50,000  
Start and End Date: January 2014 – December 2014  
Recipient: Near East Area Renewal

Source of Funds: City of Indianapolis - DMD- Housing Trust Fund  
Activity: Homeowner Repair Funds  
Amount: \$81,000  
Start and End Date: January 2014 – December 2014  
Recipient: Englewood Community Development Corporation

Source of Funds: City of Indianapolis - DMD- Housing Trust Fund  
Activity: Homeowner Repair Funds  
Amount: \$100,000  
Start and End Date: January 2014 – December 2014  
Recipient: Riley Area Development Corporation

Source of Funds: City of Indianapolis - DMD -CDBG grant  
Activity: Homeowner repair  
Amount: \$150,000  
Start and End Date: January 2014 - December 2014  
Recipient: Riley Area Development Corporation

Source of Funds: City of Indianapolis - DMD- Housing Trust Fund  
Activity: Homeowner Repair Funds  
Amount: \$82,000  
Start and End Date: January 2014 – December 2014  
Recipient: King Park Area Development Corporation

Source of Funds: City of Indianapolis - DMD -CDBG grant  
Activity: Homeowner repair  
Amount: \$100,000  
Start and End Date: January 2014 - December 2014  
Recipient: King Park Area Development Corporation

Source of Funds: City of Indianapolis - DMD -CDBG grant  
Activity: Homeowner repair  
Amount: \$150,000  
Start and End Date: January 2014 - December 2014  
Recipient: Near East Area Renewal

Source of Funds: City of Indianapolis - DMD - CDBG grant  
Activity: Homeowner repair  
Amount: \$150,000  
Start and End Date: January 2014 - December 2014  
Recipient: Englewood Community Development Corporation

Source of Funds: City of Indianapolis - DMD - CDBG grant  
Activity: Homeowner repair & weatherization  
Amount: \$130,000  
Start and End Date: January 2015 – December 2015  
Recipient: Near East Area Renewal

Source of Funds: City of Indianapolis - DMD - CDBG grant  
Activity: Homeowner Repair Program  
Amount: \$175,000  
Start and End Date: January 2015 – December 2015  
Recipient: Englewood Community Development Corporation

Source of Funds: City of Indianapolis - DMD - CDBG grant  
Activity: Homeowner Repair Program  
Amount: \$150,000  
Start and End Date: January 2015 – December 2015  
Recipient: Riley Area Development Corporation

Source of Funds: City of Indianapolis - DMD - CDBG grant  
Activity: Homeowner Repair Program  
Amount: \$175,000  
Start and End Date: January 2015 – December 2015  
Recipient: King Park Area Development Corporation

Source of Funds: City Of Indianapolis - DMD - CDBG grant  
Activity: Homeowner Repair Program  
Amount: \$150,000  
Start and End Date: January 2015 – December 2015  
Recipient: Southeast Neighborhood Development

Source of Funds: Indianapolis Neighborhood Housing Partnership  
Activity: Homeowner facade repairs/upgrades  
Amount: \$98,537  
Start and End Date: Ongoing  
Recipient: Promise Zone homeowners at or below 80% AMI

Source of Funds: Indianapolis Neighborhood Housing Partnership  
Activity: Incentive Exterior Enhancement Loans/Home Repair  
Amount: \$11,443  
Start and End Date: Ongoing  
Recipient: Promise Zone homeowners at or below 80% AMI

Source of Funds: Indianapolis Neighborhood Housing Partnership/Dept. of Energy  
Activity: Forgivable Loans for Exterior Enhancements/Home Repair  
Amount: \$26,513  
Start and End Date: Ongoing  
Recipient: Promise Zone homeowners at or below 80% AMI

Source of Funds: National Bank of Indianapolis/Federal Home Loan Bank of Indianapolis  
Activity: Homeowner Repair Program  
Amount: \$75,000  
Start and End Date: March 2015 – December 2015

Recipient: Southeast Neighborhood Development  
 Source of Funds: City Of Indianapolis - DMD - Continuum of Care  
 Activity: Supportive Housing Subsidy  
 Amount: \$320,000  
 Start and End Date: Ongoing-January 2017  
 Recipient: Englewood Community Development Corporation

Source of Funds: City Of Indianapolis - DMD - Continuum of Care  
 Activity: Supportive Housing Subsidy  
 Amount: \$625,506  
 Start and End Date: June 2014- November 2015  
 Recipient: John H. Boner Community Center

Source of Funds: City Of Indianapolis - DMD - Continuum of Care  
 Activity: Supportive Housing Subsidy  
 Amount: \$540,372  
 Start and End Date: June 2014-July 2015  
 Recipient: Partners in Housing Development Corporation

Source of Funds: Indiana Housing & Community Development Authority-Hardest Hit Funds  
 Activity: Selective Demolition  
 Amount: \$1,125,000  
 Start and End Date: 2014-2015  
 Recipient: Near East Area Renewal, East 10th Street Civic Association and other CDCs.

Source of Funds: John H. Boner Emergency Assistance Funds (FEMA, Housing Trust Fund, Energy Assistance Program, Emergency Shelter Grant)  
 Activity: Emergency Assistance (Utilities, rental, essential needs)  
 Amount: \$841,260  
 Start and End Date: 2015-2016  
 Recipient: Neighborhood Residents

Source of Funds: Private Sector  
 Activity: Support Service to Increase Housing Stability - Food Pantry  
 Amount: \$254,745  
 Start and End Date: Starts January 2015 with no end date  
 Recipient: Westminster Neighborhood Services

Source of Funds: Private Sector  
 Activity: Support Service to Increase Housing Stability - Soup Kitchen  
 Amount: \$47,985  
 Start and End Date: Starts January 2015 with no end date  
 Recipient: Westminster Neighborhood Services

Source of Funds: Support Service to Increase Housing Stability - Private Sector  
 Activity: Christmas Baskets

Amount: \$126,566  
Start and End Date: January 2015 with no end date  
Recipient: Westminster Neighborhood Services

Source of Funds: Support Service to Increase Housing Stability - Private Sector  
Activity: Adult Education  
Amount: \$214,689  
Start and End Date: January 2015 with no end date  
Recipient: Westminster Neighborhood Services

***Needed Financial Support:***

Needed financial support for this sub-goal is \$35,902,772 and breaks down as follows:

Source of Funds: Grant - charitable  
Activity: Faith-based support for homeowner and tenant barriers to stable housing  
Amount: \$750,000 (\$75,000 x ten years)  
Start and End Date: June 2015  
Recipient: City Mosaic is a consortium of Central Indiana congregations that have committed to invest in housing and other urban neighborhood development strategies; priorities and funding levels and commitments are still emerging.

Source of Funds: Grant - public resources or bond  
Activity: A dedicated source for demolition of unsafe and blighted housing.  
Amount: \$3,000,000 (\$300,000 annually x ten years)  
Start and End Date: June 2015  
Recipient: City of Indianapolis Department of Code Enforcement

Source of Funds: Grant - public and private resources  
Activity: Dedicated source for rental assistance that focuses on short-term resolvable crises, and includes a counseling component.  
Amount: \$1,000,000 (\$100,000 annually x ten years)  
Start and End Date: July 2015  
Recipient: Available to renting neighbors and social service providers

Source of Funds: Grant - public and private resources  
Activity: Individual Development Account funding from IHEDA tax credit program  
Amount: \$1,000,000 (\$100,000 annually x ten years)  
Start and End Date: June 2015  
Recipient: JHBCC

Source of Funds: Continuum of Care Grant  
Activity: Existing Supportive Housing Project Subsidies  
Amount: \$10,952,772  
Start and End Date: January 2016 forward  
Recipient: JHBCC, Partners in Housing, Englewood Community Development Corp.

Source of Funds: Continuum of Care Grant  
Activity: Future Supportive Housing Project Subsidies  
Amount: \$3,000,000  
Start and End Date: January 2016 forward  
Recipient: JHBCC, Partners in Housing, Englewood Community Development Corp.

Source of Funds: Community Development Block Grant  
Activity: Future Homeowner Repair Grants for residents under 80% AMI  
Amount: \$6,300,000 (\$700,000 annually x nine years)  
Start and End Date: January 2016 forward  
Recipient: Englewood CDC, Riley Area CDC, Southeast Neighborhood Development, Near East Area Renewal

Source of Funds: Indianapolis Neighborhood Housing Partnership Grants  
Activity: Future Homeowner Repair Grants for residents under 80% AMI  
Amount: \$900,000 (\$100,000 annually x nine years)  
Start and End Date: January 2016 forward  
Recipient: Low to moderate income homeowners within the promise zone

Source of Funds: Federal Home Loan Bank Neighborhood Improvement Grants  
Activity: Future Homeowner Repair Grants for residents under 80% AMI  
Amount: \$900,000 (\$100,000 annually x nine years)  
Start and End Date: January 2016 forward  
Recipient: Low to moderate income homeowners within the promise zone in cooperation with community development corporations.

Source of Funds: Emergency Assistance Grants  
Activity: Assisting low-income residents to stay in place (Utilities, Rental, Essential Needs)  
Amount: \$8,100,000 (\$900,000 annually x nine years)  
Start and End Date: 2016-2025  
Recipient: John H. Boner Community Center

***Committed Non-Financial Support:***

Sources and Type: Volunteers (650+)  
Activity: Numerous groups have committed volunteer work to providing repair/weatherization/beautification work, food pantries, soup kitchens, medical and health services and the local Christmas Basket program in the Promise Zone. Groups include: Mission Indy, City Mosaic, One Heart Many Hands, and Caulk of the Town Community Weatherization Event.

Start and End Date: January 2015 - ongoing

Sources and Type: John H. Boner Community Center  
Activity: Employment Services, GED/adult education, case management, tax preparation, financial education and counseling, elder adult days services.

Start and End Date: January 2015 - ongoing

Sources and Type: CICOA - Aging and In-Home Solutions

Activity: Information and assistance through the Aging & Disability Resource Center; Care/Case Management services for seniors; Food discount Program; Nutrition Classes; Medicaid Waivers; and Transportation.

Start and End Date: January 2015 - ongoing

Sources and Type: Adult & Child Mental Health Center

Activity: Peer Support Groups: Individual Counseling Therapy; Skills Development Training; Medication Training, Support & Management; Psychiatric Diagnostic Evaluation; Adult Strengths, Needs Assessment/Reassessment; Substance Abuse Treatment; and Targeted Case Management.

Start and End Date: January 2015 - ongoing

Sources and Type: Englewood Christian Church

Activity: Level 4 Early Childhood Education, Alcoholics Anonymous meetings, Community Meal, Rental/Emergency Assistance & Counseling, Volunteer opportunities

Start and End Date: January 2015 - ongoing

Sources and Type: Westminster Neighborhood Ministries

Activity: Food/Clothing Pantry, Soup Kitchen, Medical Clinic, GED classes, Job search assistance, ESL courses, computer courses, literacy programming, life skills and parenting workshops, cooking/fitness/nutrition workshops, case management/counseling, legal services

Start and End Date: January 2015 - ongoing

Sources and Type: Neighborhood Christian Legal Clinic

Activity: Pro bono legal representation and preventative legal education to low income families. Assistance with foreclosure prevention.

Start and End Date: January 2015 - ongoing

Sources and Type: Shepherd Community Center

Activity: Food pantry, volunteering, health clinic, sports programming, after- school programming, private school, gardening program, tax preparation

Start and End Date: January 2015 - ongoing

Sources and Type: Tangram

Activity: Disability services including vocational rehab, Tleket to Work, social coaching, community living skills.

Start and End Date: January 2015 - ongoing

Sources and Type: USDA food allocation; 27,600 lbs./annually

Activity: TEFAP product supplied by Gleaners Food Bank to be distributed in WNS Food Pantry

Start and End Date: January 2015 – ongoing

Sources and Type: Midwest Food Bank

Activity: In-kind product to WNS Food Pantry

Start and End Date: January 2015 – ongoing



### ***Non-Financial Support Needed:***

Source and Type: Volunteers (300+)  
Activity: Home repair, landscaping assistance, technical assistance and beautification for homeowners  
Start and End Date: January 2015 - ongoing  
Recipient: Near East Area Renewal, Riley Area Development Corporation, Englewood Community Development Corporation

Source and Type: Mentors to work with families  
Activity: Household coaching and mentoring to increase stability in place for homeowners and renting neighbors  
Start and End Date: January 2015 - ongoing  
Recipient: JHBCC, ECDC, Westminster

Source and Type: Education and Assistance  
Activity: Assisting homeowners with non-financial resources for foreclosure prevention, including budgeting assistance, credit education and pro-bono legal assistance  
Start and End Date: January 2015 - ongoing  
Recipient: JHBCC, ECDC

### ***Expected Outcomes and Measurement:***

- 10% decrease in requests from homeowners to receive home repair assistance by 2025;
- 10% decrease in the time it takes to resolve citations on homes/buildings by code enforcement by 2015 and 20% percent by 2020;
- 50% increase in targeted code enforcement efforts by 2018;
- 50% reduction in blighted properties with targeted code enforcement and selective demolition by 2022; and,
- 25% decrease in student mobility in schools within the IEPZ by 2025.

### ***Data Collection, Tracking, and Sharing:***

Indiana University Public Policy Institute will coordinate, track, evaluate and report on the following:

- Track vacancy rate on an annual basis, including level of disrepair for each vacant home;
- Track transiency level utilizing data from public schools serving Promise Zone population;
- Track transiency level utilizing data from the U.S. Postal Service;
- Track number of repair requests from homeowners and estimated value of requests;

- Track the issuance of demolition, repair, mowing/cleanup orders by Department of Code Enforcement;
- Share information quarterly with stakeholders and neighbors participating in Quality of Life Summits and through electronic neighborhood networks;

***Timeline/Milestones for Implementation:***

- Apply for funding for IDA accounts through State of Indiana and HHS (2016, 2019, 2022 and 2025);
- Choose neighborhood(s) that will be selected for targeted code enforcement and selective demolition actions (March 2015, 2020 and 2025);
- Coordinate with all agencies to develop the most efficient homeowner repair program, that uses available resources in the most responsible manner (March 2015);
- Select provider for foreclosure prevention education (March 2015);
- Coordinate rental assistance funding agencies and other social service providers to make sure that we are addressing root causes of financial crises (February 2015, 2020, 2025);
- Apply for funding for new rental assistance funding (Annually);
- Develop a volunteer program that will help elderly homeowners with minor repairs (Annually);
- Schedule quarterly tenant and landlord education sessions (March 2015 and quarterly thereafter);
- Facilitate 100 homeowner repairs on an annual basis.

***Barriers:***

Currently individual development accounts (IDAs) cannot be used for homeowner repairs. For many low-income families who are homeowners, being able to use IDA funds to maintain their current home rather than purchase a new one is critical to their stability.

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# LIVE IndyEast Promise Zone Plan Strategies and Targets

## *Promise Zone Goal: Affordable Housing and Redevelopment*

Description: **Live IndyEast:** We promise to create an economically diverse community by promoting housing redevelopment that embraces existing and new residents. We aim to accomplish this by recapturing vacant housing and developing new and affordable options.

## **PROMISE ZONE – LIVE INDY EAST SUBGOAL #2**

Sub Goal 2: Increase homeownership, density, and home values and lower vacancy rate by creating diverse housing opportunities for new neighbors. A high percentage of vacant/blighted residential properties compel new housing and infill development opportunities.

### *Activities and Interventions:*

- Concentrate nonprofit homeownership development of existing and newly constructed properties to seed private development. [Ongoing]
- Establish incentives that attract new homeowners including: homesteading purchase/rehab program, down payment assistance, and public safety personnel housing incentives. [New]
- Work with private developers to abide by community quality standards and develop housing products that are competitive in the larger housing market. [Ongoing]
- Offer comprehensive homeownership preparation services which will include one-on-one homeownership advising, homeownership education classes, and mortgage coaching. [Ongoing]
- Develop a marketing strategy to highlight assets and opportunities within the Promise Zone, with special focus on educational opportunities and public safety perceptions. [New]
- Secure capital and expand capacity of the city land bank. [New]
- Utilize existing HoTIF to leverage additional infrastructure for housing redevelopment efforts. [Ongoing]

### *Rationale and Evidence:*

Shilling and Logan (2008) in the Journal of the American Planning Association, concluded that in legacy cities the best model for redevelopment includes the following elements:

- (a) Instituting green infrastructure plans and programs,
- (b) Creating land banks to manage the effort, and

(c) Building community consensus through collaborative neighborhood planning.

Their model builds on lessons learned from successful vacant property and urban greening programs, including nonprofit leadership and empowerment of neighborhood residents, land banking, strategic neighborhood planning, targeted revitalization investments, and collaborative planning. Article: “Greening the Rust Belt: A Green Infrastructure Model for Right Sizing America's Shrinking Cities”

**Implementing Partners:**

- NEAR will develop housing for affordable homeownership opportunities, foster emerging nonprofit and private residential housing development across the Promise Zone, and coordinating the area housing revitalization plan.
- RADC will develop affordable homeownership opportunities in the southwest quadrant of the Promise Zone.
- Full Circle Development, a private real estate investment group, will develop market-rate homeownership opportunities in the Promise Zone in cooperation with the revitalization plan.
- INHP will offer homeownership education and homebuyer support services, special mortgage products, and downpayment assistance.
- JHBCC will offer construction lending through its State Farm Social Investment Fund.
- Renew Indianapolis, an NPO that facilitates city land bank transactions, will coordinate city-owned property acquisitions and sales to maximize strategic housing development in the Promise Zone.

**Committed Financial Support:**

Total committed financial support for this sub-goal is \$11,061,970 and breaks down as follows:

Source of Funds: City of Indianapolis - DMD - HOME grant  
Activity: Welcome HOME Project - house renovation & construction  
Amount: \$960,000  
Start and End Date: January 2014 – December 2014  
Recipient: Near East Area Renewal

Source of Funds: City of Indianapolis - DMD - HOME grant  
Activity: NEARly HOME Project - house renovation & construction  
Amount: \$480,000  
Start and End Date: January 2015 - December 2015  
Recipient: Near East Area Renewal

Source of Funds: City of Indianapolis - DMD - HOME grant  
Activity: Willard Park Phase III - house renovation & construction

Amount: \$426,070  
Start and End Date: January 2015 - December 2016  
Recipient: Riley Area Development Corporation

Source of Funds: State Farm Insurance Revolving Loan Fund  
Activity: Construction loan  
Amount: \$4,000,000  
Start and End Date: Ongoing  
Recipient: Englewood Community Development Corporation, Near East Area  
Renewal, East 10th Street Civic Assn., Others TBD

Source of Funds: Indianapolis Neighborhood Housing Partnership/First Mortgage Lending  
by partner banks  
Activity: First Mortgage Lending  
Amount: \$4,585,700  
Start and End Date: Ongoing  
Recipient: Homebuyers earning incomes less than 80% AMI

Source of Funds: Indianapolis Neighborhood Housing Partnership  
Activity: Pre-purchase counseling at office maintained in IEPZ  
Amount: \$131,500  
Start and End Date: Ongoing  
Recipient: Homebuyers earning incomes less than 80% AMI

Source of Funds: U.S. Health and Human Services - Assets for Independence  
Activity: Individual Development Accounts  
Amount: \$168,700  
Start and End Date: Ongoing  
Recipient: Homebuyers earning incomes less than 200% of poverty

Source of Funds: Indianapolis Neighborhood Housing Partnership  
Activity: Down Payment Assistance  
Amount: \$10,000  
Start and End Date: 2013  
Recipient: Homebuyers earning incomes less than 80% AMI

Source of Funds: City of Indianapolis - HOME Grant  
Activity: Creation of new homeownership opportunities  
Amount: \$300,000  
Start and End Date: 2014-2015  
Recipient: East 10th Street Civic Association

***Needed Financial Support:***

Needed financial support for this sub-goal is \$38,000,000 and breaks down as follows:

Source of Funds: Grants - public resources  
Activity: Funds to support continued affordable housing development

Amount: \$27,000,000 (\$3,000,000 annually x nine years)  
 Start and End Date: Beginning January 2016  
 Recipient: Englewood Community Development Corporation, Near East Area  
 Renewal, East 10th Street Civic Association

Source of Funds: Capital funds -public and charitable resources  
 Activity: Funds to build capacity of the city land bank to make possible strategic  
 property acquisition in the Promise Zone

Amount: \$5,000,000  
 Start and End Date: Beginning January 2016  
 Recipient: Renew Indianapolis, City of Indianapolis DMD

Source of Funds: Grants - charitable resources  
 Activity: Down payment assistance for low-income homebuyers  
 Amount: \$1,000,000 (\$100,000 annually x ten years)  
 Start and End Date: Beginning January 2015  
 Recipient: Indianapolis Neighborhood Housing Partnership

Source of Funds: Grants - public resources or City of Indianapolis bond issue  
 Activity: Funds to support demolition of unsafe, blighted properties  
 Amount: \$1,000,000  
 Start and End Date: Beginning January 2015  
 Recipient: City of Indianapolis DMD

Source of Funds: Revolving Loan Fund - private resources  
 Activity: Construction loan for residential projects both single family homes and  
 multi-family projects  
 Amount: \$4,000,000  
 Start and End Date: Beginning 2020 (to replace State Farm revolving loan fund)  
 Recipient: Englewood Community Development Corporation, Near East Area  
 Renewal, East 10th Street Civic Association, Others TBD

***Committed Non-Financial Support:***

Source and type: St. Clair Place Pattern Book - NEAR  
 Activity: Development guidelines to ensure housing quality/value  
 Start and End Date: January 2009 - ongoing  
 Recipient: Contractors, homebuilders and developers

Source and type: Homebuyer support - INHP  
 Activity: Homeownership education classes and mortgage coaching  
 Start and End Date: Ongoing  
 Recipient: Potential IEPZ homebuyers

Source and type: Real estate marketing  
 Activity: Comprehensive promotion of homeownership opportunities  
 Start and End Date: January 2015 - ongoing

Recipient: Coordinated with local real estate brokers and nonprofit and private developers by Near East Area Renewal

Source and type: Volunteers (200+) via Near East Area Renewal, Riley Area Development Corporation

Activity: Deconstruction and clean-out work on abandoned houses and vacant properties

Start and End Date: January 2015 - ongoing

Recipient: Nearby property owners

***Non-Financial Support Needed:***

Source and type: Additional Volunteers (200+)

Activity: Deconstruction and clean-out work on abandoned houses and vacant properties in preparation for rehab, neighborhood clean-ups, landscaping

Start and End Date: January 2015 - ongoing

Recipient: Near East Area Renewal, Riley Area Development Corporation, Englewood Community Development Corporation

***Expected Outcomes and Measurement:***

- 20% increase in residential property occupancy rate by 2022;
- 10% increase in homeownership rate in targeted neighborhoods by 2025;
- 20% increase in average sale price in targeted neighborhoods by 2025; and;
- 320 new or renovated homes for low to moderate income households by 2025.

***Data Collection, Tracking, and Sharing:***

Indiana University Public Policy Institute will coordinate, track, evaluate and report on the following:

- Utilize Metropolitan Indianapolis Board of Realtors sales data (average sale price, number of transactions);
- Track number of new homeowner occupants utilizing data from County Assessor;
- Track U S Postal Service data on occupied houses;
- Track neighborhood renovation programs and the income level of purchasers (market rate versus low to moderate income); and,
- Share information quarterly with stakeholders and neighbor participating in Quality of Life Summits and through electronic neighborhood networks.

### *Timeline/Milestones for Implementation:*

- Initiate capital funds exploration and capacity development strategy discussions with Renew Indianapolis (for land bank resourcing), 2015;
- Meet quarterly with local realtors in a realtors roundtable to promote housing sales and Promise Zone quality of life strategies;
- Develop a marketing strategy for the Promise Zone as a neighborhood of choice, 2016;
- Begin meeting with local private developers to explore market-rate development possibilities in targeted neighborhoods and across the Promise Zone, 2017;
- Develop designs for homes that are competitive in the 21st Century housing market, 2017;
- Renovate 50 homes per year for homeownership opportunities;
- Develop a toolbox of incentives for market rate buyers to be the first to re-enter the housing market, 2015;

### *Barriers:*

Within the Promise Zone areas lifting the income restriction for HOME funds from 80% to 100% AMI would assist in building a more economically diverse neighborhood. NSP funding had a 120% AMI income restriction which was helpful in attracting qualified buyers.

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## **PROMISE ZONE – LIVE INDY EAST SUBGOAL #3**

Sub Goal 3: Increase the population density and level of specialty housing by developing multi-family housing options for families and individuals across the economic spectrum. This will in turn fuel other economic development.

### *Activities and Interventions:*

- Create new multi-family housing for seniors.
- Develop mixed-income apartments for new neighborhood residents which will build upon the momentum of downtown apartment construction.
- Increase available supportive housing which will include: assisted living, options for physically or cognitively impaired individuals, and the continuum of care populations. Integrate supportive housing residents into other multi-family development projects.
- Create mixed-use developments along transit corridors to add vitality to existing and proposed commercial development. In addition, this will increase public safety by having more pedestrians and other activity along the corridor.
- Incorporate the Gold Rating National Green Building Standard and a HERS rating, <50%, into multi-family developments. This will lower utility costs for residents, decrease environmental impact, and define resources to obtain net energy positive design with additional funding.

### *Rationale and Evidence:*

According to a 2007 study completed by New York University, "Affordable housing creates jobs, contributes to safer streets, supports neighborhood retail and encourages economic stability among resident families. [It] increased the value of surrounding properties by 6 percent right away and resulted in consistent increases over time. The study [shows] investing in affordable housing not only benefits the residents, but the community as a whole" Ellen, Ingrid Gould et al. "Does federally subsidized rental housing depress neighborhood property values?." *Journal of Policy Analysis and Management* 26.2 (2007): 257-280. Market rate rentals can help fuel the homeownership

market. Specialty and senior housing provide a healthy place for existing neighbors to continue to thrive in the community.

**Implementing Partners:**

- ECDC, as developer and general partner, will develop mixed-income and mixed-use affordable and senior housing in the southern corridor of the Promise Zone, and serve as the lead on the Washington Street revitalization to attract other multi-family residential investment.
- East 10<sup>th</sup> Street Civic Association serves as developer and general partner on mixed income and mixed use affordable housing on the Mass Avenue Industrial Corridor and East 10<sup>th</sup> Street.
- NEAR serves developer and general partner in senior housing and assisted living projects occupying former IPS Schools 97 and 78.
- JHBCC will offer construction lending through its State Farm Social Investment Fund;
- For-Profit Developers: Request for Proposals will be issued for for-profit developers to develop mixed-income and market rate multifamily housing (rental and condo).
- Partners In Housing, ECDC, NEAR and JHBCC will provide supportive housing to neighbors with special needs.

**Committed Financial Support:**

Total committed financial support for this sub-goal is \$10,776,932 and breaks down as follows:

Source of Funds: Indiana Housing & Community Development Authority  
Activity: Oxford Place Senior Apartments – 30 units  
Amount: \$5,200,000  
Start and End Date: September 2014- December 2016  
Recipient: Englewood Community Development Corporation

Source of Funds: Indiana Housing & Community Development Authority - Development Fund Loan  
Activity: Oxford Place Senior Apartments  
Amount: \$356,181  
Start and End Date: September 2014- December 2016  
Recipient: Englewood Community Development Corporation

Source of Funds: Federal Home Loan Bank of Indianapolis – Affordable Housing Program  
Activity: Oxford Place Senior Apartments  
Amount: \$500,000  
Start and End Date: September 2014 – December 2016  
Recipient: Englewood Community Development Corporation

Source of Funds: City of Indianapolis- DMD - HOME grant  
Activity: Oxford Place Senior Apartments

Amount: \$500,000  
Start and End Date: September 2014 – December 2016  
Recipient: Englewood Community Development Corporation

Source of Funds: City of Indianapolis - DMD- HOME grant  
Activity: Oxford Place Assisted Apartments  
Amount: \$400,000 (pending tax credit award)  
Start and End Date: September 2014 – December 2016  
Recipient: Englewood Community Development Corporation

Source of Funds: City of Indianapolis- DMD - HOME grant  
Activity: 2015 Award- 17 Rental Units  
Amount: \$765,000  
Start and End Date: January 2015 – December 2017  
Recipient: Englewood Community Development Corporation

Source of Funds: Federal Home Loan Bank of Indianapolis – Affordable Housing Program  
Activity: Gladstone Apartments Rehabilitation  
Amount: \$500,000  
Start and End Date: August 2014 – December 2016  
Recipient: Partners in Housing Development Corporation

Source of Funds: City of Indianapolis - DMD - Environmental Protection Agency and other sources  
Activity: Oxford Place Senior and Assisted Apts. Site Remediation  
Amount: \$1,500,000  
Start and End Date: 2013 - 2015  
Recipient: Partners in Housing Development Corporation

Source of Funds: City of Indianapolis - DPW - Local Tax Dollars  
Activity: Curbs/gutters/sidewalk improvements on East 16th Street  
Amount: \$115,926  
Start and End Date: 2014  
Recipient: Low income neighbors and residents

Source of Funds: City of Indianapolis - DPW - Local Tax Dollars  
Activity: Curbs/gutters/sidewalk improvements - Jefferson Avenue Bioswales  
Amount: \$23,845  
Start and End Date: 2014  
Recipient: Low income neighbors and residents

Source of Funds: City of Indianapolis - DPW - Local Tax Dollars  
Activity: Curbs/gutters/sidewalk improvements - Indy Access Tacoma  
Amount: \$130,980  
Start and End Date: 2014  
Recipient: Low income neighbors and residents

Source of Funds: Indianapolis Neighborhood Housing Partnership  
Activity: Offer core operating support to CDC's developing housing in the IEPZ.

Amount: \$785,000  
Start and End Date: 2013-2015  
Recipient: Near Eastside Area Renewal, Riley Area Development Corporation, Southeast Neighborhood Development and King Park Area Development Corporation.

***Needed Financial Support:***

Needed financial support for this sub-goal is \$57,800,000 and breaks down as follows:

Source of Funds: Federal Home Loan Bank of Indianapolis – Affordable Housing Program  
Activity: Oxford Place Assisted Apartments  
Amount: \$500,000  
Start and End Date: August 2015- December 2016  
Recipient: Englewood Community Development Corporation

Source of Funds: Indiana Housing and Community Development Authority  
Activity: Oxford Place Assisted Apartments – 35 units of assisted living senior apartments  
Amount: \$4,500,000  
Start and End Date: April 2015- April 2017  
Recipient: Englewood Community Development Corporation

Source of Funds: Indiana Housing and Community Development Authority - Development Fund  
Activity: Oxford Place Assisted Apartments  
Amount: \$350,000  
Start and End Date: April 2015-April 2017  
Recipient: Englewood Community Development Corporation

Source of Funds: Indiana Housing & Community Development Authority - Rental Housing Tax Credits  
Activity: School 78 Senior Housing Project  
Amount: \$10,500,000  
Start and End Date: 2016-2017  
Recipient: Near East Area Renewal

Source of Funds: Indiana Housing & Community Development Authority  
Tax - Tax Exempt Bonds  
Activity: School 97 Assisted Living Project  
Amount: \$13,200,000  
Start and End Date: 2015-2016  
Recipient: Near East Area Renewal

Source of Funds: Federal Home Loan Bank of Indianapolis – Affordable Housing Program  
Activity: School 78 Senior Housing Project  
Amount: \$250,000  
Start and End Date: 2016-2017  
Recipient: Near East Area Renewal

Source of Funds: City of Indianapolis- DMD - HOME grant  
Activity: School 78 Senior Housing Project  
Amount: \$500,000  
Start and End Date: 2016-2017  
Recipient: Near East Area Renewal

Source of Funds: Department of Energy Grant - Sunshot Initiative  
Activity: Grant source to subsidize the incremental cost of Net Energy Positive Design for each proposed multifamily development  
Amount: \$2,000,000  
Start and End Date: September 2015- September 2025  
Recipient: Near East Area Renewal, Englewood Community Development Corporation, Riley Area Development Corporation, Southeast Neighborhood Development, East 10th Street Civic Association, private developers

Source of Funds: Indiana Housing & Community Development Authority - Rental Housing Tax Credits  
Activity: Four Future Rental Housing Tax Credit Projects  
Amount: \$20,000,000  
Start and End Date: January 2016- 2025  
Recipient: Near East Area Renewal, Englewood Community Development Corporation, Riley Area Development Corporation, Southeast Neighborhood Development, East 10th Street Civic Association, private developers

Source of Funds: Federal Home Loan Bank of Indianapolis – Affordable Housing Program  
Activity: Future multifamily development subsidy  
Amount: \$2,000,000  
Start and End Date: 2016- 2025  
Recipient: Near East Area Renewal, Englewood Community Development Corporation, Riley Area Development Corporation, Southeast Neighborhood Development, East 10th Street Civic Association, other developers TBD

Source of Funds: City of Indianapolis - DMD - HOME grant  
Activity: Future Multifamily and Rental Development  
Amount: \$4,000,000  
Start and End Date: 2016-2025  
Recipient: Near East Area Renewal, Englewood Community Development Corporation, Riley Area Development Corporation, Southeast Neighborhood Development, East 10th Street Civic Association, other developers TBD

***Committed Non-Financial Support:***

Source and type: John H. Boner Community Center  
Activity: Employment Services, GED/adult education, case management, tax preparation, financial education and counseling, Parents as Teachers program, elder adult days services.  
Start and End Date: January 2015 - ongoing

Source and type: CICOA - Aging and In-Home Solutions  
Activity: Information and assistance through the Aging & Disability Resource Center; Care/Case Management services for seniors; Food discount Program; Nutrition Classes; Medicaid Waivers; and Transportation.  
Start and End Date: January 2015 - ongoing

Source and Type: Adult & Child Mental Health Center  
Activity: Peer Support Groups; Individual Counseling Therapy; Skills Development Training; Medication Training, Support & Management; Psychiatric Diagnostic Evaluation; Adult Strengths, Needs Assessment/Reassessment; Substance Abuse Treatment; and Targeted Case Management.  
Start and End Date: January 2015 - ongoing

Source and Type: Englewood Christian Church  
Activity: Level 4 Early Childhood Education, Alcoholics Anonymous meetings, Community Meal, Rental/Emergency Assistance & Counseling, Volunteer opportunities  
Start and End Date: January 2015 - ongoing

Source and Type: East Washington Street Public Library  
Activity: One-on-one computer classes, Volunteering, Homebound Services, Community Programming for youth and adults  
Start and End Date: January 2015 - ongoing

Source and Type: Westminster Neighborhood Ministries  
Activity: Food/Clothing Pantry, Soup Kitchen, Medical Clinic, GED classes, Job search assistance, ESL courses, computer courses, literacy programming, life skills and parenting workshops, cooking/fitness/nutrition workshops, case management/counseling, legal services  
Start and End Date: January 2015 - ongoing

Source and Type: AccessAbility  
Activity: Provides services to individuals with disabilities including: independent living skills training, advocacy, resource center, peer support, assistive technology case management and referrals.  
Start and End Date: January 2015 - ongoing

Source and Type: HealthNet (Federally qualified health center)  
Activity: Community-based, comprehensive primary care health center for the medically underserved, smoking cessation programs, nutrition and diet classes  
Start and End Date: January 2015 - ongoing

Source and Type: Neighborhood Christian Legal Clinic

Activity: Pro bono legal representation and preventative legal education to low income families.  
 Start and End Date: January 2015 – ongoing

Source and Type: Shepherd Community Center  
 Activity: Food pantry, health clinic, sports programming, after school programming, private school, gardening program, tax preparation  
 Start and End Date: January 2015 - ongoing

Source and Type: Tangram  
 Activity: Disability services including vocational rehab, Ticket to Work, social coaching, community living skills.  
 Start and End Date: January 2015 - ongoing

***Non-Financial Support Needed:***

Source and type: Technical Assistance/Advocacy  
 Activity: Access to technical assistance from the DOE or other consultants who might help local stakeholders and decision makers see the benefits of high performance buildings, renewables and the competitive ROI for green construction.  
 Start and End Date: January 2015 - ongoing  
 Recipient: Near East Area Renewal, Englewood Community Development Corporation, Riley Area Development Corporation, Southeast Neighborhood Development, East 10th Street Civic Association, private developers

Source and type: Pre-Development/Environmental Management  
 Activity: Environmental clean-up of contaminated industrial corridor to with the financial viability of a multi-family project or redevelopment..  
 Start and End Date: January 2015 - ongoing  
 Recipient: Near East Area Renewal, Englewood Community Development Corporation, Riley Area Development Corporation, Southeast Neighborhood Development, East 10th Street Civic Association, private developers

Source and type: Assisted Living Services  
 Activity: Find a provider/partner that can provide high quality assisted living services for the proposed living developments.  
 Start and End Date: January 2015 - ongoing  
 Recipient: Near East Area Renewal, Englewood Community Development Corporation, Riley Area Development Corporation, Southeast Neighborhood Development, East 10th Street Civic Association, private developers

***Expected Outcomes and Measurement:***

- 300 units of new, high quality, affordable rental housing with 10% set aside for persons with disabilities by 2025;

- 10% increase in high quality, affordable rental housing for seniors in the IEPZ, which include supportive services, shared housing or independent living, by 2022;
- 20% increase in high quality, market rate rental housing for individuals by 2020; and,
- 10% annual increase in the number of rental units developed with energy star standards.

***Data Collection, Tracking, and Sharing:***

Indiana University Public Policy Institute will coordinate, track, evaluate and report on the following:

- Track the number of new or multifamily properties are developed in the target area using city permitting data, including the number of specialty properties (senior, supportive, etc);
- Track rental rates of multifamily properties within the Promise Zone by survey of properties;
- Track the number of new installations and total Kilowatts of electricity produced by renewable energy installations within the Promise Zone;
- Track energy performance of new developments with green technology improvements; and,
- Share information quarterly with stakeholders and neighbor participating in Quality of Life Summits and through electronic neighborhood networks.

***Timeline/Milestones for Implementation:***

- Start construction on Oxford Place Senior Apartments- May 2015;
- Start construction on Oxford Place Assisted Apartments- August 2015 (pending award);
- Establish baseline for data- March 2015;
- Meet with market rate housing developers - June 2015;
- Apply for funding (School 97 Assisted Living Development)- June 2015;
- Secure funding (School 78 Senior Housing Project) - November 2015;
- Start Construction on School 97 Assisted Living Development- December 2015;
- Start construction on School 78 Senior Project - April 2016;
- Start construction on ECDC 2015 HOME Rental Properties.- August 2015;
- Completion of renovation of Gladstone Apartments- September 2015;
- Apply for funding from the DOE (ie the SunShot Initiative) or other sources that will assist with the incremental costs of renewables or achieving HERS rating <50%.



- Each new multifamily development will achieve the Gold Rating National Green Building Standard and a HERS rating <50%;
- Complete four additional LIHTC projects before 2025.

***Barriers:***

N/A

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# WORK IndyEast Promise Zone Plan Strategies and Targets

## *Promise Zone Goal: Job Creation*

Description: **Work IndyEast:** We promise to develop vibrant neighborhood zones of business activity, industries and commerce in which residents are employed in living wage jobs. We aim to accomplish this through entrepreneurship, industrial reuse and job training.

## **PROMISE ZONE – WORK INDY EAST SUBGOAL #1**

Sub Goal 1: Redevelop six neighborhood legacy industrial sites or corridors into zones of commerce and opportunities that support emerging economic sectors and existing post-industrial opportunities.

### *Activities and Interventions:*

- **Strengthen Redevelopment Entity:** The City of Indianapolis will strengthen its redevelopment vehicle through a more robust mission and increased staffing. [Ongoing]
- **Brownfield Remediation:** Focus areas will be assessed and remediated through assessment grants, insurance cost recovery, and local incentives connecting remediation with redevelopment. [New]
- **Industrial District Implementation:** Legacy industrial sites will receive customized staffing and programmatic support over several years to ensure success. [New]
- **Grow Anchor Institutions:** Angie’s List’s \$40M redevelopment of the Ford facility will grow its corporate campus from 1,000 to 2,800 employees. [Ongoing]
- **Focus on Regional Economic Clusters:** A new study indicates Food Manufacturing & Distribution and Local B2B clusters show particular promise for growth in Indianapolis urban corridors. [New]
- **Innovative Financing:** Utilize existing and new TIF districts, cost-recovery litigation and public, private and philanthropic sources. [New]

### *Rationale/Evidence:*

In an article published by Northeast Midwest Institute (Paull, 2008), found that brownfield redevelopment produced employment gains, leveraged investments and revitalized neighborhoods. In addition, brownfield development produced new sources of public revenue, reduced infrastructure costs and had positive sustainability benefits including reduced air emissions/greenhouse gases, storm water runoff and improved water quality. This is confirmed by Sousa, Wu and Westphal (Urban Studies, 2014) who studied more than 100 brownfield sites and concluded “the results reveal that the spillover effect in terms of raising surrounding property values is significant in both quantity and geographic

scope, as redevelopment led to a net increase of 11.4% in nearby housing prices in Milwaukee and 2.7% in Minneapolis”.

**Implementing Partner:**

- City of Indianapolis will coordinate land assembly/acquisition, brownfield redevelopment, litigation/cost recovery and the strengthening of its redevelopment entity.
- Local Initiatives Support Corporation (LISC) will provide grants for industrial district planning and implementation and project financing to various components in the target areas.
- ECDC will coordinate all industrial reuse plans in the IEPZ and will be the lead partner in the implementation of the reuse plans for the Washington Street corridor.
- RADC will be the lead partner in the implementation of the Mass Avenue industrial reuse plan in conjunction with NEAR and the East 10th Street Civic Association.
- Develop Indy/Chamber of Commerce will promote industrial ready sites and recruitment of regional employers to the IEPZ.
- State of Indiana Economic Development Corporation will provide tax and other incentives to grow anchor institutions.

**Committed Financial Support:**

Total committed financial support for this sub-goal is \$69,176,871 and breaks down as follows:

Source of Funds:	City of Indianapolis – DMD - Brownfields Fund
Activity:	The City of Indianapolis continues to increase capacity and commitment within its Brownfields Department. These funds are committed to environmental remediation at three key redevelopment sites within the Promise Zone, and have already facilitated over \$6 million of committed redevelopment activity.
Amount:	\$1,052,500
Start and End Date:	2015-2016
Recipient:	Englewood Community Development Corporation and City of Indianapolis
Source of Funds:	Local Initiatives Support Corporation, Indianapolis - Brownfield Assessment Grants
Activity:	LISC Indianapolis will make available technical assistance dollars for Phase 1 & Phase 2 environmental assessments within the Promise Zone.
Amount:	\$200,000 (\$20,000 annually x ten years)
Start and End Date:	January 2015 - ongoing
Recipient:	Englewood Community Development Corporation, Near Eastside Area Renewal, Riley Area Development Corporation, Southeast Neighborhood Development and King Park Area Development Corporation.
Source of Funds:	Indiana Department of Environmental Management (IDEM) - Brownfield Assessment and Remediation grants

**Activity:** IDEM funding is committed for three key brownfield properties already identified within the Promise Zone.  
**Amount:** \$106,678  
**Start and End Date:** 2013 - ongoing  
**Recipient:** Englewood Community Development Corporation and Private Property Owners

**Source of Funds:** U.S. Environmental Protection Agency - Brownfields assessment grant  
**Activity:** EPA funding is committed for Phase 1 and Phase 2 exploration at Tinker Flats, a key brownfield property within the Smart Growth District and the site of a \$4.5 million redevelopment creating 35 new jobs.  
**Amount:** \$51,894  
**Start and End Date:** 2014 and ongoing  
**Recipient:** City of Indianapolis and Private Property Owner

**Source of Funds:** Local Initiatives Support Corporation, Indianapolis - Industrial District Implementation  
**Activity:** Comprehensive commitment for activities including: neighborhood based district staffing, corridor planning, market study, technical assistance, early action grants, place making, neighborhood engagement and quality of life planning assistance for two key industrial districts within the Near Eastside Promise Zone.  
**Amount:** \$317,300  
**Start and End Date:** January 2015 and ongoing  
**Recipient:** Englewood Community Development Corporation, Near Eastside Area Renewal, Riley Area Development Corporation, Southeast Neighborhood Development and King Park Area Development Corporation.

**Source of Funds:** City of Indianapolis - DMD - Community Development Block Grant  
**Activity:** Economic development investment committed to two anchor developments, Tinker Flats and PR Mallory, as part of comprehensive redevelopment strategies designed to re-establish two historically robust employment centers within former industrial properties.  
**Amount:** \$2,340,000  
**Start and End Date:** March 2015 - June 2016  
**Recipient:** Englewood Community Development Corporation and King Park Area Development Corporation

**Source of Funds:** Slane Capital - Private Investment  
**Activity:** Investment at Tinker Flats to create a 30,000 square foot artisan food and beverage production hub with 5 tenants, corporate headquarters for Slane Capital, and 8,000 square feet of community space. An estimated 35 jobs will be created.  
**Amount:** \$3,160,000  
**Start and End Date:** March 2015 - June 2016  
**Recipient:** King Park Area Development Corporation

**Source of Funds:** Horner Electric/Horner Industrial Group - Private Investment

Activity: Current 20,000 square foot expansion plus new equipment purchases at Horner Industrial Group's 1521 E. Washington Street facility. The expansion will create 10 new positions.

Amount: \$2,500,000

Start and End Date: September 2014 - June 2015

Recipient: Horner Electric/Horner Industrial Group

Source of Funds: City of Indianapolis - DMD - Tax Abatement/Incentives

Activity: Value of 5-year tax abatement related to the current 20,000 square foot expansion plus new equipment purchases at Horner Industrial Group's 1521 E. Washington Street facility, as part of a larger \$2,500,000 project at this location.

Amount: \$216,999

Start & End Date: 2014 - 2018

Recipient: Horner Electric/Horner Industrial Group

Source of Funds: Citizens By Products Coal Company - Brownfields Remediation Funds

Activity: Environmental remediation of approximately 103-acre former coal/coke plant for future reuses. State approved Phase 1 cleanup of \$100,000. Estimated Phase 2 cleanup of \$1,000,000.

Amount: \$1,100,000

Start and End Date: 2014 - 2018

Recipient: Property owner

Source of Funds: Citizens By Products Coal Company

Activity: Donation of approximately 26-acre former drive-in theater site to local community development corporation for community reuse.

Amount: \$780,000

Start and End Date: 2014

Recipient: Southeast Neighborhood Development/Riley Area Development Corporation

Source of Funds: Southeast Neighborhood Development and Riley Area Development Corporation

Activity: Predevelopment site characterization and assessment of the approximately 26-acre former drive-in theater site by two local community development corporations committed to the site's redevelopment for community reuse.

Amount: \$50,000

Start and End Date: March 2015 - February 2016

Recipient: Property owner

Source of Funds: JP Morgan Chase Foundation - Private Investment

Activity: Site Characterization Study - Predevelopment site characterization and assessment of the approximately 80-acre former RCA / Thomson Consumer Electronics site by a local community development corporation committed to the site's redevelopment for community reuse.

Amount: \$20,000

Start and End Date: March 2015 - February 2016

Recipient: Near East Area Renewal

Source of Funds: Angie's List - Private Investment

Activity: Angie's List is making the Near Eastside Promise Zone its single site solution for its corporate campus. This \$13.2 million investment in its corporate headquarters campus within the Promise Zone helped the company grow to 1,000 employees.

Amount: \$13,200,000

Start and End Date: 2013 - 2014

Recipient: Angie's List

Source of Funds: Angie's List - Private Investment

Activity: Angie's List is making the Near Eastside Promise Zone its single site solution for its corporate campus. This \$44 million redevelopment of the Ford Motor Company facility, and other properties, will grow this corporate campus from 1,000 to 2,800 employees.

Amount: \$31,700,000

Start and End Date: March 2015 - September 2016

Recipient: Angie's List

Source of Funds: City of Indianapolis - DMD - Economic Development Incentives

Activity: Angie's List is making the Near Eastside Promise Zone its single site solution for its corporate campus. This \$44 million redevelopment of the Ford Motor Company facility, and other properties, will grow this corporate campus from 1,000 to 2,800 employees.

Amount: \$10,000,000

Start and End Date: March 2015 - September 2016

Recipient: Angie's List

Source of Funds: State of Indiana - Indiana Economic Development Council - Financial Incentives

Activity: Angie's List is making the Near Eastside Promise Zone its single site solution for its corporate campus. This \$44 million redevelopment of the Ford Motor Company facility, and other properties, will grow this corporate campus from 1,000 to 2,800 employees.

Amount: \$2,000,000

Start and End Date: March 2015 - September 2016

Recipient: Angie's List

Source of Funds: Local Initiatives Support Corporation, Indianapolis (LISC)

Activity: Cluster Study - "Linking Regional Economic Clusters with Targeted Urban Places" is a recently completed study commissioned by Local Initiatives Support Corporation for Indianapolis. The results will be implemented over the next several years, with a focus on the Near Eastside Promise Zone.

Amount: \$80,000 (Cost of Study), Implementation cost counted elsewhere.

Start and End Date: Study: March 2014 - October 2014, Implementation: 2015-2016

Recipient: LISC, Indianapolis

Source of Funds: Urban Land Institute - Rose Fellowship - Industrial Reuse Study of Mass Ave/Brookside

Activity: A critical industrial reuse district, the Mass Ave/Brookside Corridor, was the subject of the Urban Land Institute's Rose Fellowship. The multi-day study involved experts from numerous cities and stakeholders throughout Indianapolis, and resulted in an innovative revitalization and reuse plan, which will jumpstart a multi-year focus on this corridor.

Amount: \$301,500

Start and End Date: August 2014

Recipient: City of Indianapolis

***Needed Financial Support:***

Needed financial support for this sub-goal is \$67,400,000 and breaks down as follows:

Source of Funds: New Markets Tax Credit Program (NMTC), U.S. Department of The Treasury

Activity: The NMTC Program has been utilized successfully in the past within the Promise Zone, most recently in conjunction with the \$11 million Chase Near Eastside Legacy Center. The NMTC program is key to our strategy to revitalize formerly industrial sites and to attract new investments and capital into the Promise Zone.

Amount: \$20,000,000

Start and End Date: 2015 - 2025

Recipient: City of Indianapolis, Local Initiatives Support Corporation (LISC), IFF Real Estate Services, Others

Source of Funds: Community Economic Development Program (CED), Office of Community Services (OCS)

Activity: The Community Economic Development Program (CED) has been utilized successfully on several Indianapolis projects to finance innovative projects while creating good jobs for low-income individuals. Funding from this program is a key part of the industrial reuse and job creation strategy on the Near Eastside.

Amount: \$2,400,000 (Approximately 3-4 awards)

Start and End Date: 2015+

Recipient: Englewood Community Development Corporation, John H. Boner Community Center, Riley Area Development Corporation, East 10<sup>th</sup> Civic Association, Southeast Neighborhood Development (SEND)

Source of Funds: Community-Wide EPA Assessment Grant

Activity: Brownfield assessment funding is needed in relation to numerous large sites within the Promise Zone, particularly the Brookside/Mass Avenue Corridor.

Amount: \$5,000,000 (\$500,000 annually x ten years)

Start and End Date: 2015 and ongoing

Recipient: City of Indianapolis

Source of Funds: Economic Development Incentives

Activity: To help grow the identified Food Manufacturing and Distribution and Business-to-Business clusters, which have shown promise in urban Indianapolis,

economic development incentives are needed to help absorb the cost of build-out or other capital costs in return for these businesses agreeing to locate in urban areas and offer training and attractive wages.

Amount: \$40,000,000  
Start and End Date: 2015 and ongoing  
Recipient: Growing Businesses Locating Within the Promise Zone

***Committed Non-Financial Support:***

Source and type: Volunteers, Mayor’s Manufacturing Reuse Task Force  
Activity: The Mayor’s Manufacturing Reuse Task Force is committed to dedicating it’s time, attention and expertise toward the reuse and revitalization of these former industrial corridors and sites.  
Start and End Date: 2015 and ongoing  
Recipient: Various CDC’s and Owners

Source and type: Staff Support, City of Indianapolis Department of Metropolitan Development  
Activity: Over the last year, the City of Indianapolis has strengthened it’s commitment to Brownfield Redevelopment and Industrial Reuse activities through increased full-time staffing for these activities including a new position to lead and coordinate Industrial Reuse initiatives as part of a financial commitment of over \$1 million toward brownfield redevelopment initiatives identified above.  
Start and End Date: 2015 and ongoing  
Recipient: Various CDC’s and Owners

Source and type: Staff Support, LISC Indianapolis  
Activity: LISC Indianapolis has committed full time staffing to coordinate and support Industrial District Implementation efforts identified within the Committed Financial section above on at least two key corridors and numerous key industrial reuse sites. LISC Indianapolis staffing will also coordinate efforts o implement the newly created “Linking Regional Economic Clusters with Targeted Urban Places” study.  
Start and End Date: 2015 and ongoing  
Recipient: Various CDC’s and Owners

Source and type: Staff Support, Develop Indy/Chamber of Commerce  
Activity: Develop Indy/Chamber of Commerce has committed full time staffing to promote industrial ready sites and recruitment of regional employers with a focus on the IEPZ. Additionally, Develop Indy staff will participate on the Mayor’s Manufacturing Reuse Task Force and will assist LISC Indianapolis in implementation of the newly created “Linking Regional Economic Clusters with Targeted Urban Places” study.  
Start and End Date: 2015 and ongoing  
Recipient: Various CDC’s and Owners

***Non-Financial Support Needed***

Source and Type: Working Groups



Activity: Local stakeholders should encourage the formation of Food Manufacturing and Distribution and Business-to-Business Working Groups to help grow these promising clusters.

Start and End Date: 2015 and ongoing

Recipient: Local Initiatives Support Corporation, Indianapolis and Develop Indy

***Expected Outcomes and Measurement:***

- 20% increase in the number of jobs with the reuse of old industrial and commercial sites in the IEPZ by 2025;
- Five new supply chain businesses which will capitalize on anchor institutions and expansions within the IEPZ by 2020;
- 50% increase in the number of food manufacturing, distribution, and business-to-business companies within the IEPZ by 2025; and
- Increase the range, number and size of economic development incentives to better induce businesses to former industrial properties by 2018.

***Data Collection, Tracking and Sharing:***

Indiana University Public Policy Institute will coordinate, track, evaluate and report on the following:

- Track job creation with new businesses entering the IEPZ;
- Track job creation from business expansion within the IEPZ;
- Track job creation on reuse of old industrial sites; and,
- Track job creation numbers in comparison to investment of financial resources to determine ways to be more cost effective.

***Timeline/Milestones for Implementation:***

- Pair remediation with redevelopment on at least 10 parcels within the Promise Zone by 2025;
- Develop a reuse plan, market analysis, and pro formas for underperforming industrial sites by 2016;
- Rehabilitate and attract new businesses to two former industrial sites by 2021;
- Finalize Great Places planning for East Washington Street by July 2015;
- Complete Mass Ave/Brookside industrial corridor market study and plan by August 2015;
- Apply for Area Wide Brownfield Assessment Grant by end of 2015;

- Perform site assessment for former Citizens Coke Plant and RCA sites by February 2016;
- Complete the creation of tax increment financing districts to better support industrial redevelopment within IEPZ by July 2016;
- Expand the Angie’s List employment base by 2,800 employees by October 2016;
- Assist five new supply chain businesses to expand within the IEPZ by 2018; and,
- Achieve 50% growth in the number of food manufacturing, distribution and business-to-business companies end of 2018.

**Barriers:**

As stated by Slutsky and Frey in “Brownfield Uncertainty: A proposal to reform Superfund”, “Although these hazardous waste statutes in tandem provide much needed incentive for industry to avoid contaminating our lands and are therefore remarkably effective in protecting Americans from exposure to hazardous waste, their liability provisions provide powerful disincentives for potential redevelopment of urban properties. In fact, many would argue that the threat of Superfund liability is the single greatest impediment to the redevelopment of brownfield sites (see, for example, Davis, 2002; Rubenstein, 1997; Anderson, 1996). Scattered within and among some of the most commercially desirable urban centers in the country, brownfield sites are suspended in a sort of regulatory limbo; although not specifically designated as Superfund sites and listed by EPA on the National Priority List (NPL), they are nonetheless tarred by their potential—real or perceived—for costly environmental regulatory and third-party tort liability. Uncertainty is the enemy of economic activity. Urban redevelopment activities are stymied in the face of uncertainty, and CERCLA liability represents great uncertainty. Before a developer will move forward with a project, he or she must be convinced that the effort will provide a favorable financial outcome.

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# WORK IndyEast Promise Zone Plan Strategies and Targets

## *Promise Zone Goal: Job Creation*

Description: **Work IndyEast:** We promise to develop vibrant neighborhood zones of business activity, industries and commerce in which residents are employed in living wage jobs. We aim to accomplish this through entrepreneurship, industrial reuse and job training.

## **PROMISE ZONE – WORK INDY EAST SUBGOAL #2**

Sub Goal 2: Decrease unemployment and increase household income for unemployed or underemployed neighborhood residents.

### *Activities and Interventions:*

- **Increase Access to Education and Employment for Chronically Unemployed Adults** through investments and innovative partnerships, including Centers for Working Families. [Ongoing]
- **Customized Job Training:** “Place and train” initiatives like PowerTrain Indy provide customized training for 400 unemployed/underemployed residents for local companies offering competitive wages. [Ongoing]
- **Certificate Programs:** A wide array of industry focused technical and short-term certificate programs, designed for workforce preparation, offered within the Promise Zone to neighborhood residents. [New]
- **Degree Programs:** Local universities provide associates and bachelor’s degree programs with an emphasis on the needs of working adults. [Ongoing]
- **Launch Urban Manufacturing Incubator:** With entrepreneurial “Makers” as the target, the incubator will assist in design, prototype and commercialization of new products for new businesses, with an emphasis on the supply chain of anchor institutions. [Ongoing]

### *Rationale/Evidence:*

Following national trends, employers in the urban core of Indianapolis represent about one-third of the businesses in the central city and about 40% of the available jobs, but employment growth is lower and average wage growth slower in the inner city compared to the surrounding metro area. According to the Cluster Mapping Project (Institute for Strategy and Competitiveness, Harvard Business School), over the past ten years, the Indianapolis metro area has experienced a net growth of 4,400 jobs, yet urban neighborhoods have not fully participated in this expansion. This is supported by the work of Harrison & Glasmeler (Economic Quarterly, 1997), which finds “efforts to ‘rework’ the public workforce development system to meet the needs of employers can be at odds with efforts to meet the needs of disadvantaged populations. But greater proximity to employers can also enhance the system’s capacity to promote more progressive human resource practices and equitable labor market outcomes.”

**Implementing Partners:**

- JHBCC, through their Center for Working Families, will provide employment/workforce development, financial coaching and access to public benefits to promote family stability.
- LISC will assist in matching applicable job clusters with appropriate training and provide support for the expansion of the Center for Working Families.
- IUPUI will provide customized skill and degree programs targeting residents of the IEPZ to increase their employability.
- Develop Indy/Chamber of Commerce will match job training incentive packages to employers who are locating in or expanding within the IEPZ.
- EmployIndy (WIB) will match IEPZ residents with current and new job training and well designed certificate programs with job marketplace demand.

**Committed Financial Support:**

Total committed financial support for this sub-goal is \$7,022,428 and breaks down as follows:

Source of Funds:	City of Indianapolis - DMD - Community Development Block Grant, Private Fundraising
Activity:	For 12 years, Horizon House’s Opportunity Knocks program has focused on addressing the unique needs, strengths and barriers of individuals experiencing homelessness. Opportunity Knocks provides job readiness training followed by comprehensive job search services to approximately 200 individuals annually. Ongoing vocational case management services also help clients retain employment and build stable income.
Amount:	\$150,000
Start and End Date:	January 2015 - ongoing
Recipient:	Horizon House
Source of Funds:	Private Fundraising
Activity:	Located within the Promise Zone, Second Helpings Culinary Job Training Program has graduated more than 550 unemployed and underemployed adults since 1998 for meaningful careers in the culinary industry. Graduates of the program receive job placement assistance, college credit at Ivy Tech, ServeSafe Certification and First Aid & CPR Certifications.
Amount:	\$521,196
Start and End Date:	January 2015 - ongoing
Recipient:	Second Helpings
Source of Funds:	Local Initiatives Support Corporation (LISC), Grants for Center for Working Families (CWF)

Activity: Center for Working Families (CWF) Programming at the John H. Boner Community Center to support individuals grow their financial positions through employment opportunities and training.

Amount: \$610,000

Start and End Date: 2013 - ongoing

Recipient: John H. Boner Community Center

Source of Funds: United Way of Central Indiana, Grants for Center for Working Families (CWF)

Activity: Center for Working Families (CWF) Programming at the John H. Boner Community Center to support individuals grow their financial positions through employment opportunities and training.

Amount: \$135,439

Start and End Date: 2014 - 2015

Recipient: John H. Boner Community Center

Source of Funds: Central Indiana Community Foundation - Grants for Center for Working Families (CWF)

Activity: Center for Working Families (CWF) Programming at the John H. Boner Community Center to support individuals grow their financial positions through employment opportunities and training.

Amount: \$50,000

Start and End Date: 2012 - 2015

Recipient: John H. Boner Community Center

Source of Funds: Key Bank Foundation, Grants for Center for Working Families (CWF)

Activity: Center for Working Families (CWF) Programming at the John H. Boner Community Center to support individuals grow their financial positions through employment opportunities and training.

Amount: \$10,000

Start and End Date: 2012 - 2015

Recipient: John H. Boner Community Center

Source of Funds: Marion County Commission on Youth - Summer Youth Program Fund

Activity: Youth employment initiative of the Summer Youth Program Fund (SYPF).

Amount: \$11,569

Start and End Date: 2012 - 2015

Recipient: John H. Boner Community Center

Source of Funds: City of Indianapolis - DMD - Community Development Block Grant

Activity: Supporting employment opportunities for youth.

Amount: \$19,224

Start and End Date: 2015

Recipient: John H. Boner Community Center

Source of Funds: Indianapolis Public Library - Capital Budget

Activity: The Indianapolis Public Library has committed up to \$2 million for the renovation and expansion of the historic East Washington Branch Public Library within the Promise Zone. A key goal of the expansion is to enhance job skills

counseling, and increase computer access and literacy for unemployed or underemployed low-income neighborhood residents, achieved in part through an increased partnership as a Mobile WorkOne site.

Amount: \$2,000,000  
Start and End Date: June 2015 - September 2016  
Recipient: Indianapolis Public Library

Source of Funds: City of Indianapolis - Workforce Training Fund  
Activity: Employ Indy's Power Train Indy program is providing customized job training for 400 unemployed or underemployed residents for local companies within urban Indianapolis that offer competitive wages.

Amount: \$1,500,000  
Start and End Date: January 2013 - December 2015  
Recipient: Employ-Indy

Source of Funds: Private Investment  
Activity: Angie's List is making the Near Eastside Promise Zone its single site solution for its corporate campus. The company has committed \$1 million toward retraining of existing employees and training of new team members as it grows from 1,000 to 2,800 employees on-site. New jobs will have an average wage of \$23/hr. Skills will include: information technology, team building, quality control, technical support and conflict resolution.

Amount: \$1,000,000  
Start and End Date: March 2015 - September 2016  
Recipient: Angie's List

Source of Funds: Private Investment  
Activity: Angie List's is making the Near Eastside Promise Zone its single site solution for its corporate campus. Over the last 12 months, the company has spent \$400,000 toward retraining of existing employees and training of new team members as it has grown to 1,000 employees on-site.

Amount: \$400,000  
Start and End Date: 2013 - 2014  
Recipient: Angie's List

Source of Funds: Private Workforce Development Investment  
Activity: In the next 3 – 5 years, the company is anticipating approximately \$375k in trainee paid wages while participating in OJT program plus another \$100k in creating classroom training programs in partnership with local educational institutions, including Ivy Tech Community College. Horner projects 10% job growth coupled with replacement of employees retiring within the next 5-7 years. Horner Industrial Group jobs have an average wage of \$21/hr. Skills will include: basic electrical theory, mathematics, technical reading, manual machining techniques, diagnostics techniques, quality control.

Amount: \$500,000  
Start and End Date: June 2015 - ongoing  
Recipient: Horner Electric, Inc. / Horner Industrial Group

Source of Funds: Save Our Vets  
 Activity: Veteran’s Welding Training Program - In the next 3 – 5 years, the company is anticipating approximately \$375k in trainee paid wages while participating in OJT program plus another \$100k in creating classroom training programs in partnership with local educational institutions, including Ivy Tech Community College. Horner projects 10% job growth coupled with replacement of employees retiring within the next 5-7 years. Horner Industrial Group jobs have an average wage of \$21/hr. Skills will include: basic electrical theory, mathematics, technical reading, manual machining techniques, diagnostics techniques, quality control.  
 Amount: \$125,000  
 Start and End Date: June 2015 - ongoing  
 Recipient: Save Our Vets

***Needed Financial Support:***

Needed financial support for this sub-goal is \$24,850,000 and breaks down as follows:

Source of Funds: Social Innovation Fund, Corporation for National & Community Service  
 Activity: Near Eastside partners would like to target vulnerable, high-risk or opportunity young adults ages 18-24 with workforce development supports combined with engaging young adults in their communities through volunteering. A number of local partners are well positioned to lead and support an initiative like this one.  
 Amount: Unknown  
 Start and End Date: 2015 or 2016  
 Recipient: John H. Boner Community Center

Source of Funds: YouthBuild, Employment & Training Administration  
 Activity: Employ Indy has successfully utilized YouthBuild in Indianapolis for the past five years with good success. Funding will be needed between 2015 – 2025 to continue the program with a focus on the Promise Zone.  
 Amount: \$1,500,000  
 Start and End Date: 2015 - 2025  
 Recipient: Employ Indy

Source of Funds: Local Initiatives Support Corporation, Indianapolis - Center For Working Families Grant  
 Activity: Continued expansion of LISC’s successful Center For Working Families (CWF) at the John H. Boner Community Center.  
 Amount: \$2,100,000 (\$210,000 annually x ten years)  
 Start and End Date: January 2015 - ongoing  
 Recipient: John H. Boner Community Center

Source of Funds: State of Indiana - Workforce Development Grant  
 Activity: A second Mobile WorkOne Indy team is needed to increase employment services access. An increased presence at libraries and other social service destinations is key to connecting with job seekers within the Promise Zone.  
 Amount: \$1,750,000 (\$175,000 annually x ten years)

Start and End Date: January 2015 - ongoing  
Recipient: Employ-Indy

Source of Funds: Employ Indy - Youth Employment Services Grant  
Activity: Employ Indy manages a Youth Employment Services (YES) program which serves young adults, ages 18-24, who have a desire to secure and grow in a job through the provision of flexible vouchers that help remove barriers for successful transition to employment. Barrier-busting vouchers assist with childcare, transportation, training and education, work clothing and much more. Given the high level of unemployed 18-24 year olds within the IEPZ, these flexible barrier-buster resources are needed over the next decade. The EmployIndy YES Program is set to expire at the end of 2014

Amount: \$2,500,000 (\$250,000 annually x ten years)  
Start and End Date: January 2015 - ongoing  
Recipient: IEPZ service providers - Edna Martin Christian Center, Keys to Work, Martindale-Brightwood Community Development Corporation, and PACE, Inc., Recycle Force

Source of Funds: Employ Indy - Power Train Indy Grant  
Activity: An extension is necessary for Employ Indy's current Power Train Indy program, or a workforce development program like it. Set to expire in December 2015, Power Train Indy provides customized job training for 400 unemployed or underemployed residents for local companies within urban Indianapolis that offer competitive wages.

Amount: \$4,000,000 (\$500,000 annually x nine years)  
Start and End Date: January 2016 - ongoing  
Recipient: IEPZ service providers - Keys to Work, Inc., John H. Boner Community Center, Recycle Force

Source of Funds: Save our Vets - Veterans Workforce Development Grant  
Activity: Save Our Vets (SOV) operates it's 88,000 square foot Victory Center within the IEPZ. The organization estimates a \$3 million investment is necessary in capital, equipment and staffing for the full implementation of training programs necessary to serve both Hoosier veterans (80% of participants) and other local Promise Zone residents (20% of participants). SOV's current programs include Computer Numerical Control (CNC) and Information Technology (IT) and have a 100% graduation and career placement rate in the organization's young history.

Amount: \$3,000,000  
Start and End Date: January 2016 - ongoing  
Recipient: Save Our Vets

Source of Funds: Capital and Programming Grant  
Activity: The City of Indianapolis, led by the Mayor's Manufacturing Reuse Task Force, hopes to launch an Urban Manufacturing Incubator. Preliminary estimates are for a 20,000 to 40,000 square foot facility with an anticipated cost of approximately \$10 million to develop and program the space for the first five years.



Amount: \$10,000,000  
Start and End Date: January 2016 - ongoing  
Recipient: City of Indianapolis

***Committed Non-Financial Support:***

Source and type: City of Indianapolis - Mayor's Manufacturing Reuse Task Force  
Activity: The Mayor's Manufacturing Reuse Task Force is committed to dedicating it's time, attention and expertise toward the launch of an Urban Manufacturing Incubator.  
Start and End Date: 2015-Study, 2016-Implementation  
Recipient: Promise Zone Entrepreneurs

***Non-Financial Support Needed:***

Source and Type: Technical Assistance  
Activity: Technical assistance will be needed in order to successfully implement the Urban Manufacturing Incubator in a manner that utilizes best practices in urban manufacturing from across the country. A growing partnership with the Urban Manufacturing Alliance (UMA) may provide access to content experts for some of this technical support.  
Start and End Date: January 2015 - ongoing  
Recipient: Local Initiatives Support Corporation, Indianapolis and Develop Indy

***Expected Outcomes and Measurement:***

- 25% increase in the number of participants in education or employment services by 2025;
- 200% increase in the number of job seekers referred to, and successfully placed, within job training programs after visiting Mobile WorkOne Centers by 2020;
- 5% annual increase in the number of individuals placed in employment through Centers For Working Families (CWF);
- 100% increase in the number of residents or employees of neighborhood businesses who receive customized job training through PowerTrain Indy by 2017;
- 25% increase in residents who graduate through a certified program by 2025; and,
- 50% increase in adult residents with an associates or bachelor's degree by 2025.

***Data Collection, Tracking and Sharing:***

Indiana University Public Policy Institute will coordinate, track, evaluate and report on the following:

- Track the number of unemployed persons seeking employment services;
- Track the job retention rates of new placed employees, up to one year;

- Track education attainment of high school graduates involved in IEPZ certification programs;
- Track number of associates and bachelor degrees award to IEPZ residents; and,
- Track number of jobs created by employment sector.
- Track the employment rate for residents of the IEPZ.

#### *Timeline/Milestones for Implementation:*

- By June 2016, complete the renovation and expansion of the East Washington Branch Public Library with increased access to education and employment services;
- By September 2016, Angie’s List will have trained and expanded its workforce from 1,000 to 2,800 employees on-site;
- By December 2016, the City of Indianapolis will launch the Urban Manufacturing Incubator;
- By 2018, Ivy Tech Community College will have expanded its presence within the Promise Zone with an increase in employee valued certificate and degree programs;
- By 2021, the Incubator will have created 20 new businesses and 1,000 new jobs;
- By 2025, achieve the net creation of 4,000 new jobs within the Promise Zone;
- Create 50 new businesses and 2,500 new jobs by 2025 through the Urban Manufacturing Incubator; and,
- By 2025, achieve the net creation of 4,000 new jobs with approximately 80% paying a livable wage and 60% paying at or above the county median.

#### *Barriers:*

Comprehensive immigration reform will allow us to tap the skills, resources, tax revenue and human capital of a population that has been very valuable to to the stability of the promise zone area. The increased tax revenue and social security contributions of many residents who are currently unaccounted for would be a great benefit locally and nationally, while decreasing the unemployment rate within the immigrant community.

A February 2010 report from the Economic Policy Institute (EPI) finds that the “effect of immigration from 1994 to 2007 was to [raise the wages](#) of U.S.-born workers, relative to foreign-born workers, by 0.4% (or \$3.68 per week).” Even the small (and shrinking) number of “U.S.-born workers with less than a high school education saw a relative 0.3% increase in wages (or \$1.58 per week)” as a result of immigration during this period.

The report [emphasizes](#) that “more people, including more foreigners, do not mean lower wages or higher unemployment. If they did, every time a baby was born or a new graduate entered the labor force, they would hurt existing workers. But new workers do not just have supply-side impacts, they also affect demand. Those new graduates buy food and cars and pay rent. In other words, while new

workers add to the supply of labor, they also consume goods and services, creating more jobs. An economy with more people does not mean lower wages and higher unemployment, it is simply a bigger economy.

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# WORK IndyEast Promise Zone Plan Strategies and Targets

## *Promise Zone Goal: Job Creation*

Description: **Work IndyEast:** We promise to develop vibrant neighborhood zones of business activity, industries and commerce in which residents are employed in living wage jobs. We aim to accomplish this through entrepreneurship, industrial reuse and job training.

## **PROMISE ZONE – WORK INDY EAST SUBGOAL #3**

Sub Goal 3: Support infrastructure improvements as a top priority guiding employment and development on transit corridors, aligning with system upgrades, and supporting transit-oriented development.

### *Activities and Interventions:*

- **Stabilize/upgrade basic infrastructure:** Improve power grid, sewers, street ROW, high speed data, and green infrastructure to serve the 21st century needs of employers and neighborhood residents. [New]
- **Concentrate on transit-oriented development:** Focus development at nodes around rapid transit with dense mix of commercial, retail, and residential within walking distance of rapid transit. [Ongoing]
- **Connect residents to employment:** Enhance residents' connections to downtown employment, bringing employees into Near Eastside with convenient access, building on high-performing bus routes. [Ongoing]
- **Integrated multi-modal access:** Integrate transit, bicycle, and pedestrian infrastructure to create a higher level of mobility, more effectively linking residents to employment and amenities. [Ongoing]
- **Support industrial users with new or improved routes:** Provide access in and out of neighborhood with increased connectivity like proposed new industrial corridor south of Washington Street. [New]
- 

### *Rationale and Evidence:*

According to the American Public Transportation Association 2009 report “Economic Impact of Public Transportation Investment” investments in public transportation diversifies transportation options and improves mobility for all incomes. If sustained over time, the cost savings from customers can shift consumer spending. “Business operating cost savings associated with worker wage and reliability effects of reduced congestion; Business productivity gained from access to broader labor markets with more diverse skills, enabled by reduced traffic congestion and expanded transit service areas; and additional regional business growth enabled by indirect impacts of business growth on supplies and induced impacts on spending of worker wages.”

**Implementing Partners:**

- Citizens Energy Group will complete the Dig Indy Tunnel System to eliminate raw sewage overflows into IEPZ waterways.
- City of Indianapolis will lead implementation of infrastructure improvements consistent with corridor plans and Complete Streets ordinance, provide planning assistance, and modernization of zoning code.
- ECDC will convene businesses and neighborhood groups to ensure infrastructure and transit improvements are consistent with IEPZ job creation/TOD goals and the Near Eastside QOL Plan.
- The Metropolitan Planning Organization and IndyGo will advance Indy Connect plans toward implementing a rapid transit system within Indianapolis and greater Central Indiana region.
- Central Indiana Regional Transit Authority will apply for funding and implementation of the Indy Connect Plan via U.S. Department of Transportation.
- Develop Indy/Chamber of Commerce will convene assessment of technology/industrial infrastructure, TIF district financing feasibility and TOD maximization.

**Committed Financial Support:**

Total committed financial support for this sub-goal is \$420,505,467 and breaks down as follows:

Source of Funds:	Citizens Energy Group - Dig Indy – Lower Pogues Run Tunnel System , Rate Increases
Activity:	The Lower Pogues Run Tunnel System is part of the Dig Indy Tunnel System. The Lower Pogues project consists of about 10,000 feet of deep rock tunnel and is currently in the design phase. At more than 200 feet deep and a storage capacity of 200 million gallons, the Dig Indy Tunnel System will extend into the Promise Zone along Pogues Run and Pleasant Run to create a collective, underground storage and transport facility for wastewater (sewage), which otherwise could have gone directly into our waterways. The tunnel system is a component of the federally-mandated plan to reduce raw sewage overflows into our waterways.
Amount:	\$130,000,000
Start and End Date:	Start – Early 2017 & End – Late 2021
Recipient:	City of Indianapolis, Citizens Energy Group
Source of Funds:	Citizens Energy Group - Dig Indy – Upper Pogues Run CSO Abatement Project, Rate Increases
Activity:	The Upper Pogues Run CSO Abatement Project is part of the Dig Indy Tunnel System. The Upper Pogues project is in the preliminary study phase. At more than 200 feet deep and a storage capacity of 200 million gallons, the Dig Indy Tunnel System will extend into the Promise Zone along Pogues Run and Pleasant Run to create a collective, underground storage and transport facility for

wastewater (sewage), which otherwise could have gone directly into our waterways. The tunnel system is a component of the federally-mandated plan to reduce raw sewage overflows into our waterways.

Amount: \$40,000,000  
Start and End Date: Start – Early 2017 & End – Late 2021  
Recipient: City of Indianapolis, Citizens Energy Group

Source of Funds: Citizens Energy Group - Dig Indy – Pleasant Run Tunnel System, Rate Increases  
Activity: The Pleasant Run Tunnel System, which is in the early planning phases, is part of the Dig Indy Tunnel System. At more than 200 feet deep and a storage capacity of 200 million gallons, the Dig Indy Tunnel System will extend into the Promise Zone along Pogues Run and Pleasant Run to create a collective, underground storage and transport facility for wastewater (sewage), which otherwise could have gone directly into our waterways. The tunnel system is a component of the federally-mandated plan to reduce raw sewage overflows into our waterways.

Amount: \$240,000,000  
Start and End Date: Start - 2021 & End - 2025  
Recipient: City of Indianapolis, Citizens Energy Group

Source of Funds: City of Indianapolis - DPW - Basic & Advanced Infrastructure  
Activity: Resurfacing and various infrastructure upgrades throughout the IEPZ in the next 12 months through Rebuild Indy. Rebuild Indy has been an effort by the City of Indianapolis plan to address our City's sweeping infrastructure needs over the last three years. This investment includes approximately \$1,200,000 in current upgrades to the East Washington Street corridor, which will soon realize tremendous employment growth due to Angie's List expansion.

Amount: \$4,177,099  
Start and End Date: 2014-2015  
Recipient: City of Indianapolis residents and businesses

Source of Funds: State of Indiana - Indiana Department of Transportation (INDOT)  
Activity: Three separate INDOT projects within the IEPZ which will replace or reconstruct approximately 4.28 miles of interstate bridge decks along I-70 and/or I-65.

Amount: \$10,962,000  
Start & End Date: 2014-2017  
Recipient: Indiana Department of Transportation (INDOT)

Source of Funds: City of Indianapolis - Angie's List Infrastructure  
Activity: Angie's List is making the Near Eastside Promise Zone its single site solution for its corporate campus. This \$1.5 million investment in public infrastructure adjacent to its corporate campus within the Promise Zone helped the company grow to 1,000 employees.

Amount: \$1,500,000  
Start and End Date: 2013 - 2014  
Recipient: Angie's List

Source and type: IndyGo Forward, Federal Planning Funds

**Activity:** Current comprehensive operational analysis, entitled IndyGo Forward, which is an in-depth study of how the bus system operates today and what our plans are beginning in 2015 with the opening of the new Downtown Transit Center. IndyGo is committed to enhancing transit access to the Near Eastside Promise Zone. The Promise Zone features several of the highest ridership lines in the IndyGo system, including the highest ridership Route #8 line along Washington Street. IndyGo Forward calls for service enhancements on the Near Eastside, including 15-minute headways along Washington Street just blocks away from the new Downtown Transit Center.

**Start & End Date:** July 2014 - March 2015 - Study, 2015+ Implementation

**Amount:** \$270,736

**Recipient:** Indianapolis MPO

**Source of Funds:** Green Rapid Transit Line Draft Environmental Impact Statement, Federal Earmark and Congestion Mitigation & Air Quality (CMAQ) funds

**Activity:** Develop a draft environmental impact statement for the proposed Green Rapid Transit Line from Downtown Indianapolis to Noblesville, Indiana. The proposed light rail or bus rapid transit line would run adjacent to the Monon Trail along the western border of the proposed promise zone and a station is proposed at 16<sup>th</sup> Street to serve residents that live within the zone.

**Amount:** \$4,546,670

**Start and end date:** September 2009 to April 2015

**Recipient:** Indiana Department of Transportation with the Indianapolis MPO as the sub-recipient

### ***Needed Financial Support:***

Needed financial support for this sub-goal is \$1,460,733,998 and breaks down as follows:

**Source of Funds:** Technical Assistance and Infrastructure Incentives, Economic Development Administration

**Activity:** In the next year, the Indy Partnership will complete its Comprehensive Economic Development Strategy (CEDS) for Indianapolis as part of the Plan 2020 effort. Upon completion and acceptance, technical assistance from the EDA will be requested to assist in proposal development and application submission for EDA incentives.

**Amount:** Unknown

**Start and End Date:** 2015 – Completion of CEDS, 2016-2017 – EDA technical assistance, proposal development and application submission, 2017-2025 - Infrastructure Completion

**Recipient:** City of Indianapolis

**Source of Funds:** City of Indianapolis - DPW - Basic Infrastructure

**Activity:** Approximately \$14,733,998 worth of specific basic infrastructure needs have been identified within the IEPZ. The City of Indianapolis hopes to invest in this infrastructure through the proposed Rebuild Indy 2. Rebuild Indy 2 is the City of Indianapolis plan to address our City's sweeping infrastructure needs with up to \$350 million in projects over three years. The projects planned with RebuildIndy

2 will improve aging infrastructure throughout Indianapolis and increase pedestrian and motorist safety. If approved, RebuildIndy 2 would fund more than \$50 million in sidewalks and more than \$100 million in street repairs—including all of our highest priority street resurfacing needs in Marion County. Furthermore, the RebuildIndy 2 plan supports the recently adopted Complete Streets ordinance that requires DPW to achieve a better connected Indianapolis with sidewalks, trails and greenways.

Amount: \$14,733,998  
 Start and End Date: 2015-2017  
 Recipient: IEPZ residents and businesses

Source of Funds: City Infrastructure - DPW - Advanced Infrastructure  
 Activity: Implement recommendations in ReEnergize East Washington Street Catalyst Plan, the Smart Growth District Plan and the soon to be developed Mass Ave/Brookside Industrial Reuse Plan related to the need to upgrade railroad crossings and underpasses that conflict with heavier truck traffic used by employers. Additionally, a proposed feasibility study will assess the costs-benefits of developing new right-of-ways for industrial users.

Amount: \$10,000,000  
 Start and End Date: January 2015 - ongoing  
 Recipient: IEPZ residents and businesses

Source of Funds: U.S. Department of Transportation  
 Activity: The Indy Connect Plan would be implemented in phases, the first of which would focus primarily on Marion and Hamilton Counties in the first 10-years. A combination of federal (Federal Transit Administration - FTA), state, and local dollars, as well as transit fares, will be used to build, operate and maintain the transit system in this plan, but a new dedicated source of local funds will be needed to fund capital and ongoing operating costs.

Amount: Unknown, however, initial estimates are \$1.3 billion to build over 10-years and a cost of \$136 million to operate.  
 Start and End Date: 2014-State Legislature Approval, 2016-County Referendum, 2017-2027-Funding and Implementation  
 Recipient: Central Indiana Regional Transit Authority (CIRTA)

***Committed Non-Financial Support:***

Source and type: Indianapolis MPO / IndyGo Planning  
 Activity: The Indianapolis MPO and IndyGo will continue to advance Indy Connect plans toward implementing a rapid transit system within Indianapolis and the greater Central Indiana region. This specifically has the potential to impact employment growth and job creation within the Promise Zone. Building upon the \$1 million 2013 Alternatives Analysis for the Blue Line (Washington Street) and the current \$4.5 million Green Rapid Transit Line Draft Environmental Impact Statement, additional planning is committed in the coming years. Indy Connect, Central Indiana’s Transportation Initiative, is about connecting people to people and people to places through a network of local bus routes, rapid transit lines, walking and biking paths and roadways. Specific to the Promise Zone, two of the



five planned rapid transit routes, the Blue Line and the Green Line, both serve the Promise Zone.

Start and End Date: 2014-State Legislature Approval, 2016-County Referendum, 2017-2027-Funding and Implementation

Recipient: Indianapolis MPO/IndyGo

Source and type: City of Indianapolis - DMD - Planning Assistance

Activity: The City of Indianapolis draft "Plan 2020" includes the intersection of Washington & Rural within the Promise Zone as one of only a handful of proposed "Urban Villages" having all of the characteristics necessary to drive new growth and vitality within our city. Plan 2020 includes a number of proposed interventions for these "Urban Villages" to create a dense mix of commercial, retail, and residential within walking distance of local transit stops or rapid transit stations, including a current Plan 2020 Fellowship Program to create a guide to the healthy creation of an Urban Village.

Start and End Date: 2015-Plan Release, 2015-2020-Implementation

Recipient: IEPZ - Implementation Partners

Source and type: City of Indianapolis - DMD - Indy Rezone Implementation

Activity: Indy Rezone has been an effort to update the decades-old zoning ordinances, regulations and design practices in Indianapolis to be more sustainable and to improve Indy residents' quality of life. It provides a foundation for creating vibrant communities through appropriate redevelopment. Two of the three prototype areas as part of Indy Rezone are within the Promise Zone and will be implemented first to facilitate the creation of more dense, walkable and transit served communities. The successful facets of these prototype Neighborhood Invigoration Initiatives will be replicated after the grant award period throughout the county in areas that are in a similar situation.

Start and End Date: 2015-Plan Adoption, 2015+ Implementation

Recipient: IEPZ - Implementation Partners

Source and type: City of Indianapolis - DMD - Implementation of Complete Streets Ordinance

Activity: In 2012, Smart Growth America named the City of Indianapolis' Complete Streets ordinance as the strongest city-level legislation in the nation. Furthermore, the RebuildIndy 2 plan to upgrade basic infrastructure requires DPW to consider multi-modal access with each and every improvement to achieve a better connected Indianapolis with sidewalks, trails and greenways.

Start and End Date: 2015-2017

Recipient: IEPZ - Implementation Partners

***Non-Financial Support Needed:***

Source and Type: Evaluation from Local Utility

Activity: Indianapolis Power & Light Company will be asked to perform a comprehensive evaluation of the electricity infrastructure for key corridors and sites within the Promise Zone in response to the perception of inadequate power service for high usage businesses.

Start and End Date: January 2015 - ongoing  
 Recipient: Customers of Indianapolis Power & Light

Source and Type: Smart Grid / Eco-District Technical Assistance  
 Activity: Technical assistance is needed from the Department of Energy or other renewable energy consultants as we seek to identify barriers and develop innovative solutions related to smart grid technology and distributed energy generation. There are extremely high levels of interest in renewable energy and smart grid technology within the Promise Zone as numerous small-scale and large-scale renewable energy projects have been implemented, and the first “Net Energy Positive” development in Indianapolis will be constructed within the Promise Zone next year. Further, recent produced plans would create at least two eco-districts within the zone.

Start and End Date: January 2015 - ongoing  
 Recipient: Englewood Community Development Corporation and the City of Indianapolis - SustainIndy

Source and Type: Technology Infrastructure Technical Assistance  
 Activity: Consultation with high speed data professionals is desired to ascertain what infrastructure investments should be made to attract technology companies in key areas served by transit.

Start and End Date: January 2015 - ongoing  
 Recipient: City of Indianapolis- DPW and Develop Indy

Source and Type: Industrial Infrastructure Feasibility Study  
 Activity: A cost-benefit feasibility study should be conducted to assess at least two proposed industrial corridors designed to provide more convenient access in and out of the neighborhood for industrial users.

Start and End Date: January 2015 - ongoing  
 Recipient: City of Indianapolis- DPW and Develop Indy

Source and Type: TIF District Feasibility Study  
 Activity: A cost-benefit feasibility study should be conducted to assess the creation of a new tax increment finance (TIF) district serving the Near Eastside Promise Zone. Although the area is served currently by a Housing Tax Increment Financing (HoTIF), there is a recognition that flexible funding to pay for job creation related infrastructure an brownfield remediation is necessary.

Start and End Date: January 2015 - ongoing  
 Recipient: City of Indianapolis- DPW and Develop Indy

***Expected Outcomes and Measurement:***

- 20% increase in economic/commercial development as a result of the reduction of barriers from Indy ReZone by 2025;
- 50% increase in the availability or frequency of public transportation by 2025;

- 100% increase in the number of public infrastructure improvement projects to the IEPZ including electrical and sewer/water by 2025;
- 100% increase in the availability of alternative transportation during non-business hours (second shift, night shift, and weekends) by 2019; and
- 100% elimination of raw sewage overflows into Pogues Run and Pleasant Run by 2025.

*Data Collection, Tracking and Sharing:*

Indiana University Public Policy Institute will coordinate, track, evaluate and report on the following:

- Track ridership on IndyGo (local public transportation) for routes entering and leaving the IEPZ;
- Track miles of “walkable” infrastructure improvements made over the course of the IEPZ designation;
- Track the number of employees that require and use non-traditional modes of transportation; and,
- Track the number of employees that require the use of non-traditional modes of transportation during non-business operating hours (2nd shift, night shift and weekends).

*Timeline/Milestones for Implementation:*

- In 2015, Indy Rezone will be adopted facilitating the creation of more dense centers for employment and mixed-use development;
- By 2016, a new Tax Increment Financing District will be created to invest in infrastructure or incentives related to job creation;
- By 2017, Rebuild Indy 2, subject to the Complete Street ordinance, will invest approximately \$30 million in infrastructure improvements to major corridors within the Promise Zone;
- By 2019, per the Mallory EcoDistrict Plan, implement concentrated renewable energy investments or smart grid technology;
- By 2020, per Plan 2020, a dense, walkable, transit served “Urban Village” including at least 200 new jobs will be located at Washington & Rural;
- By 2020, achieve a 20% increase in bus ridership on lines serving the Promise Zone, due to IndyGo Forward enhancements and the new Downtown Transit Center; and,
- By 2025, the Indy Connect Transit Plan will serve the zone and Central Indiana with Bus Rapid Transit (BRT) service.

**Barriers :**

N/A

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# BUY IndyEast Promise Zone Plan Strategies and Targets

## *Promise Zone Goal: Increase Economic Activity*

Description: **Buy IndyEast:** We promise to create healthy commercial corridors that provide desirable neighborhood goods, services and amenities that serve our residents and become a regional destination for shopping, dining, and recreation.

## **PROMISE ZONE – BUY INDY EAST SUBGOAL #1**

Sub Goal 1: Provide comprehensive commercial district development resources and incentives targeting new and existing neighborhood-serving businesses, commercial property owners, and neighborhood-commercial developers.

### *Activities and Interventions:*

- Update market studies focused on commercial development, acquisition and business recruitment within key redevelopment nodes. [Ongoing]
- Partner with job training programs and businesses to determine the skills necessary for IEPZ jobs. [Ongoing]
- With the City, establish both a pool of funds to assist with cleanup of contaminated commercial/retail sites and a process for development of vacant sites. [New]
- In partnership with LISC, the City, and IFF Real Estate Services, create an incentive tool box to encourage strategic site control of key commercial buildings in targeted nodes. [New]
- Establish a competitive loan product and incentive tool box for start-up, and existing small businesses to assist with build-out of commercial space, expansion, inventory acquisition and marketing support. [New]
- Facilitate façade improvement projects for businesses. [Ongoing]
- Coordinate a buy local campaign to educate consumers on the benefits and sustainability of supporting IEPZ businesses. [New]

### *Rationale and Evidence:*

A Wilder Research paper (2012) conducted an evaluation of 198 business owners in eight low income Twin Cities neighborhoods; the study found 71% of owners contributed time, money or in-kind support to their neighborhood within the past year. Eighty-seven percent of these owners noted their place as

a prominent role model for youth or young adults; 47% of respondents mentioned role as a leader for community groups. These business owners added 2,285 jobs, and contrary to conventional wisdom, the average wage was \$12.14/hour. An article by the Federal Reserve Bank of Cleveland (2004) states “small businesses are a powerful economic force, and nowhere is this more true than in low- and moderate-income communities. Neighborhood revitalization cannot be complete unless local businesses are strong. By complementing our efforts in affordable housing... with small business development, we can work toward stronger, more self-sufficient communities that will thrive and grow over the long term.”

**Implementing Partners:**

- East 10<sup>th</sup> Street Civic Association will coordinate efforts among service providers, and serve as the connection between businesses and available resources.
- LISC will offer financing, subsidy and technical assistance for predevelopment costs and commercial façade improvements.
- City of Indianapolis will finance the cleanup of contaminated commercial/retail sites, and assist with market study updates, zoning, permitting and other regulatory requirements.
- Develop Indy/Chamber of Commerce will connect businesses to IEPZ developments.
- Indiana Department of Environmental Management will oversee with brownfield remediation regulatory requirements.
- IFF Real Estate Services will offer planning, project development and financing for real estate development, business expansion and recruitment.
- EmployIndy will provide job training programs, and connect employers to skilled labor.
- IUPUI will manage students, faculty advisors and community to collaborate, create and implement “Buy Local” campaign.

**Committed Financial Support:**

Total committed financial support for this sub-goal is \$4,963,200 and breaks down as follows:

Source of Funds:	LISC Indianapolis - LISC Indianapolis Business Facade Matching Grant Program
Activity:	Matching grant incentives to entice local business owners to invest in exterior improvements to business facades and catalyze new investments within the IEPZ.
Amount:	\$150,000
Start and end date:	2013 - 2015 and ongoing
Recipient:	IEPZ Businesses

Source of Funds:	LISC Indianapolis - Commercial Loans
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Activity: Various commercial loans from LISC Indianapolis to further economic development efforts within the IEPZ.

Amount: \$300,000

Start and end date: 2013 - 2015 and ongoing

Recipient: IEPZ Businesses and CDC's

Source of Funds: LISC New Market Support Company - New Markets Tax Credit

Activity: JPMorgan Chase Bank has made an equity investment through the purchase of New Markets Tax Credits in the development of the Near Eastside Legacy Center, which provides community fitness and community education to residents of the IEPZ. This is a key \$14.4 million amenity for this area. The amount represented are the tax credits generated from this Federal program through 2018.

Amount: \$4,193,400

Start and end date: 2013 - 2018

Recipient: John H. Boner Community Center and Indianapolis Public Schools

Source of Funds: City of Indianapolis - DMD - Community Development Block Grant

Activity: Build-out assistance for the completion of the Pia Urban Cafe & Market, a critical retail destination along East Washington Street and within the newly designated Great Place.

Amount: \$94,800

Start and end date: March 2015 - June 2015

Recipient: Englewood Community Development Corporation

Source of Funds: Englewood Community Development Corp. - Equity Investment

Activity: Full renovation of the Pia Urban Cafe & Market the long vacant 5,000 SF building into a mixed-use destination including cafe and custom furniture coop space.

Amount: \$75,000

Start and end date: 2014 - June 2015

Recipient: Englewood Community Development Corporation

Source of Funds: Englewood Community Development Corp - Equity Investment

Activity: Stabilization and renovation of Oddfellow's Lodge, a historically significant and vacant 12,000 SF building for future commercial/retail reuse.

Amount: \$150,000

Start and end date: 2014 - January 2015

Recipient: Englewood Community Development Corporation

***Needed Financial Support:***

Needed financial support for this sub-goal is \$8,475,000 and breaks down as follows:

Source of Funds: Community Economic Development Program Healthy Food Financing Initiative Projects, Office of Community Services (OCS)

Activity: The Community Economic Development Program Healthy Food Financing Initiative will assist Near Eastside organizations address food deserts and

improve access to healthy and affordable foods while also creating business and employment opportunities for low-income individuals. Past success in this area has been demonstrated through the creation of Pogues Run Grocer, Indianapolis first food coop, by the Indy Food Cooperative within the Promise Zone in 2011.

Amount: \$1,600,000 (Approximately 2-3 awards)  
Start and End Date: 2015+  
Recipient: Indy Food Cooperative, East 10<sup>th</sup> Civic Association, Englewood Community Development Corporation, John H. Boner Community Center, Riley Area Development Corporation, Southeast Neighborhood Development (SEND)

Source of Funds: Micro Entrepreneurship Initiative, Small Business Administration  
Activity: Capital access to early-stage small businesses is a critical need within the IEPZ. Numerous local organizations are well positioned to administer this program, while neighborhood based organizations (CDC's and community centers) are well positioned to identify potential entrepreneurs.

Amount: \$350,000  
Start and End Date: 2015+  
Recipient: Indianapolis Chamber of Commerce/Business Ownership Initiative (BOI), Financial Health Federal Credit Union, Grameen America – Indianapolis

Source of Funds: Grants - public and private resources  
Activity: Funds to conduct market study on the retail viability of the zone.  
Amount: \$25,000  
Start and End Date: Beginning November 2015  
Recipient: East 10<sup>th</sup> Street Civic Association

Source of Funds: Loans - public resources; litigation  
Activity: Funds to clean up contaminated sites for commercial/retail or mixed-use redevelopment  
Amount: \$500,000  
Start and End Date: Beginning September 2015  
Recipient: East 10<sup>th</sup> Street Civic Association

Source of Funds: Loans - public and private resources  
Activity: Funds to improve facades  
Amount: \$250,000  
Start and End Date: Beginning September 2015  
Recipient: East 10<sup>th</sup> Street Civic Association, Englewood Community Development Corporation

Source of Funds: Grants - public and private resources  
Activity: Funds to improve facades  
Amount: \$750,000  
Start and End Date: Beginning September 2015  
Recipient: East 10<sup>th</sup> Civic Association, Englewood Community Development Corporation



Source of Funds: Grants - public resources; litigation  
Activity: Funds to clean up contaminated sites for commercial/retail or mixed-use redevelopment  
Amount: \$1,000,000  
Start and End Date: Beginning September 2016  
Recipient: City of Indianapolis

Source of Funds: Grants - public resources; litigation  
Activity: Funds to clean up contaminated sites for commercial/retail or mixed-use redevelopment  
Amount: \$1,000,000  
Start and End Date: Beginning September 2016  
Recipient: State of Indiana, Department of Environmental Management

Source of Funds: Long Term Revolving Pool Fund - Acquisition, Holding Costs  
Activity: Funds to acquire IEPZ commercial properties  
Amount: \$2,000,000  
Start and End Date: Beginning January 2017  
Recipient: East 10<sup>th</sup> Civic Association, Englewood Community Development Corporation

Source of Funds: Revolving Loan Pool Fund - Incentive Toolbox  
Activity: Matching Funds to incentivize private commercial investment (build-out, expansion)  
Amount: \$1,000,000  
Start and End Date: Beginning June 2017  
Recipient: East 10<sup>th</sup> Civic Association, Englewood Community Development Corporation

***Committed Non-Financial Support:***

Source and type: Indianapolis Chamber of Commerce  
Activity: Provide macroeconomic data for IEPZ market study  
Start and end date: November 2015 - May 2016  
Recipient: East 10th Civic Street Association, Englewood Community Development Corporation

Source and type: John H. Boner Community Center - Neighborhood Engagement  
Activity: Consumer focus groups engaged through Neighborhood Summits  
Start and end date: November 2015 - May 2016  
Recipient: East 10th Civic Street Association

Source and type: IFF Real Estate Services  
Activity: Provide technical assistance for identification of priority real estate projects  
Start and end date: January 2015 - May 2025, repeating annually  
Recipient: East 10th Civic Street Association

Source and type: Indiana University-Purdue University Indianapolis (IUPUI)  
Activity: Support management of “buy local” campaign  
Start and end date: January 2016 - May 2025, repeating annually  
Recipient: East 10th Civic Street Association, Englewood Community Development Corporation

Source and type: IEPZ Business Owners  
Activity: Provide oversight, creative direction, marketing of “buy local” campaign  
Start and end date: January 2016 - May 2025, repeating annually  
Recipient: East 10th Civic Street Association, Englewood Community Development Corporation

***Non-Financial Support Needed:***

Source and Type: Program Assistance, Historically Underutilized Business Zones (HUBZone)  
Activity: Program Assistance is requested to increase outreach to potential HUBZone-certified small businesses.  
Start and End date: 2015 and ongoing  
Recipient: Develop Indy, EmployIndy

Source and Type: Program Assistance, Women’s Business Centers (WBCs)  
Activity: Program Assistance is requested of the SBA to help the IEPZ establish WBCs to better equip entrepreneurs with the necessary tools to create a thriving business.  
Start and End date: 2015 and ongoing  
Recipient: Develop Indy, Employ Indy, East 10<sup>th</sup> Civic Association, Englewood Community Development Corporation

Source and Type: Public Allies Indianapolis - AmeriCorps Members  
Activity: Support coordination of “buy local” campaign  
Start and End date: January 2016 - May 2025, repeating annually  
Recipient: East 10th Civic Street Association

Source and Type: WorkOne Center and IEPZ Employers  
Activity: Partnership with WorkOne Centers (funded by Dept. of Labor - Workforce Investment Act) local centers) toward “Hire Local” campaign  
Start and End date: January 2017 - December 2017, repeat annually  
Recipient: East 10th Civic Street Association

Source and Type: Citywide “Buy Local” Consortium  
Activity: Partnership with Indianapolis Downtown Inc., Irvington Development Organization, Mass Ave Merchants Association, Fountain Square Merchants Association, SoBro and others

Start and End date: January 2017 - Ongoing  
Recipient: East 10th Civic Street Association, Englewood Community Development Corporation

***Expected Outcomes and Measurement:***

- 30% reductions in the amount of retail expenditure leakage by 2025;
- 20% increase in the amount of IEPZ retail sales in targeted expenditures leakage categories including restaurants, grocery stores, and retail services by 2025;
- 20% increase in the amount of buying power of IEPZ households by 20 percent in 2025;
- 35 new business will will open in the IEPZ by 2025;
- 35 businesses will expand operations in the IEPZ by 2025;
- 50% reduction in vacancies in viable commercial buildings in the IEPZ by 2025; and,
- 105 commercial façade improvements in the IEPZ by 2025.

***Data Collection, Tracking, and Sharing:***

Indiana University Public Policy Institute will coordinate, track, evaluate and report on the following:

- Reduction in overall IEPZ expenditure leakage;
- Increase in IEPZ retails sales specific to restaurants and grocery stores retail services;
- The number of new residents to IEPZ impacting growth in buying power;
- The number of new businesses opened in IEPZ;
- The number of vacant commercial buildings in IEPZ;
- The number of new building owners, percent of commercial lease-up, and business expansion.

***Timeline/Milestones for Implementation:***

- Complete updated market studies by May 2016;
- Build economic development toolbox by January 2016 with implementation in 2016;
- Create economic development marketing to attract businesses by July 2018;
- Develop a small business toolbox by end of 2015 and update annually;

- Establish a job training collaboration based on skills required by new businesses to the area by 2017;
- Execute agreement with IUPUI and community stakeholder group by January 2016 to begin strategizing “buy local” initiative, with initial implementation of campaign beginning in January 2017;
- Complete two façade projects each year to incentivize private investments for improvements to key buildings.

***Barriers:***

Brownfields/Urban Redevelopment – the Promise Zone has a number of commercial properties that have brownfields that require multiple agencies’ involvement in the clean up and inspections/approvals. These regulatory requirements can be difficult and costly for small businesses to navigate, forcing them to locate elsewhere in the Metropolitan Area.

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# BUY IndyEast Promise Zone Plan Strategies and Targets

## *Promise Zone Goal: Increase Economic Activity*

Description: **Buy IndyEast:** We promise to create healthy commercial corridors that provide desirable neighborhood goods, services and amenities that serve our residents and become a regional destination for shopping, dining, and recreation.

## **PROMISE ZONE – BUY INDY EAST SUBGOAL #2**

Sub Goal 2: Strategically target neighborhood-centered commercial redevelopment nodes to implement Arts-based Community Development (ABCD) initiatives as an economic catalyst for commercial development, entrepreneurship and creative programming.

### *Activities and Interventions:*

- Engage through community-based, arts-focused and local government support, a plan for Arts-based Community Development (ABCD) within the IEPZ to provide opportunities for jobs to attract and retain community-minded residents. [New]
- Implement strategic and actionable redevelopment plans for three ABCD nodes within the Promise Zone boundaries. [New]
- Expand existing and affordable economic “clusters” like arts incubators, education and performance spaces to provide opportunities for jobs, entrepreneurship and community building within ABCD nodes. [Ongoing]
- Expand on existing neighborhood-serving retail through recruitment of retail arts venues in ABCD nodes (i.e. bookstores, music stores, craft and art supply stores) [Ongoing]
- Develop affordable, quality rental and homeownership opportunities for working artists. [New]
- Expand development of Infrastructure to serve as gathering and event space for opportunities in creative performance, entrepreneurship and building community capacity. [Ongoing]

### *Rationale and Evidence:*

ABCD initiatives support both physical development nodes and the social community. Arts programming can engage a variety of entities, including local businesses, schools and churches in an effort to bolster local cultural vitality (The Urban Institute, 2006). A LISC white paper noted “...the arts make a

substantial impact in low-income and minority communities by knitting community bonds, inspiring young people, animating a new sense of possibility, bolstering economic development, and forging a positive identity for challenged neighborhoods” (2014). Enhancing public space further promotes interaction among community members, and increases civic participation. Cooperation among locals, artists and organizations creates a stronger sense of ownership, and partnership, encouraging the larger community to explore other facets of their neighborhood (Project for Public Space, 2014).

**Implementing Partners:**

- East 10<sup>th</sup> Street Civic Association will serve as the lead organization for E. 10th Street corridor projects.
- ECDC will serve as the lead organization for E. Washington Street corridor projects.
- LISC will provide support to organizations focused incentivising the artistic entrepreneurs as a catalyst to spur local economic development efforts.
- City of Indianapolis will connect economic development resources with other partners and oversee construction of public works projects.
- Arts Council of Indianapolis will connect working artists and the larger community resulting in the enhancement of community through economic development.
- Localmotion Arts, will serve as a facilitator of arts groups with a focus on opportunities for artists who seek to use their talents for community transformation.
- Arts-focused Urban Box incubator will support five new businesses including a dance academy, yoga initiative, music lessons, birth education classes, and a theatre company.

**Committed Financial Support:**

Total committed financial support for this sub-goal is \$525,000 and breaks down as follows:

Source of Funds: City of Indianapolis - DMD - Community Development Block Grant  
 Activity: Replacement of the roof at this historic theater will strengthen economic development efforts at this key node along East 10th Street.  
 Amount: \$300,000  
 Start and End date: 2013 - 2014  
 Recipient: East 10<sup>th</sup> Civic Association

Source of Funds: Central Indiana Community Foundation - Capital Improvements Fund  
 Activity: Replacement of the roof at this historic theater will strengthen economic development efforts at this key node along East 10th Street.  
 Amount: \$100,000  
 Start and end date: 2015 - 2016  
 Recipient: East 10<sup>th</sup> Civic Association

Source of Funds: JPMorgan Chase Foundation

Activity: Consultant Services - Rivoli Theatre & Dearborn Building Reuse Strategy development efforts at this key node along East 10th Street.  
Amount: \$10,000  
Start and end date: 2014 - 2015  
Recipient: East 10<sup>th</sup> Civic Association

Source of Funds: Central Indiana Community Foundation - Efroymson Fund  
Activity: Replacement of the roof at this historic theater will strengthen economic development efforts at this key node along East 10th Street.  
Amount: \$10,000  
Start and end date: 2015 - 2016  
Recipient: East 10<sup>th</sup> Civic Association

Source of Funds: Financing - Indiana Landmarks  
Activity: Financing - Replacement of the roof at this historic theater will strengthen economic development efforts at this key node along East 10th Street.  
Amount: \$40,000  
Start and end date: 2015 - 2016  
Recipient: East 10<sup>th</sup> Civic Association

Source of Funds: Jeffrey Page, LLC/Movin' Legacy  
Activity: Architectural Design, Predevelopment Activity, Business Development, Modeling Movin' Legacy program and Rivoli Theatre, Dearborn Building,  
Amount: \$65,000  
Start and end date: January 2013 - December 2014  
Recipient: East 10th Civic Street Association

***Needed Financial Support:***

Needed financial support for this sub-goal is \$21,450,000 and breaks down as follows:

Source of Funds: Grants (such as Kresge Foundation)  
Activity: Seed funding for place-making  
Amount: \$3,500,000  
Start and End Date: September 2017 - ongoing  
Recipient: East 10th Street Civic Association, Englewood Community Development Corporation

Source of Funds: Grants - private sources  
Activity: Staffing for ABCD node initiative coordinator - Outreach, Engagement, and Management  
Amount: \$250,000  
Start and End Date: September 2017 - September 2022  
Recipient: East 10th Street Civic Association, Englewood Community Development Corporation

Source of Funds: Grants - public and private sources  
Activity: Incubator, Retail, and Performance Space Build-Out

Amount: \$150,000  
 Start and End Date: January 2016 - ongoing  
 Recipient: East 10th Street Civic Association

Source of Funds: Grants - public and private sources  
 Activity: Incubator, Retail, and Performance Space Build-Out  
 Amount: \$150,000  
 Start and End Date: January 2016 - ongoing  
 Recipient: Englewood Community Development Corporation

Source of Funds: Grants - public and private sources  
 Activity: Incubator, Retail, and Performance Space Build-Out  
 Amount: \$150,000  
 Start and End Date: January 2020 - ongoing  
 Recipient: East 10th Street Civic Association

Source of Funds: Grants - public and private sources  
 Activity: Incubator, Retail, and Performance Space Build-Out  
 Amount: \$150,000  
 Start and End Date: January 2020 - ongoing  
 Recipient: Englewood Community Development Corporation

Source of Funds: New Markets Tax Credit - City of Indianapolis  
 Activity: Restoration of the Historic Rivoli Theatre  
 Amount: \$4,200,000  
 Start and End Date: September 2016 - ongoing  
 Recipient: East 10th Street Civic Association

Source of Funds: New Markets Tax Credit - IFF Real Estate Services / LISC  
 Activity: Rivoli Performing Arts and Education Center  
 Amount: \$4,200,000  
 Start and End Date: September 2016 - ongoing  
 Recipient: East 10th Street Civic Association

Source of Funds: Federal Historic Tax Credits  
 Activity: Building Rehab of Historic Rivoli Theatre  
 Amount: \$1,500,000  
 Start and End Date: September 2016 - ongoing  
 Recipient: East 10th Street Civic Association

Source of Funds: Rental Housing Tax Credits - Indiana Housing & Community Development Authority  
 Activity: Construct Affordable Rental Housing for Qualifying Artists  
 Amount: \$7,200,000  
 Start and End Date: November 2017 - ongoing  
 Recipient: East 10th Street Civic Association



### *Committed Non-Financial Support:*

Source and Type: John H. Boner Community Center - Neighborhood Engagement  
Activity: Collaborative task force to define a planned ABCD initiative  
Start and End date: March 2016 - March 2017  
Recipient: East 10th Civic Street Association, Englewood Community Development Corporation

Source and type: Indianapolis Downtown Artists and Dealers Association (IDADA)  
Activity: Direct marketing support and promotion of monthly First Friday art exhibits  
Start and End date: January 2015 - May 2025, repeating annually  
Recipient: East 10th Civic Street Association, Englewood Community Development Corporation

Source and type: Urban Box Resident Businesses  
Activity: Execute recruitment strategy to target other ABCD businesses  
Start and End date: August 2013 - Ongoing  
Recipient: East 10th Civic Street Association

Source and type: Arts Council of Indianapolis  
Activity: Serve as a lead partner to define ABCD initiative for IEPZ  
Start and End date: January 2016 - December 2025  
Recipient: East 10th Civic Street Association, Englewood Community Development Corporation

Source and type: Heartland Truly Moving Pictures  
Activity: Serve as a lead partner to define ABCD initiative for IEPZ  
Start and End date: January 2016 - December 2025  
Recipient: East 10th Civic Street Association, Englewood Community Development Corporation

Source and type: Jeffrey Page, LLC/Movin' Legacy  
Activity: Serve as a lead partner to define ABCD initiative for IEPZ  
Start and End date: January 2016 - December 2025  
Recipient: East 10th Civic Street Association, Englewood Community Development Corporation

Source and type: Localmotion Arts  
Activity: Serve as a lead partner to define ABCD initiative for IEPZ  
Start and End date: January 2016 - December 2025  
Recipient: East 10th Civic Street Association, Englewood Community Development Corporation

Source and Type: The Rivoli Center for the Performing Arts  
Activity: Serve as a supporting partner to define ABCD initiative for IEPZ  
Start and End date: January 2016 - December 2025  
Recipient: East 10th Civic Street Association, Englewood Community Development Corporation

Source and Type: Dance Kaleidoscope  
Activity: Serve as a supporting partner to define ABCD initiative for IEPZ, relocate rehearsal, performance and administrative offices to IEPZ redevelopment node  
Start and End date: January 2016 - December 2025  
Recipient: East 10th Civic Street Association

Source and Type: Motus Dance Theatre  
Activity: Serve as a supportive partner to define ABCD initiative for IEPZ  
Start and End date: January 2016 - December 2025  
Recipient: East 10th Civic Street Association, Englewood Community Development Corporation

***Non-Financial Support Needed:***

Source and Type: IUPUI - School of Public and Environmental Affairs Capstone Students  
Activity: Research nationwide best practices regarding ABCD initiatives and their economic impact  
Start and End date: January 2016 - May 2016  
Recipient: East 10th Civic Street Association, Englewood Community Development Corporation

Source and Type: LISC National Arts-based Community Development Program  
Activity: Technical assistance and national best practices for Creative Placemaking initiative  
Start and End date: January 2016 - December 2025  
Recipient: East 10th Civic Street Association, Englewood Community Development Corporation

Source and Type: City of Indianapolis - Deputy Mayor for Economic Development, Deputy Mayor for Neighborhoods  
Activity: Serve as a supporting partner to define ABCD initiative for IEPZ  
Start and End date: January 2016 - December 2025  
Recipient: East 10th Civic Street Association, Englewood Community Development Corporation

Source and Type: Central Indiana Community Foundation  
Activity: Serve as a supporting partner to define ABCD initiative for IEPZ  
Start and End date: January 2016 - December 2025  
Recipient: East 10th Civic Street Association, Englewood Community Development Corporation

Source and Type: Faith-Based Coalition - ABCD initiative advisors  
Activity: Serve as a supporting partner to define ABCD initiative for IEPZ  
Start and End date: January 2016 - December 2025  
Recipient: East 10th Civic Street Association, Englewood Community Development Corporation

Source and Type: Financial Health Federal Credit Union  
Activity: ABCD - Retail Arts Venue Businesses Loan Pool Fund  
Start and End date: January 2017 - December 2025  
Recipient: East 10th Civic Street Association, Englewood Community Development Corporation

***Expected Outcomes and Measurement:***

- 2 new arts-based businesses in the IEPZ, annually, utilizing the local incubator;
- 10% increase in the number of stand alone arts-based businesses in the IEPZ by 2025;
- 60% increase in the number of arts-based programs offered to residents and consumers in the IEPZ by 2022;
- 10% annual increase in resident participation in programmatic, art-based projects in the IEPZ; and,
- 10% increase in the number of outdoor performance areas/green spaces in the IEPZ to spur economic development by 2025.

***Data Collection, Tracking, and Sharing:***

Indiana University Public Policy Institute will coordinate, track, evaluate and report on the number of:

- Interest inquiries from artists looking to move into the IEPZ;
- New retail arts businesses to the IEPZ;
- Volunteers that assist with art-based projects and improvements in the IEPZ, such as performance venue programming and upkeep;
- Artists utilizing Urban Box and other incubators in the IEPZ; and,
- Incubator businesses expanding in IEPZ.

PPI will also collaborate with the Arts Council of Indianapolis and Localmotion Arts to monitor and evaluate impact of the initiative in IEPZ.

***Timeline/Milestones for Implementation:***

- Confirm three public green spaces to foster economic development by July 2015;
- Develop a public green space plan for confirmed three sites, confirming development team, funding and program partners by December 2015.
- Complete development of three key public green spaces December 2020.

- Complete design and engineering plans for five-mile Pogue’s Run Trail identifying opportunities to for economic development and connect residential neighborhoods with commercial corridors by December 2017.
- Complete construction of phase I of Pogue’s Run Trail by January 2016.
- Attract five new “trail-centric” businesses that benefit from implementation of public green spaces, trails, bike lanes and corridor infrastructure by December 2020.
- Decrease crime statistics by 35% utilizing CPTED practices in public green space, trail, bike lanes and public infrastructure development January 2017.
- Increase walkability score of two commercial corridors within the Promise Zone by 25% by August 2018.

**Barriers:** N/A

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# BUY IndyEast Promise Zone Template

## *Promise Zone Goal: Increase Economic Activity*

Description: **Buy IndyEast:** We promise to create healthy commercial corridors that provide desirable neighborhood goods, services and amenities that serve our residents and become a regional destination for shopping, dining, and recreation.

## **PROMISE ZONE – BUY INDY EAST SUBGOAL #3**

Sub Goal 3: Implement innovative infrastructure including public gathering spaces, dedicated trail systems and streetscape improvements to attract a strong consumer base and utilize placemaking practices as a catalyst for business development.

### *Activities and Interventions:*

- Expand development of public green spaces fostering economic development of existing businesses on the corridor and serving as an incentive in recruiting new neighborhood-serving businesses focused on health, creative performance and sustainable practices. *[Ongoing]*
- Implement Trail Systems and Reconnecting to Our Waterways Initiatives – construct shovel-ready public, separated trail, trail spurs and elements linking the IEPZ to Downtown, the Cultural Trail, and the Monon Trail; as part of the City of Indianapolis Parks *Full Circle Plan*. *[Ongoing]*
- Implement Corridor Infrastructure Plans – gateway and node design that will further transform Near Eastside commercial corridors into economic destinations. *[Ongoing]*
- Green Lane Project – Implement protected bike lanes on one-way arterials that link the Near Eastside neighborhoods and business districts to Downtown Indianapolis. *[New]*
- Secure National Register of Historic Places designation for Kessler Park and Boulevard System. *[New]*

### *Rationale and Evidence:*

A Carnegie Mellon University study (2010) found Pittsburgh properties within 2000 feet of a large park realized an average value increase of \$40,000. Additional research by Active Living Research (2010) further found “compact, walkable development, which preserves open space and concentrates development on smaller lots, also provides financial benefits to municipalities related to lower infrastructure costs.” Over 50 percent of respondents of a National Association of Realtors 2011 survey reported they would prefer to purchase a home in a smart-growth neighborhood; a

staggering 77% consider pedestrian features a priority. A University of Wisconsin-Madison study revealed numerous benefits of bicycling to the state, including contributing \$1.5 billion annually, supporting more than 13,000 jobs, attracting tourism, reducing healthcare costs and improving overall quality of life.

**Implementing Partners:**

- East 10<sup>th</sup> Street Civic Association will serve as the lead organization on implementation of projects, including Legacy Plaza, East 10<sup>th</sup> Street Urban Design and Gateway Plan, Payne Connect10n gateway, and Pogue’s Run Trail.
- As the Washington Street corridor lead organizer, ECDC will focus on public green spaces including The Community Quad, and the Englewood Community Garden & Nature Playspace.
- City of Indianapolis will lead construction of public works projects including portions of East 10<sup>th</sup> Street Urban Design and Gateway Plan, Payne Connect10n gateway, Pogue’s Run Trail, Bicycle Plan, and the Green Lane Project. The City will also coordinate efforts for greenways trail development and connect public green spaces to locally-based economic development.
- PeopleForBikes will partner with the City on The Green Lane Project, implementing protected bike lanes on portions of New York and Michigan Streets, one-way arterials which connect the Near Eastside to Downtown Indianapolis.

**Committed Financial Support:**

Total committed financial support for this sub-goal is \$10,541,083 and breaks down as follows:

Source of Funds: Indiana Department of Transportation - Bridge Deck Reconstruction  
 Activity: Reconstruction of 1.86 miles of I-65/I-70 near the critical 10th & Monon economic development node.  
 Amount: \$6,467,000  
 Start and end date: 2016-2025  
 Recipient: Indiana Department of Transportation

Source of Funds: City of Indianapolis - Indy Parks & Recreation - Pogue's Run Trail Design  
 Activity: Planning and design costs associated with the development of the 8-mile Pogue's Run Greenway Trail.  
 Amount: \$100,000  
 Start and end date: 2013 - 2015  
 Recipient: City of Indianapolis - Indy Parks & Recreation

Source of Funds: City of Indianapolis - Indy Parks & Recreation - Pleasant Run Trail Construction  
 Activity: The construction of the Keystone Avenue Bikeway as part of the Pleasant Run Trail.  
 Amount: \$200,000  
 Start and end date: 2013 - 2014  
 Recipient: City of Indianapolis - Indy Parks & Recreation

Source of Funds: Indianapolis Metropolitan Planning Organization - Transportation Alternatives Program Grant  
Activity: Planning and development of a Bike Boulevard. A first of its kind development in Indianapolis. Located within the Smart Growth District along 19th Street.  
Amount: \$1,200,000  
Start and end date: 2015 Planning - 2018 Construction  
Recipient: City of Indianapolis

Source of Funds: City of Indianapolis - DPW - Cycle Track Development  
Activity: Planning and development of a cycle track development along New York and Michigan Streets  
Amount: \$1,500,000  
Start and end date: 2015 Planning - 2018 Construction  
Recipient: City of Indianapolis

Source of Funds: City of Indianapolis - DPW - Transportation Alternatives Program Match  
Activity: Planning and development of a Bike Boulevard. Located within the Smart Growth District along 19th Street.  
Amount: \$300,000  
Start and end date: 2015 Planning - 2018 Construction  
Recipient: City of Indianapolis

Source of Funds: City of Indianapolis- DMD/DPW  
Activity: Construction of a bikeway and upgraded sidewalks in conjunction with residential and commercial improvements in the Willard Park Neighborhood.  
Amount: \$100,000  
Start and end date: 2014 - 2015  
Recipient: City of Indianapolis

Source of Funds: City of Indianapolis - DPW  
Activity: Needed upgrades to drainage at Brookside Park.  
Amount: \$268,783  
Start and end date: 2014  
Recipient: City of Indianapolis

Source of Funds: City of Indianapolis - DMD - Community Development Block Grant  
Activity: Streets and sidewalk improvements related to a new mixed-use development at 10th & Dorman.  
Amount: \$150,000  
Start and end date: 2015  
Recipient: East 10th Civic Association

Source of Funds: City of Indianapolis - DMD - Community Development Block Grant  
Activity: Neighborhood greenspaces and placemaking infrastructure along East Washington Street as part of a comprehensive development for Willard Park Neighborhood.

Amount: \$83,000  
Start and end date: 2015  
Recipient: Riley Area Development Corporation

Source of Funds: City of Indianapolis  
Activity: Placemaking infrastructure to enhance walkability and new business development as part of a \$12 million two-phase Oxford Place Senior Apartments development along East Washington Street.

Amount: \$164,000  
Start and end date: 2015  
Recipient: Englewood Community Development Corporation

Source of Funds: City of Indianapolis - DPW  
Activity: Public parks facility improvements; removal of Brookside Park structural elements

Amount: \$8,300  
Start and end date: 2015  
Recipient: East 10th Street Civic Association

***Needed Financial Support:***

Needed financial support for this sub-goal is \$6,100,000 and breaks down as follows:

Type: City of Indianapolis - DMD/DPW  
Activity: Construction of Pogue's Run Trail Phase I  
Estimated Amount: \$3,000,000  
Date: 2015-2025  
Recipient: East 10th Street Civic Association

Type: State Department of Transportation (INDOT) - Statewide Transportation Improvement Program (STIP)  
Activity: Planning, design and implementation grants for public infrastructure projects Estimated Amount: \$500,000  
Date: 2018  
Recipient: East 10th Street Civic Association, Englewood Community Development Corporation

Type: State Department of Transportation (INDOT) - Transportation Investment Generating Economic Recovery (TIGER)  
Activity: Planning, design and implementation grants for public infrastructure projects  
Estimated Amount: \$2,500,000  
Date: 2018  
Recipient: East 10th Street Civic Association, Englewood Community Development Corporation

Type: Central Indiana Community Foundation - Kresge Creative Placemaking Grant



Activity: Implementation grants for public infrastructure amenities and programming  
Estimated Amount: \$100,000  
Date: 2015 - 2017  
Recipient: East 10th Street Civic Association

***Committed Non-Financial Support:***

Source and type: Indianapolis Re-entry Educational Facility (IREF)  
Activity: IREF currently provides in-kind services to the East 10th Street Civic Association for maintenance of existing public greenspace and infrastructure facilities. This partnership is currently in its third year of operation providing a committed source of volunteers on a monthly basis, January through December each year.  
Start & End Date: January 2015 - ongoing  
Recipient: East 10th Street Civic Association, Englewood Community Development Corporation

Source and type: Duvall Residential Center (Duvall)  
Activity: Duvall currently provides in-kind services to the East 10th Street Civic Association for maintenance of existing public greenspace and infrastructure facilities. This partnership is currently in its third year of operation providing a committed source of volunteers on a weekly basis, January through December each year.  
Start & End Date: January 2015 - ongoing  
Recipient: East 10th Street Civic Association

Source and type: Marion County Health Department (MCHD)  
Activity: MCHD currently provides loan of tools to the East 10th Street Civic Association for volunteer projects for maintenance of existing public greenspace and infrastructure facilities. This partnership is currently in its third year of operation providing a committed source of tools on an as-needed basis.  
Start & End Date: January 2015 - ongoing  
Recipient: East 10th Street Civic Association, Englewood Community Development Corporation

Source and type: Northview Church  
Activity: Northview Church has provided volunteers and in-kind assistance to the East 10th Street Civic Association for a variety of volunteer projects during their Good Neighbor weekends (twice yearly). These volunteer project activities have included construction of special elements and maintenance at E10SCA-owned public greenspace sites as well as maintenance of infrastructure facilities. This partnership is currently in its second year of operation providing a committed source of volunteers, and tools.  
Start & End Date: January 2015 - ongoing  
Recipient: East 10th Street Civic Association

Source and type: Phi Gamma Delta Fraternity - University of Kentucky chapter  
Activity: Phi Gamma Delta Fraternity has provided volunteers and in-kind assistance to the East 10th Street Civic Association for a variety of volunteer projects in 2015

(three different projects). These volunteer project activities have included construction of special elements and maintenance at E10SCA-owned public greenspace sites as well as maintenance of infrastructure facilities.

Start & End Date:

May 2015 - December 2015

Recipients:

East 10th Street Civic Association, John H. Boner Community Center, ECDC, NEAR

Source and type:

Adaptive Reuse Consulting

Activity:

Jack Kouwe leads a high school building and construction program, where students learn construction and building craft. As part of this instruction, students are available to practice skills while building elements for incorporation into public greenspace properties the E10SCA owns. This program is in an initial phase, and details will be defined outlining the frequency of these volunteers.

Start & End Date:

May 2015 - December 2015

Recipient:

East 10th Street Civic Association

Source and type:

Great Indy Cleanup Volunteers (neighborhood)

Activity:

Volunteers from adjacent neighborhoods (NESCO neighborhoods) have provided in-kind services to the IEPZ for maintenance of public greenspace and infrastructure. Volunteers perform a variety of duties twice yearly as part of the City of Indianapolis' Great Indy Cleanup initiative.

Start & End Date:

May 2015 - ongoing

Recipient:

East 10th Street Civic Association, ECDC, NEAR, JHBCC

Source and type:

10 East Biz District Green Team + Green Team Supplement Program

Activity:

Merchants on the 10 East Biz District, a neighborhood-serving commercial district, participate in the Green Team, providing a commitment for maintaining the exterior of their business, keeping their properties clean and enhancing the visitor experience to East 10th Street. The Green Team Program includes a daily maintenance calendar, provides a kit with maintenance items (bucket, broom, dust pan), and encourages collaboration between merchants which in turn utilizes CPTED practices for a safer district. In addition to the Green Team Program, a Green Team Supplement Program has been created by the East 10th Street Civic Association, providing a seasonal, part-time job for a neighborhood resident. The responsibilities are supplemental to the Green Team and include twice-weekly maintenance of the public right-of-way along the District.

Start & End Date:

December 2015 - ongoing

Recipient:

East 10th Street Civic Association

Source and type:

Indianapolis MPO / IndyGo Planning

Activity:

The Indianapolis MPO and IndyGo will continue to advance Indy Connect plans toward implementing a rapid transit system within Indianapolis and the greater Central Indiana region. This specifically has the potential to impact employment growth and job creation within the Promise Zone. Building upon the \$1 million 2013 Alternatives Analysis for the Blue Line (Washington Street) and the current \$4.5 million Green Rapid Transit Line Draft Environmental Impact Statement, additional planning is committed in the coming years. Indy Connect, Central Indiana's Transportation Initiative, is about connecting people to people and

people to places through a network of local bus routes, rapid transit lines, walking and biking paths and roadways. Specific to the Promise Zone, two of the five planned rapid transit routes, the Blue Line and the Green Line, both serve the Promise Zone. Additionally, as part of their system upgrade, IndyGo is expanding existing service to their major bus routes, including those on East 10th and Washington Streets. The following commitments are also noted under Work IndyEast.

Start & End Date: 2014-State Legislature Approval, 2016-County Referendum, 2017-2027-Funding and Implementation

Recipient: Indianapolis MPO/IndyGo

Source and type: City of Indianapolis - DMD - Planning Assistance

Activity: The City of Indianapolis draft "Plan 2020" includes the intersection of Washington & Rural within the Promise Zone as one of only a handful of proposed "Urban Villages" having all of the characteristics necessary to drive new growth and vitality within our city. Plan 2020 includes a number of proposed interventions for these "Urban Villages" to create a dense mix of commercial, retail, and residential within walking distance of local transit stops or rapid transit stations, including a current Plan 2020 Fellowship Program to create a guide to the healthy creation of an Urban Village.

Start and End Date: 2015-Plan Release; 2015-2020 Implementation

Recipient: IEPZ - Implementation Partners

Source: City of Indianapolis - DMD - Indy ReZone Implementation

Activity: Indy Rezone has been an effort to update the decades-old zoning ordinances, regulations and design practices in Indianapolis to be more sustainable and to improve Indy residents' quality of life. It provides a foundation for creating vibrant communities through appropriate redevelopment. Two of the three prototype areas as part of Indy Rezone are within the Promise Zone and will be implemented first to facilitate the creation of more dense, walkable and transit served communities. The successful facets of these prototype Neighborhood Invigoration Initiatives will be replicated after the grant award period throughout the county in areas that are in a similar situation.

Start and End Date: 2015-Plan Adoption; 2015 - ongoing Implementation

Recipient: IEPZ - Implementation Partners

Source: City of Indianapolis - DMD - Implementation of Complete Streets Ordinance

Activity: In 2012, Smart Growth America named the City of Indianapolis' Complete Streets ordinance as the strongest city-level legislation in the nation. Furthermore, the RebuildIndy 2 plan to upgrade basic infrastructure requires DPW to consider multi-modal access with each and every improvement to achieve a better connected Indianapolis with sidewalks, trails and greenways.

Start and End Date: 2015-2017

Recipient: IEPZ - Implementation Partners

Source: National Register of Historic Places designation of Kessler *Parks and Boulevard System* (National Park Service)

Activity: The Indianapolis Park and Boulevard System is a group of parks, parkways, and boulevards in Indianapolis, Indiana that was designed by landscape architect George Edward Kessler in the early part of the twentieth century. Also known as the Kessler System, the district includes 3,474 acres and has shaped the city through the present day. This Historic District was added to the National Register of Historic Places in 2003.

Start and End Date: 2003 - ongoing

Recipient: IEPZ - Implementation Partners

*Non-Financial Support Needed:*

Source and type: Green Infrastructure Maintenance Re-Entry Training Program

Activity: Consultation and hands-on training with green infrastructure maintenance experts leading a committed group of re-entry volunteers. These volunteers will receive training in proper maintenance techniques for green infrastructure located in the public right-of-way. As part of the program, weekly maintenance will be performed in commercial districts and neighborhoods where green infrastructure exists or is planned. Additionally, small business management skills will be taught to provide an opportunity for participants who want to own their own business. Maintenance of other public greenspaces and infrastructure will be included to provide volunteers a variety of skillsets that they can utilize in job placement upon re-entry into the community.

Start and End Date: January 2016 - ongoing

Recipients: City of Indianapolis- DPW and Sustain Indy, East 10th Street Civic Association, IREF

Source and type: Keep Indianapolis Beautiful (KIB) Youth Tree Team

Activity: The Youth Tree Team (YTT) works to preserve and maintain the trees KIB plants through their Community Forestry program. YTT seeks to promote professionalism, respect, personal and environmental responsibility, and teamwork in today's high school students. YTT members work outdoors to water, mulch, prune, stake, and plant trees. Other duties include consistent attendance and punctuality, weeding, litter clean-up, working harmoniously with team members, follow crew leader directions, participating fully in enrichment activities, filling out work logs and other duties as assigned. Along with daily work activities, YTT participates in weekly enrichment activities including, a wilderness camping trip, learning financial management skills, networking with green-collar professionals, and rafting on the White River. All of this combined with hard work helps us connect Indy youth to the environment and each other, fostering a commitment to service and cultivating lasting friendships and a connecting to their community.

Start and End Date: October 2015 - ongoing

Recipients: East 10th Street Civic Association, Englewood Community Development Corporation

Source and type: Vibrant Corridors Program

Activity: Keep Indianapolis Beautiful, the Arts Council of Indianapolis, and Downtown Indy, along with the City of Indianapolis, has launched a new civic-led,

	neighborhood mural initiative that will beautify many of the city’s key gateways and thoroughfares.
Start and End Date:	October 2015 - ongoing
Recipients:	East 10th Street Civic Association, Englewood Community Development Corporation
Source and type:	Eli Lilly & Co. Global Day of Service (LDOS)
Activity:	Each October, about 20,000 Lilly employees spend a day out of the office, helping friends and neighbors in communities around the world. Since the program launched in 2008, employees have given nearly 625,000 hours through Global Day of Service initiatives, making it one of the largest single-day volunteer programs in the world.
Start and End Date:	October 2015 - ongoing
Recipients:	East 10th Street Civic Association, ECDC
Source and type:	IndyDo Day volunteers
Activity:	Indy Do Day is a people-powered community day of service when the residents of Indianapolis take ownership of their neighborhoods and take care of their neighbors. Indy Do Day provides an organized effort for a variety of volunteer projects to take place over a span of three days in October, making a larger, collective impact for neighborhoods in Indianapolis.
Start and End Date:	October 2015 - ongoing
Recipients:	East 10th Street Civic Association, ECDC
Source and type:	IndyCog Bicycle Education Program
Activity:	Advocating and educating directly with cyclists and the motoring public; fostering partnerships with local government and community agencies. This program would include riding tips and techniques, safe routing suggestions and tools, education of how to utilize new bicycle infrastructure, and participation in local policy change.
Start and End Date:	January 2016 - ongoing
Recipients:	City of Indianapolis- Sustain Indy, East 10th Street Civic Association, Englewood Community Development Corporation

***Expected Outcomes and Measurement:***

- 10% increase the number of active green spaces in the IEPZ to spur economic development by 2025;
- 20% increase outside recognition of the IEPZ as a cultural destination 2020;
- 10% increase the availability of pedestrian-friendly infrastructure by 2025; and,
- 50% increase in the number of “shop local” marketing efforts to attract buyers to the IEPZ commercial corridors by 2020.

***Data Collection, Tracking, and Sharing:***

Indiana University Public Policy Institute will coordinate, track, evaluate and report on:

- Increase in sales as direct result of active green space activity and events in the;
- Marketing campaign investment for each of the major commercial corridors in the IEPZ;
- Bike use of local bike lanes and other greenway paths in the IEPZ;
- Decrease of expenditure leakage in the IEPZ with “shop local” marketing efforts; and,
- Website inquiries and visits on “shop local” marketing efforts for commercial corridors in the IEPZ.

***Timeline/Milestones for Implementation:***

- Complete phased development of three (3) key public green spaces by December 2022;
- Complete full design and engineering plans for phase two of five-mile Pogue’s Run Trail identifying opportunities to support economic development and connect residential neighborhoods with neighborhood-based commercial corridors by December 2018;
- Complete phase two construction of Pogue’s Run Trail by December 2018;
- Add 10 miles of designated and protected bike trails within the Promise Zone boundaries by December 2020;
- Identify corridor infrastructure funding and implementation strategy for corridor streetscape improvements December 2017. Final phased implementation complete in 2025; and
- Secure National Register of Historic Places designation for entire Kessler Park and Boulevard System by May 2018.

***Barriers:***

N/A

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# SAFE IndyEast Promise Zone Plan Strategies and Targets

## *Promise Zone Goal: Reduce Serious and Violent Crime*

Description: **Safe IndyEast:** We promise to create a welcoming environment in which all families and visitors feel safe and secure. We aim to accomplish this by focused efforts on crime prevention, youth intervention programming, and supportive reentry services.

## **PROMISE ZONE – SAFE INDY EAST SUBGOAL #1**

Sub Goal 1: Work cooperatively with the Department of Public Safety and neighborhood residents to develop initiatives that aim to prevent serious and violent crime through community policing and focused activities to address mental health and repeat offenders.

### *Activities and Interventions:*

- **Flex Team:** Dedicate a small group of detailed officers to target individuals and places with known guns and narcotics violations [Ongoing]
- **Day Tact Shift:** Place additional officers in the IEPZ to proactively address identified hotspots [New]
- **Latino Outreach Initiative:** Appoint bilingual officers to bridge the communication gap between Hispanic families and police officers [Ongoing]
- **Crime Prevention Through Environmental Design:** Train Indianapolis Metropolitan Police Department officers, city planners, and developers on design-oriented best practices to prevent crime [New]
- **InPact:** Support a partnership between Indianapolis Parole District #3 and IMPD to utilize officers and parole agents to monitor and support released offenders convicted of a serious and violent crime [Ongoing]
- **PAIR Program:** Reinstate the Psychiatric Assertive Identification and Referral program and mental health court to divert individuals with a mental health disorder to treatment instead of jail [New]

### *Rationale and Evidence:*

A study commissioned by the Department of Justice (2008) found problem-oriented policing targeted at “hot spots” can greatly deter crime. “Even in the most crime-ridden neighborhoods, crime clusters in a few discrete locations, while other areas are relatively crime free”. The study asserted this focused police effort can lead to a significant decrease in both calls and incidents in all types of crime. The emphasis on place-based prevention was suggested to be the most influential in the reduction of crime

as “place-focused tactics might influence offenders when they are deciding to commit a specific crime” (DOJ). While research on community-based prevention has been mixed, researchers have found some programs “can reduce crime and resident fear of crime, as well as increase citizen satisfaction with police, resident involvement in crime prevention activities, and interactions between police and residents” (Bureau of Justice Assistance, 2008). Continual evaluation is essential.

**Implementing Partners:**

- As co-chair of the Safe IndyEast committee, the John H. Boner Community Center will oversee VISTA members who will work to engage neighborhood residents in facets of community policing.
- As co-chair of the Safe IndyEast committee, the Department of Public Safety will commit officers in the East District to direct the various interventions.
- Three Hispanic congregations will work collaboratively with IMPD in the Latino Outreach Initiative, working to address tensions in the neighborhood between Hispanic populations and officers.
- Indiana Department of Correction Parole District # 3 will work with IMPD in a focused effort to monitor and support released offenders who have serious and violent convictions through the InPact program.
- Mental health providers will work to reinstate the PAIR program and the mental health court. PAIR is a pre-sentencing diversion program that leads people with mental illness to treatment instead of jail.

**Committed Financial Support:**

Total committed financial support for this sub-goal is \$1,381,376 and breaks down as follows:

Source of Funds: Community Crime Prevention Grant Funds  
 Activity: Provide safety initiatives for Great Places designations  
 Amount: \$10,000  
 Start and End Date: October 2014 - July 2015  
 Recipient: Local Initiatives Support Corporation

Source of Funds: Local Budget Allocation  
 Activity: Flex Team officers to perform targeted visits  
 Amount: \$751,616  
 Start and End Date: 2014 - 2014  
 Recipient: City of Indianapolis - Department of Public Safety

Source of Funds: Local Budget Allocation  
 Activity: Latino Outreach Initiative officers to work with Hispanic populations in IEPZ  
 Amount: \$187,904  
 Start and End Date: 2014 - 2014  
 Recipient: City of Indianapolis - Department of Public Safety



Source of Funds: Local Budget Allocation  
Activity: Indianapolis Parole Accountability Team (InPACT)  
Amount: \$431,856  
Start and End Date: 2014 - 2014  
Recipient: City of Indianapolis - Department of Public Safety

***Financial Support Needed:***

Needed financial support for this goal is \$30,056,020 and breaks down as follows:

Type: COPS Hiring Grant  
Activity: Add additional officers to the Flex Team for a total of 16 - 20 officers to target known guns and narcotics violations  
Estimated Amount: \$12,426,564  
Date: 2015 - 2025  
Recipient: City of Indianapolis - Department of Public Safety

Type: COPS Hiring Grant  
Activity: Add six officers to form the Day Tact Shift to proactively work the IEPZ  
Estimated Amount: \$6,213,282  
Date: 2015 - 2025  
Recipient: City of Indianapolis - Department of Public Safety

Type: COPS Hiring Grant  
Activity: Add two bilingual officers to staff the Latino Outreach Initiative  
Estimated Amount: \$2,071,094  
Date: 2015 - 2025  
Recipient: City of Indianapolis, Department of Public Safety

Type: Byrne Criminal Justice Innovation Program Grant  
Activity: Train IMPD officers, city planners, and developers Crime Prevention Through Environmental Design (CPTED) practices. The requested amount provides for initial training for 30 individuals and update training mid-way through the time designation of the zone.  
Estimated Amount: \$87,000  
Date: 2015 - 2025  
Recipient: City of Indianapolis, Department of Public Safety

Type: Byrne Criminal Justice Innovation Program Grant  
Activity: Provide funding for IMPD officers and Indianapolis Parole Agents to monitor and support released individuals convicted of a serious and violent crime (InPACT Program)  
Estimated Amount: \$5,758,080  
Date: 2015 - 2025  
Recipient: City of Indianapolis, Department of Public Safety

Type: Byrne Criminal Justice Innovation Program Grant

Activity: Provide funding for the PAIR program and creation of a mental health court  
Estimated Amount: \$3,000,000  
Date: 2015 - 2025  
Recipient: City of Indianapolis, Department of Public Safety

Type: Community Crime Prevention Grants  
Activity: Provide seed funding for neighborhood resident led initiatives for community policing  
Estimated Amount: \$500,000  
Date: 2015 - 2025  
Recipient: John H. Boner Community Center

***Committed non-financial support:***

Source and Type: Bilingual volunteers  
Activity: Engage Hispanic neighborhood residents in improving relationships with IMPD  
Start and End Date: 2014 – 2014  
Recipient: City of Indianapolis - Department of Public Safety

***Non-financial support needed:***

Type: Bilingual volunteers  
Activity: Engage Hispanic neighborhood residents in improving relationships with IMPD  
Start and End Date: 2015 – 2025  
Recipient: City of Indianapolis - Department of Public Safety

Type: Volunteers  
Activity: Engage volunteers to work with individuals with mental health issues in the PAIR program and in mental health court  
Start and End Date: 2015 – 2025  
Recipient: City of Indianapolis - Department of Public Safety

Type: Volunteers  
Activity: Engage neighborhood residents in working collaboratively with IMPD to create a true community policing model in the IEPZ  
Start and End Date: 2015 – 2025  
Recipient: City of Indianapolis - Department of Public Safety

***Expected Outcomes and Measurement:***

- 75% decrease in the number of serious and violent felons returned to custody for a technical rule violation by 2025;
- 50% decrease in the number of serious and violent felons returned to custody for committing a new crime by 2025;
- 70% decrease in the number of Part II UCR crimes in the zone by 2025;

- 80% decrease in the number of individuals detained by Indianapolis Emergency Mental Services by 2025;
- 100% increase in the number of individuals served by Marion County Mental Health Court by 2025;
- 50% decrease in the number of arrests for gun and narcotics violations by 2025;
- 80% of property owners (both business and residential) will self-report lower crime rates based on the utilization of Crime Prevention Through Environmental Design principles by 2025; and,
- 50% of neighborhood residents will self-report a greater involvement with Indianapolis Metropolitan Police Department and community policing activities by 2025.

#### *Data Collection, Tracking, and Sharing :*

Indiana University Public Policy Institute will coordinate, track, evaluate and report on the following:

- Number of serious and violent felons returned to custody for a technical rule violation;
- Number of serious and violent felons committing a new crime;
- Number of serious and violent felons successfully completing parole;
- Reported Hispanic / IMPD interactions within the zone;
- Number of Indianapolis Emergency Medical Service interactions within the zone;
- Number of individuals receiving treatment as a diversion to jail through the PAIR program
- Number of individuals involved in Marion County Mental Health Court;
- Number of individuals successfully completing an assigned Marion County Mental Health Court Program;
- Number and type of Crime Prevention Through Environmental Design elements incorporated into new buildings throughout the zone; and,
- Number of neighborhood residents involved in community policing initiatives.

#### *Timeline and Milestones :*

- Hire additional police officers for Flex Team and Day Tact activities by 2018;
- Provide Crime Prevention Through Environmental Design training to police officers, city planners, and community development corporations by 2016;

- Begin implementation of elements of Crime Prevention Through Environmental Design in projects started in 2017;
- Solicit neighborhood resident based ideas for community policing activities by 2016;
- Work with mental health providers to create a mental health court by 2016;
- Work with mental health providers to recruit volunteers for the PAIR program by 2016;
- Hire additional police officers and parole agents to expand the InPAct program by 2016; and,
- Recruit bilingual neighborhood based volunteers and police officers to participate in the Latino Outreach Initiative by 2016.

***Barriers:***

As part of the Violent Crime Control and Law Enforcement Act of 1994, the Federal Assault Weapons Ban included a prohibition on the manufacturing for civilian use of assault weapons. This part of the federal law expired in 2004. Reinstating the ban sends a strong message that gangs and violent crime is not tolerated in our neighborhoods.

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# SAFE IndyEast Promise Zone Plan Strategies and Targets

## *Promise Zone Goal: Reduce Serious and Violent Crime*

Description: **Safe IndyEast:** We promise to create a welcoming environment in which all families and visitors feel safe and secure. We aim to accomplish this by focused efforts on crime prevention, youth intervention programming, and supportive reentry services.

## **PROMISE ZONE – SAFE INDY EAST SUBGOAL #2**

Sub Goal 2: Expand and develop youth crime-intervention programming, emphasizing on at-risk youth populations to curb systemic crime and empower youth to become more engaged in their community.

### *Activities and Interventions :*

- **Juvenile Justice Jeopardy:** Educate youth and families on juvenile law and how to interact with police officers to reduce the number of juvenile arrests. [Ongoing]
- **IMPD East District Chess Club:** Engage at-risk kids by teaching participants the game of chess and how it mirrors life, with special emphasis on decision making. [Ongoing]
- **Policing the Teen Brain:** Provide specialized training for officers working with youth involved in the criminal justice system. [New]
- **Women’s Empowerment Series:** Provide education and referrals to single mothers who are dependent on individuals engaged in criminal activity with the goal of independence from association with illegal activities [Ongoing]
- **Family and Juvenile Intervention Initiative:** Target at-risk children to assist with diagnosis and treatment of root causes contributing to illegal activities [Ongoing]
- **Teen Court:** Utilize teen volunteers to provide a court experience designed to reduce recidivism for first time juvenile offenders. [Ongoing]

### *Rationale and Evidence:*

A wide variety of youth-crime prevention and intervention strategies have been found successful. The most efficient programs should “produce long-term changes in individual competencies, environmental conditions, and patterns of behavior” (Department of and Human Services, 2001). Early intervention programs and targeted skills-oriented programs and behavioral approaches toward adolescents have been shown to curb potential gang-participation, decrease risk factors for youth violence, and reinforce better school attendance and participation (HHS, 2001). Interventions that focus upon moral-reasoning and problem solving are also highly effective. The involvement of youth in both planning and implementing prevention strategies has been found to be particularly impactful (National Crime

Prevention Council, 2014). “[Youth] contribute a valuable perspective on the problem as they build skills that will help them make positive contributions to their neighborhoods” (ibid, 2014).

**Implementing Partners:**

- As co-chair of the Safe IndyEast committee, John H. Boner Community Center will oversee VISTA members who will work to engage youth participants in outlined activities.
- As co-chair of the Safe IndyEast committee, Department of Public Safety will commit officers in the east district to direct the various interventions.
- Reach for Youth will expand their existing Teen Court to serve an additional number of first time youth offenders and create partnerships with existing service providers for social service interventions and supports.
- Schools in the Zone - The designated zone currently has 10 elementary schools, 3 middle schools, and 3 high schools. VISTA members will work with existing community school coordinators to identify youth participants.
- Stopover, Inc. and Outreach, Inc. will work with at-risk and homeless youth in prevention and intervention programming.

**Committed Financial Support:**

Total committed financial support for this sub-goal is \$613,275 and breaks down as follows:

Source:	Community Crime Prevention Grant Funds
Activity:	Support employment opportunities for older youth
Amount:	\$8,000
Start and End Date:	October 2014 - July 2015
Recipient:	John H. Boner Community Center
Source:	Community Crime Prevention Grant Funds
Activity:	Crime prevention Through Care for homeless and runaway teens
Amount:	\$30,000
Start and End Date:	October 2014 - July 2015
Recipient:	Outreach, Inc.
Source:	Community Crime Prevention Grant Funds
Activity:	Stopover and Teens Acting Responsibly Together Program
Amount:	\$25,000
Start and End Date:	October 2014 - July 2015
Recipient:	Stopover, Inc.
Source:	Local City Funding
Activity:	Purchase of Juvenile Justice Jeopardy License
Amount:	\$275
Start and End Date:	2014 - Ongoing

Recipient: Department of Public Safety - IMPD East District  
Source: Combination of federal, state, and local grants and private donations  
Activity: Emergency and transitional living space and support systems for homeless and at-risk youth  
Amount: \$550,000  
Start and End Date: 2014 - 2014  
Recipient: Stopover, Inc.

***Financial Support Needed:***

Needed financial support for this sub-goal is \$3,465,250 and breaks down as follows:

Type: Community Crime Prevention Grant Funds  
Activity: Provide funding for a variety of supportive services to at-risk youth populations, including homeless and runaways  
Estimated Amount: \$500,000 (\$50,000 annually)  
Date: 2015 - 2025  
Recipient: Outreach, Inc.

Type: Community Crime Prevention Grant Funds  
Activity: Provide funding to support employment opportunities for older youth  
Estimated Amount: \$500,000 (\$50,000 annually)  
Date: 2015 - 2025  
Recipient: John H. Boner Community Center

Type: Community Crime Prevention Grant Funds  
Activity: Provide funding for the Stopover and Teens Acting Responsibly Together program, targeting young adults exhibiting truancy behaviors that lead to delinquent behavior  
Estimated Amount: \$345,000 (\$34,500 annually)  
Date: 2015 - 2025  
Recipient: Stopover, Inc.

Type: Grant  
Activity: Purchase of additional licenses of the "Juvenile Justice Jeopardy" game, including maintenance fees over the term of the zone  
Estimated Amount: \$10,250  
Date: 2015 - 2025  
Recipient: Department of Public Safety - IMPD East District

Type: Grant  
Activity: Annual training for IMPD officers in the "Policing the Teen Brain" curriculum  
Estimated Amount: \$100,000 (\$10,000 annually)  
Date: 2015 - 2025  
Recipient: Department of Public Safety - IMPD East District

Type: Grant

Activity: Double the capacity to provide emergency and transitional living space and support services to homeless and at risk youth  
Estimated Amount: \$2,010,000 (\$201,000 annually)  
Date: 2015 - 2025  
Recipient: Stopover, Inc.

***Committed non-financial support:***

Source and Type: Food and gift cards  
Activity: Provide incentives and prizes to youth participating in the Juvenile Justice Jeopardy Game  
Start and End Date: 2014 – 2014  
Recipient: Department of Public Safety - IMPD East District

***Non-financial support needed:***

Type: Food and gift cards  
Activity: Provide prizes and incentives for youth participating in the Juvenile Justice Jeopardy game  
Start and End Date: 2015 – 2025  
Recipient: Department of Public Safety - IMPD East District

Type: Supplies, food, prizes  
Activity: Provide chess game boards and pieces, prizes, and incentives for youth participating in the IMPD East District Chess Club  
Start and End Date: 2015 – 2025  
Recipient: Department of Public Safety - IMPD East District

***Expected Outcomes and Measurement:***

- 50% reduction in number of juvenile arrests in the IEPZ by 2025;
- 100% of schools in the IEPZ will have a rotating schedule of “Juvenile Justice Jeopardy” games quarterly by 2017;
- 25% increase in the number of first time juvenile offenders in the IEPZ participating in Teen Court by 2025;
- 50% increase in the number of juveniles from the IEPZ participating as volunteers in Teen Court by 2025;
- 10% increase in the number of juveniles from the IEPZ participating in IMPD East District Chess Club by 2025;
- 10% increase in the number of adult volunteers from the IEPZ participating in IMPD East District Chess Club by 2025
- 15% increase in the number of female heads of household in the IEPZ that self-report gaining independence from negative influences by 2025;



- 20% increase in the number of family unit participants from the IEPZ in the Family and Juvenile Intervention Initiative by 2025

*Data Collection, Tracking, and Sharing - 1,000 character limit*

Indiana University Public Policy Institute will coordinate, track, evaluate and report on the number of:

- Juvenile arrests in the zone;
- reported juvenile/police interactions within the zone;
- Juvenile participants participating in Juvenile Justice Jeopardy;
- Officers trained in “Policing the Teen Brain” curriculum;
- Juvenile participants in IMPD East District Chess Club;
- Adult volunteers in IMPD East District Chess Club;
- Juvenile offenders participating in Teen Court;
- Juvenile volunteers participating in Teen Court;
- Adult volunteers participating in Teen Court;
- Families participating in the Family and Juvenile Intervention Initiative;
- Families self-reporting improvement through participation in the Family and Juvenile Intervention Initiative;
- Single female mothers participating in the Women’s Empowerment Series; and,
- Single female mothers self-reporting independence from criminal influences.

*Timeline and Milestones:*

- All officers currently working in the IEPZ will be trained in “Policing the Teen Brain” curriculum by 2016. New officers will be trained on a quarterly basis ongoing.
- All schools in the IEPZ will begin quarterly rotations of Juvenile Justice Jeopardy beginning September 2015.
- Referrals for participants in the Women’s Empowerment Initiative will begin 2015, with referrals continuing to be made throughout the school year

- Juvenile volunteers for Teen Court will be recruited and trained in 2015. Expanded Teen Court will begin in the last quarter of 2015 and continue throughout the term of the zone.
- Referrals for participants in the IMPD East District Chess Club will begin in 2015. Chess club will meet on a bi-monthly basis throughout the term of the zone.
- Referrals for participants in the Family and Juvenile Intervention Initiative will begin in 2015 and will continue on an ongoing basis throughout the term of the zone.

*Federal regulatory and / or statutory barriers*

N/A

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# SAFE IndyEast Promise Zone Plan Strategies and Targets

## *Promise Zone Goal: Reduce Serious and Violent Crime*

Description: **Safe IndyEast:** We promise to create a welcoming environment in which all families and visitors feel safe and secure. We aim to accomplish this by focused efforts on crime prevention, youth intervention programming, and supportive reentry services.

## **PROMISE ZONE – SAFE INDY EAST SUBGOAL #3**

Sub Goal 3: Partner with community organizations to support families and neighborhoods impacted by incarceration and develop strategies to integrate holistic, community-focused reentry services.

### *Activities and Interventions:*

- Bolster the capacity of mentoring programs in order to provide a continuous, seamless transition to an identified support system available upon release. [Ongoing]
- Expand the spectrum of educational opportunities within facilities to include GED, post-secondary education, and vocational training opportunities. [Ongoing]
- Provide focused outreach to private employers to increase the awareness of the Work Opportunity Tax Credit and federal bonding programs as incentives to hire ex-offenders. [New]
- Work with local organizations to identify quality, affordable housing options for ex-offenders with a particular emphasis on providing support for serious and violent offenders and sex offenders. [New]
- Create an Engagement Center that provides an alternative to incarceration while providing free and low-cost services for addiction assistance, a secure lockdown for detoxification, and mental health assistance. [New]
- Promote, implement, and expand the use of restorative justice programs. [New]

### *Rationale and Evidence:*

The 2012 Indianapolis-Marion County Council Re-Entry Policy Study Commission Report found that a 1% reduction in the three-year recidivism rate in the County led to a \$1.55 million cost saving. Comprehensive strategies, involving “state and local levels of government; increased coordination among criminal justice and social service agencies; and the inclusion of non-traditional groups, such as community-based groups, to coordinate and provide services” are essential in preventing recidivism (Bureau of Justice Assistance 2014). Returning prisoners often struggle in finding permanent housing options, and those returning to neighborhoods “perceived to be unsafe and lacking in social capital are at greater risk of recidivism” (Urban Institute, 2010). Comprehensive programs which ensure continuity of care and target housing, education and employment can reduce recidivism.

**Implementing Partners:**

- As the co-chair of the Safe IndyEast committee, John H. Boner Community Center will provide re-entry services with a focus on securing housing and employment, and oversee VISTA members who will work to further awareness of employment and housing incentives.
- As the co-chair of the Safe IndyEast committee, Department of Public Safety land acquisition, financing, construction, and operation of the proposed Engagement Center.
- Trusted Mentors will train individuals to be mentors.
- Oakland City University and Grace College will provide post-secondary programs to the residents of the Indianapolis Re-entry Educational Facility (IREF).
- Indiana Department of Workforce Development will provide vocational training programs.

**Committed Financial Support:**

Total committed financial support for this sub-goal is \$31,986,053 and breaks down as follows:

Source: Community Crime Prevention Grant Funds  
Activity: Provide supportive services for employment training and attainment through Job Club  
Amount: \$30,000  
Start and End Date: October 2014 - July 2015  
Recipient: John H. Boner Community Center

Source: Community Crime Prevention Grant Funds  
Activity: From Prisoner to Citizen Program: provide supportive job-training programs for recently released individuals  
Amount: \$80,000  
Start and End Date: October 2014 - July 2015  
Recipient: Workforce, Inc.

Source: Community Crime Prevention Grant Funds  
Activity: Provide funds for the mentoring program for successful re-entry  
Amount: \$40,000  
Start and End Date: October 2014 - July 2015  
Recipient: Trusted Mentors

Source: Community Crime Prevention Grant Funds  
Activity: Provide supportive housing and employment services for female offenders  
Amount: \$75,000  
Start and End Date: October 2014 - July 2015  
Recipient: Dove Recovery House

Source: United Way of Central Indiana  
 Activity: Provide job coaching, financial coaching, and supportive housing and employment services for ex-offenders  
 Amount: \$422,862  
 Start and End Date: 2012 - 2015  
 Recipient: John H. Boner Community Center

Source: United Way of Central Indiana  
 Activity: Expand medical clinic to serve at-risk re-entry populations  
 Amount: \$211,364  
 Start and End Date: 2013 - 2014  
 Recipient: Horizon House

Source: United Way of Central Indiana  
 Activity: Expand medical clinic to serve at-risk re-entry populations  
 Amount: \$100,050  
 Start and End Date: 2014 – 2015  
 Recipient: The Damien Center

Source: City of Indianapolis - DMD - Emergency Solutions Grant  
 Activity: Emergency rent for ex-offenders  
 Amount: \$65,987  
 Start and End Date: 2014 – 2015  
 Recipient: Workforce, Inc.

Source: Department of Labor - Enhanced Transitional Jobs Grant  
 Activity: Provide salaries and support services for transitional jobs for ex-offenders  
 Amount: \$15,000,000  
 Start and End Date: 2013 – 2015  
 Recipient: Workforce, Inc.

Source: Private Donations  
 Activity: Provide salaries and support services for ex-offenders  
 Amount: \$66,565  
 Start and End Date: 2013 – 2015  
 Recipient: Workforce, Inc.

Source: Program Generated Income  
 Activity: Provide salaries and support services for ex-offenders  
 Amount: \$7,442,379  
 Start and End Date: 2013 – 2015  
 Recipient: Workforce, Inc.

Source: Local Grants  
 Activity: Provide salaries and support services for ex-offenders  
 Amount: \$8,121,846  
 Start and End Date: 2013 – 2015  
 Recipient: Workforce, Inc.

Source: State Budget Allocation  
Activity: Provide salaries and classroom materials for incarcerated offenders  
Amount: \$330,000  
Start and End Date: 2014 – 2014  
Recipient: Indiana Department of Correction

*Financial Support Needed – type, activity, date, receiving org*

Type: Combination of public and foundation resources  
Activity: Creation of an Engagement Center. Includes land acquisition and construction  
Estimated Amount: \$800,000 - \$1.8 million  
Start and End Date: 2015 – 2017  
Recipient: City of Indianapolis - Department of Public Safety

Type: Grant  
Activity: Provide post-secondary education for incarcerated individuals. Over the 10 year span of the Promise Zone designation, the requested amount represents a grant allocation of \$1500 per student to serve a total of 200 students per year.  
Estimated Amount: \$3,000,000 (\$300,000 annually)  
Start and End Date: 2015 – 2025  
Recipient: Various post-secondary institutions

Type: Budget Re-allocation from Justice Investment Savings Funding Model  
Activity: Increase the number of teachers and supplies at the Indianapolis Re-Entry Educational Facility. Provides salaries, benefits and class materials for nine full-time vocational instructors and six full-time GED / Literacy instructors. Over the 10 year span of the Promise Zone designation, the requested amount would triple the amount of education offered at the facility.  
Estimated Amount: \$9,900,000 (\$990,000 annually)  
Start and End Date: 2015 – 2025  
Recipient: Indiana Department of Correction

Type: Grant  
Activity: Provide dedicated staff with expertise in managing barriers to successful reentry for those with a conviction on their record. Over the 10 year span of the Promise Zone designation, the requested amount would provide two full-time positions for a case manager and an employment coach to work with this specific population.  
Estimated Amount: \$1,200,000 (\$120,000 annually)  
Start and End Date: 2015 – 2025  
Recipient: John H. Boner Community Center

Type: Crime Prevention Grants  
Activity: Provide funding for a variety of supportive services to released offenders including job coaching, financial coaching, mentoring, rental and utility assistance, substance abuse treatment, and child care assistance. The needed

amount is allocated to four different agencies over the 10 year span of the Promise Zone Designation.

Estimated Amount: \$2,500,000 (\$250,000 annually)  
Start and End Date: 2015 – 2025  
Recipient: John H. Boner Community Center, Dove Recovery House, Trusted Mentors, Workforce, Inc.

Type: Department of Labor - Enhanced Transitional Jobs Grant  
Activity: Provide salaries and support services for transitional jobs for ex-offenders. In 2011, the DOL announced their Enhanced Transitional Jobs Demonstration Grants, with Indianapolis one of seven across the country chosen as an initial site. The results of this grant are currently under evaluation by the DOL, but early studies in Indiana show this as a promising model for reducing recidivism. If the DOL studies support the effectiveness of the grant, the grant should be increased over the ten year span of the Promise Zone designation to serve a greater number of ex-offenders.

Amount: \$50,000,000 (\$5,000,000 annually)  
Start and End Date: 2015 – 2025  
Recipient: Workforce, Inc.

Type: Grant  
Activity: Provide unrestricted grant dollars to act as “barrier busting” dollars for recently released ex-offenders. This special population often has specific barriers to successful reentry that are not experienced by other populations. Unpaid tickets can lead to a suspended drivers license with fees and fines that prevent an individual from obtaining a drivers license. Unpaid utility bills can prevent an individual from having heat or electricity turned on in their name. Some individuals are able to obtain the deposit for an apartment, but not the first months rent. Often, individuals are released with little more than two outfits and no other clothes. Some individuals may need an entrance or testing fee for a vocational program. Having an unrestricted source of grant dollars to pay for these one time barriers will lead to a lowered recidivism rate. This needed amount would allocate \$1,000 per individual, serving a total of 7,500 distinct individuals in three different organizations over the 10 year span of the Promise Zone designation.

Estimated Amount: \$7, 500,000 (\$750,000 annually)  
Start and End Date: 2015 - 2025  
Recipient: John H. Boner Community Center, Dove Recovery House, Workforce, Inc.

Type: Grant  
Activity: Staffing and supplies to recruit, train and manage volunteer mentors  
Estimated Amount: \$1,125,000 (\$112,500 annually)  
Start and End Date: 2015 - 2025  
Recipient: Trusted Mentors

Type: Grant  
Activity: Staffing and supplies to recruit, train and manage volunteer restorative justice facilitators and implement restorative justice programming.

Estimated Amount: \$275,000 (\$27,500 annually)  
Start and End Date: 2015 - 2025  
Recipient: Indiana Department of Correction

Type: Combination of user fees, grants, and budget reallocation  
Activity: Operating Budget for Engagement Center.  
Estimated Amount: \$16,000,000 (\$1,600,000 annually)  
Start and End Date: 2015 - 2025  
Recipient: City of Indianapolis

### ***Committed non-financial support***

Source and Type: Volunteers (150)  
Activity: Indianapolis Reentry Education Center has a core group of committed volunteers from the community who serve as mentors, conduct classes, activities and programs for residents of the facility.  
Start and End Date: On-going thru 2025  
Recipient: Residents of IREF

Source and Type: Residents of Indianapolis Reentry Education Facility  
Activity: Resident work crews from IREF conduct clean-ups, maintain public infrastructure, beautification projects and other community service efforts for residents and organizations within the IEPZ.  
Start and End Date: On-going thru 2025  
Recipient: IEPZ residents/area

### ***Non-financial support needed – type, activity, start and end date, org receiving***

Type: Volunteers  
Activity: 50 new volunteers are needed per year to serve as mentors for men incarcerated at IREF. A total of 500 volunteers would be used during the term of the IEPZ designation.  
Start and End Date: 2015 – 2025  
Recipient: Trusted Mentors

Type: Volunteers  
Activity: 10 new volunteers are needed per year to serve as restorative justice facilitators for men incarcerated at the Indianapolis Re-Entry and Education Facility. A total of 100 volunteers would serve during the term of the IEPZ designation.  
Start and End Date: 2015 - 2025  
Recipient: Indiana Department of Correction

### ***Expected Outcomes and Measurement – 1,000 character limit – what will tell you that the activities are achieving the subgoal***

- 50% reduction in recidivism by 2025;
- 40% increase by 2025 in the number of offenders obtaining their GED or high school diploma prior to release;



- 25% increase by 2025 in the number of offenders obtaining a vocational certificate/post-secondary education prior to release;
- 40% increase by 2025 in the number of ex-offenders gaining employment within the first 3 months of release;
- 50% increase by 2025 in the number of ex-offenders who maintain employment more than one year;
- 50% increase by 2025 in the number of ex-offenders who obtain independent quality, affordable housing;
- 30% increase by 2025 in the number of ex-offenders who maintain independent quality, affordable housing;
- 10% increase by 2025 in the number of ex-offenders who become homeowners;
- 15% increase by 2025 in the number of offenders matched with a mentor;
- 50% increase by 2025 in the number of offenders participating in restorative justice programs.

#### ***Data Collection, Tracking, and Sharing - 1,000 character limit***

Indiana University Public Policy Institute will coordinate, track, evaluate and report on the following:

- While incarcerated in the Indianapolis Re-entry Educational Facility:
  - Obtain their GED or high school equivalency degree
  - Receive some level of post-secondary education or vocational training
  - Are matched with a mentor
- After release from the Indianapolis Re-entry Educational Facility
  - Gain employment within three months of their release
  - Are housed in independent, quality, affordable housing
  - Have become homeowners
  - Continue the mentor relationship one year, three year, and five year post release
  - Recidivism Rate
- Throughout the timeline designation of the zone
  - Amount of wages earned by offenders
  - Length of employment of offenders
  - Number of offenders who participate in a restorative justice program

#### ***Timeline / Milestones – 1,000 character limit***

- Recruit and train volunteers to serve as mentors and restorative justice facilitators: Recruitment to begin in July 2015 with initial group trained and matched by October 2015. VISTA members will perform ongoing recruitment with quarterly training sessions held throughout the term of the zone designation
- Create an education and outreach campaign for landlords and private business owners: Develop the education and outreach tools in 2015. Beginning in 2016, VISTA members will reach out to three landlords and business owners per quarter.
- Expand post-secondary educational programs: 2015 - 2020

- Hire additional teaching staff at Indianapolis Re-entry Educational Facility: Three vocational teachers and two GED instructors hired by January 2016 [first increase], January 2017 [second increase] and January 2018 [third increase]
- Build the Engagement Center: 2015 - 2017

#### *Federal regulatory and / or statutory barriers*

In 1965, Congress passed Title IV of the Higher Education Act which allowed currently incarcerated people to apply for financial aid for post-secondary education in the form of Pell Grants. By 1982, there were more than 350 distinct programs through over 90% of the United States. According to the United States Department of Education, of the \$5.3 billion awarded in Pell grants in 1993, \$34 million were awarded to inmates. This represents less than 1/10 of 1% of the total grant awards. In 1994, the Violent Crime Control and Law Enforcement Act effectively decimated funding for prison education programs by eliminating Pell grants for currently incarcerated individuals. The U.S. Department of Education's 1997 study titled "Three State Recidivism Study" showed that for every dollar spent on education, more than two dollars are returned to the public in reduced prison costs. If Congress were to resume the practice of releasing a fraction of the available Pell grants to incarcerated individuals, this extremely modest investment would reduce both recidivism rates and correctional budgets to unprecedented levels. ("The Three State Recidivism Study," Steurer et al., U.S. Department of Education, Office of Correctional Education, 1999.) ("Prison Education Program Participation and Recidivism: A Test of the Normalization Hypothesis," Miles D. Harer, Federal Bureau of Prisons, Office of Research and Evaluation, May, 1995.) ("Pell Grants for Prisoners: Facts/Commentary," U.S. Department of Education, Office of Correctional Education 1995.)

According to HUD, an incarcerated individual is only considered homeless if they are incarcerated less than 90 days AND they were living in an emergency shelter or a place not meant for human habitation immediately prior to their incarceration. Expanding the definition of homeless to anyone leaving incarceration would allow those individuals the opportunity to take advantage of existing opportunities utilizing ESG and CoC funds. Removing systemic barriers can allow previously incarcerated individuals the opportunity to access quality, affordable housing, reducing both the recidivism rate and the amount spent on correctional budgets. ("Examining Housing as a Pathway to Successful Reentry: A Demonstration Design Process," Fontaine, Jocelyn, Ph.D., Urban Institute, 1993.)

# LEARN IndyEast Promise Zone Plan Strategies and Targets

Promise Zone Goal: Education

Description (250): **Learn IndyEast:** We promise all children will receive exceptional education from birth to adulthood including developmentally appropriate early childhood services, high quality and innovative schools and access to postsecondary education and training

## **PROMISE ZONE – LEARN INDY EAST SUBGOAL #1**

### **Community Subgoal:**

Improve school readiness for young children, infant to pre-k, so they are physically, socially, and academically ready to start Kindergarten.

### **Activities and Interventions:**

- Increase number of high-quality Childcare Providers and Early Childhood Education Programs (Child Care Providers) for children birth to Pre-K and ensure access for low-income children by ensuring commitment to scholarships, sliding fee scales, and government funded resources. (On-going)
- Implement an assessment tool (ISTAR-KR or similar evaluation) that aligns to the Foundations to the Indiana Academic Standards to measure skills from infancy to kindergarten. (On-going)
- Provide education, training, and in-home mentoring opportunities for parents to enhance parent-child interaction and strengthen family relationships in families with children ages infant to 5 years. (New)
- Promote high-quality programs participating at high levels in Paths to Quality to families. (New)

### **Rationale and Evidence:**

The HighScope Perry longitudinal study (Schwinhart et al. 2005) demonstrates that high quality early childhood programs prepare children for future success in school, work, and life. Birth to age five is the most critical time for human brain development. A child experiences in these early years plays a significant role in the way his or her brain develops, and a child's brain development plays a significant role in the future success of the child. The study further found adults at age 40 who had exposure to a preschool program had higher earnings, were more likely to hold a job, had committed fewer crimes, and were more likely to have graduated from high school than adults who did not have access to preschool.

Schweinhart, L. J., Montie, J., Xiang, Z., Barnett, W. S., Belfield, C. R., & Nores, M. (2005). Lifetime effects: The HighScope Perry Preschool study through age 40. (Monographs of the HighScope Educational Research Foundation, 14). Ypsilanti, MI: HighScope Press.

### **Implementing Partners:**

United Way of Central Indiana will co-chair the Learn IndyEast committee and provide funding for capital improvements, training opportunities, curriculum support, classroom equipment, books, and volunteers for providers to achieve Paths to Quality rating.

WNS will co-chair the Learn IndyEast committee as well provide a Level 3 Paths to Quality Early Childhood Education Program. WNS will implement and administer the Parents as Teachers Program.

Daystar Childcare provides a Level 3 Paths to Quality Early Childhood Education Program.

East Tenth UMC Child and Youth Center provides a Level 3 Paths to Quality Early Childhood Education.

Shepherd Community Center provides a Level 1 Paths to Quality Early Childhood Education Program and a home, parent mentoring program for infants to pre-K.

Holy Cross Central School provides a Early Childhood Education Program working toward Paths to Quality.

The Oaks Academy provides an ISACS accredited Early Childhood Education Program.

***Committed Financial Support:***

Total financial support for this sub-goal is \$815,177 and breaks down as follows:

Source of Funds: United Way of Central Indiana  
Activity: Capital Grant-Child Care Expansion  
Amount: \$133,384  
Start and End Date: 2014-2014  
Recipient: Daystar Childcare

Source of Funds: United Way of Central Indiana  
Activity: Capital Grant-Infant House  
Amount: \$82,309  
Start and End Date: 2014-2014  
Recipient: Daystar Childcare

Source of Funds: United Way of Central Indiana  
Activity: Capital Grant-Child Care Improvements for Paths to Quality  
Amount: \$67,000  
Start and End Date: 2014-2014  
Recipient: East Tenth United Methodist Child and Youth Center

Source of Funds: United Way of Central Indiana  
Activity: Capital Grant-Child Care Improvements for Paths to Quality  
Amount: \$9,994  
Start and End Date: 2012-2013  
Recipient: Westminster Preschool

Source of Funds: Ruth Lilly Philanthropic Foundation  
Activity: Capital Grant-Infant House  
Amount: \$82,308  
Start and End Date: 2014-2014  
Recipient: Daystar Childcare

Source of Funds: Ruth Lilly Philanthropic Foundation  
Activity: Capital Grant-Child Care Expansion

Amount: \$67,692  
Start and End Date: 2014-2014  
Recipient: Daystar Childcare

Source of Funds: Indiana Housing and Community Development Authority  
Activity: Neighborhood Assistance Tax Credits – Early Childhood assistance for families  
Amount: \$45,490  
Start and End Date: 2013-2014  
Recipient: Daystar Childcare

Source of Funds: United Way of Central Indiana  
Activity: Furniture and Supplies  
Amount: \$2,500  
Start and End Date: 2014-2014  
Recipient: Daystar Childcare

Source of Funds: Indiana Family and Social Services Administration  
Activity: Early Education Matching Grant (EEMG)  
Amount: \$50,250  
Start and End Date: 2014-2015  
Recipient: Daystar Child Care

Source of Funds: Private Sector  
Activity: EEMG match  
Amount: \$10,050  
Start and End Date: 2014-2015  
Recipient: Daystar Child Care

Source of Funds: United Way of Central Indiana  
Activity: EEMG match  
Amount: \$40,200  
Start and End Date: 2014-2015  
Recipient: Daystar Childcare

Source of Funds: Private Sector  
Activity: Elevator for educational wing  
Amount: \$162,000  
Start and End Date: 2014-2015  
Recipient: Daystar Childcare

Source of Funds: United Way of Central Indiana  
Activity: Developmentally appropriate furniture and supplies  
Amount: \$2,000  
Start and End Date: 2013-2014  
Recipient: Westminster Preschool

Source of Funds: Private Sector  
Activity: Capital donation for facility improvements

Amount: \$60,000  
Start and End Date: 2015-2015  
Recipient: Daystar Childcare

***Needed Financial Support:***

Total needed financial support over the 10 year designation for this sub-goal is \$22,850,000 and breaks down as follows:

Type: Public and charitable grants  
Possible Sources: Social Innovation Funds, Central Indiana Community Foundation, Lilly Endowment, private sector  
Amount: \$3,100,000 (\$310,000 annually)  
Activity: Parents as Teachers implementation and on-going administration of program for 100 families.  
Date: September 2015 to 2025  
Recipient: Near Eastside Partner Organizations

Type: Public and charitable grants  
Amount: \$2,250,000  
Possible Sources: Lilly Endowment, United Way of Central Indiana, Glick Fund  
Activity: Improvements for Paths to Quality providers below Level 4. Achieving accreditations is subsequent to ever-changing regulations, condition of existing facilities, and approved standards. Estimated funding to ensure adherence to FSSA and Paths to Quality standards to meet the goal of all providers within the Promise Zone rated Paths to Quality Level 1 and 80% of all providers rated Level 3 or 4 is estimated at \$2,250,000.  
Date: 2015 to 2025  
Recipient: IEPZ Child Care Providers

Type: Capital Funding  
Possible Sources: New Market Tax Credits, Central Indiana Community Foundation, Faith-Based Organizations, United Way of Central Indiana, Kresge Foundation  
Amount: \$12,500,000  
Activity: Newly constructed Early Childhood and Youth Facility serving 100 infants to Pre-K and 150 K-8 students.  
Date: 2019  
Recipient: Westminster Neighborhood Services

Type: Public and charitable grants  
Possible Sources: State of Indiana, Early Education Matching Grant, private sector, United Way of Central Indiana  
Amount: \$5,000,000 (\$500,000 annually)  
Activity: Scholarships for low income 4 year olds for Paths to Quality Level 3 or 4 rated child care providers  
Date: 2015 -2025  
Recipient: Child Care Provider

***Committed Non-Financial Support:***

Source and type: United Way of Central Indiana coaching, training, curriculum support, classroom equipment, books and volunteers for Child Care Providers to reach Level 3.

Activity: UWCI is providing coaching for Child Care Providers to meet qualifications for a variety of accreditations such as IN FSSA Voluntary Certification Program for Preschools and Paths to Quality ratings, as well as enrollment in IN FSSA Child Care and Development Fund (Federal Child Care Voucher Program) to supplement preschool costs for parents. UWCI provides laptops and online access to the IN Standards Tools for Alternate Reporting (ISTAR) evaluation tool for Paths to Quality rated preschools. ISTAR-KR (Kindergarten Readiness) is the tool Paths to Quality rated preschools in the Promise Zone will use to measure Kindergarten Readiness.

Start and End Date: 2014 and on-going

Recipient: Child Care Providers

Source and Type: Westminster Neighborhood Services, Inc. houses the Westminster preschool which is a Paths to Quality Level-3 rated Preschool in the IEPZ providing slots for 18 preschool students ages 3-5.

Activity: Participates in child care voucher program and provides a sliding fee scale, uses ISTAR-KR to evaluate Kindergarten Readiness, Implementation and administration of Parents as Teachers Program for parents of children ages infant to Pre-K.

Start and End Date: 2014 and on-going

Recipient: Neighborhood families

Source and Type: Daystar is a Paths to Quality Level-3 rated Child Care Providers in the Promise Zone providing 124 slots for children ages infant to Pre-K.

Activity: Participates in Federal Child Care Voucher Program, uses ISTAR-KR to evaluate Kindergarten Readiness, on track to achieve Paths to Quality Level 4 rating by 2016, recipient of IN FSSA Early Education Matching Grant to provide scholarships for 15 low-income 4 year-olds to attend preschool.

Start and End Date: 2013 and on-going

Recipient: Neighborhood families

Source and Type: East Tenth United Methodist Child and Youth Center is a Paths to Quality Level 3 rated Child Care Providers in the IEPZ providing 82 slots for children ages infant to Pre-K.

Activity: Participates in the Federal Child Care Voucher Program and provides a sliding fee scale, on track to achieve Paths to Quality Level 4 rating by Dec. 31, 2015, uses ISTAR-KR to evaluate Kindergarten Readiness.

Start and End Date: 2013 and on-going

Recipient: Neighborhood families

Source and Type: Shepherd Community Center is a Paths to Quality Level 1 rated Child Care Providers in the IEPZ providing 44 slots for ages 3-5.

Activity: Child Care Providers provided at low cost, implementation and administration of a parent education and home mentoring program for parents of children ages parents to Pre-K (Project Jordan).

Start and End Date: 2014 and on-going  
Recipient: Neighborhood families

Source and Type: Holy Cross Central School is a private school that provides Child Care Providers for 35 children ages 3–5.

Activity: Began process for Paths to Quality Rating and Federal Child Care Voucher Program acceptance in 2015.

Start and End Date: 2014 and on-going  
Recipient: Neighborhood Families

Source and Type: The Oaks Academy is a charter school accredited by Independent Schools Association of the Central States (ISACS) that provides Child Care Providers for 30 children ages 3-5.

Activity: Child Care Providers provided at minimal cost

Start and End Date: 2014 and on-going  
Recipient: Neighborhood families

#### ***Non-Financial Support Needed:***

Source and Type: Community Volunteers, Preschool Taskforce

Activity: Identification of preschool providers that are unaccredited, are not approved to accept Federal Child Care Vouchers, or Paths to Quality rated. Community commitment to collect provider information is necessary to ensure adherence to FSSA accreditation and Paths to Quality Program enrollment, working with providers to begin strategy for accreditation, and promoting high quality programs.

Start and End Date: 2015 and on-going  
Recipient: Child Care Providers and neighborhood families

#### ***Expected Outcomes and Measurement:***

- 50% of low income children in the IEPZ will attend at least one year in high quality, accredited early childhood programs through 2025;
- 100% of early childhood providers will be rated at least Level 1 by 2025;
- 80% of children attending Paths to Quality Level 3 and 4 rated providers will be Kindergarten ready as measured by ISTAR-KR or similar evaluation by 2025; and,
- 80% of children entering schools, who participated in Parents as Teachers programming, will be assessed kindergarten ready as measured by ISTAR-KR or similar evaluation after three years of participation in the program.

#### ***Data Collection, Tracking, and Sharing:***

Indiana University Public Policy Institute will coordinate, track, evaluate, and report on the following:

- Track neighborhood early childhood capacity and Paths to Quality ratings of providers;
- Track cost of high quality care for early childhood programs within the IEPZ; compare to that of high quality care programs within the City of Indianapolis;
- Track number of providers in Path to Quality Program and their annual progress;
- Track and collect pre- and post-testing of Pre-K students to determine kindergarten readiness; and,



- Track Pre-K readiness of the children participants in the Parents as Teachers Program.

***Timeline/Milestones for Implementation:***

- Implementation of Parents as Teachers programming for 100 families within the IEPZ by 2019;
- 60% of center-based providers in the IEPZ will achieve Paths to Quality Level 3 or 4 by 2017;
- 80% of center-based providers in the IEPZ will achieve Paths to Quality Level 3 or 4 by 2021 and no programs will be below Level 1;
- Ensure that all Paths to Quality rated providers are measuring Kindergarten Readiness as measured by ISTAR-KR or similar scale by 2017; and,
- Create and implement a survey of early childhood resources in the neighborhood including both licensed and unlicensed daycares, nurseries, and multi-family child care services by 2017.

***Barriers:***

Currently, the Federal Childcare Vouchers gross income limit is 171% of FPG. Because the Federal Childcare Vouchers benefit “cliff” is the single greatest barrier to self sufficiency for families, raising the gross income limit to 250% of FPG would encourage employment and support economic mobility and self-sufficiency.

**PROMISE ZONE – LEARN INDY EAST SUBGOAL #2**

***Community Subgoal:***

Improve academic achievement of school age children through supplemental programs including out of school time (OST) providers, in-school interventions, and community services that ensure children come to school healthy and ready to learn.

***Activities and Interventions:***

- Expand access to high-quality, evidence-based, accredited out-of-school time programs that provide academic remediation, STEM enrichment activities as well as address the basic daily needs of low income students including rental and utility assistance, hunger relief, and medical care. [On-going]
- Closely monitor all students’ academic progress throughout their K-12 academic career including OST programs. [On-going]
- Provide educational and training opportunities for parents to enhance understanding of family dynamics on education and enable parents to become advocates for their children. [On-going]
- Develop a mentoring program for students after school, or during out-of-school days, to provide low-income children with strong role models alongside parents. [On-going]
- Enhance the parent role in schools with assigned parent educators in each school. [New]
- Family interventions/resource referral to decrease student transfers due to social/economic circumstances. [On-going]

***Rationale and Evidence:***

According to an Annie Casey Foundation report (2010), which followed 4th graders who had taken the National Assessment of Educational Progress in 2009, 85% of children from low-income families who attended high poverty schools failed to reach reading proficiency. The study further found that 4<sup>th</sup> graders who are not proficient today “are all too likely to become the nation’s lowest income, least skilled least-productive, and most costly citizens tomorrow.” The need for engaged parents has been

demonstrated to be vital in childhood development. A Southwest Educational Development Laboratory report (2002) found regardless of family income or background, students with involved parents were more likely to earn higher grades and test scores, and enroll in higher-level programs; be promoted, pass their classes, and earn credits, attend school regularly;; have better social skills, show improved behavior, and adapt well to school; and lasty, graduate and go on to postsecondary education.

**Implementing Partners:**

IPS serves as the Learn committee co-chair. IPS has five elementary schools, one middle school, and one high school with total enrollment of 5,192 students within the IEPZ.

UWCI serves as the Learn committee co-chair, provide support for capital improvements, training, support for Paths to Quality rating for OST programs and the ReadUp Program.

WNS serves as the Learn committee co-chair, provides OST programs and administration of Strengthening Families Program (SFP).

JHBCC operates OST programs at five schools, the Chase Near Eastside Legacy Center, and has school-community coordinators at three schools.

Daystar, East Tenth Street UMC Child & Youth Center, Shepherd Community Center all provide OST programs for school-age children.

Horizon Christian School at Shepherd Academy is a K-5 elementary school.

Holy Cross Central School is a K-8 school and OST provider.

The Oaks Academy is a K-5 elementary school and consolidated middle school.

**Committed Financial Support:**

Total committed financial support for this sub-goal is \$4,319,768 and breaks down as follows:

Source of Funds: United Way of Central Indiana  
Activity: School Community Coordinators at IPS schools 14 and 54  
Amount: \$244,700  
Start and End Date: 2012-2015+  
Recipient: John H. Boner Community Center

Source of Funds: United Way of Central Indiana  
Activity: Play 60 and Fit Kids Summer Camp  
Amount: \$49,266  
Start and End Date: 2012-2013  
Recipient: John H. Boner Community Center

Source of Funds: Indianapolis Public School and United Way of Central Indiana  
Activity : School Community Coordinator at IPS school 74  
Amount: \$48,326  
Start and End Date: 2012-2015+  
Recipient: John H. Boner Community Center

Source of Funds: National Football League Foundation  
 Activity: Afterschool Programming at the Chase Near Eastside Legacy Center  
 Amount: \$15,000  
 Start and End Date: 2013-2015+  
 Recipient: John H. Boner Community Center

Source of Funds: Indiana Department of Education  
 Activity: 21st Century Community Learning Centers Program supporting afterschool programming (IPS 14,15,54 and Chase Near Eastside Legacy Center)  
 Amount: \$300,000  
 Start and End Date: 2014-2018+  
 Recipient: John H. Boner Community Center

Source of Funds: Indiana Department of Education  
 Activity: 21st Century Community Learning Centers Program supporting afterschool programming (Arsenal Technical High School and Chase Near Eastside Legacy Center)  
 Amount: \$111,000  
 Start and End Date: 2014-2018+  
 Recipient: John H. Boner Community Center

Source of Funds: Drug Free Marion County  
 Activity: Afterschool Programming (IPS 14,15,54, Arsenal Technical High School and Chase Near Eastside Legacy Center)  
 Amount: \$18,750  
 Start and End Date: 2014-2015  
 Recipient: John H. Boner Community Center

Source of Funds: Community Development Block Grant  
 Activity: Summer Youth Program Fund for Youth Summer Camp  
 Amount: \$6,690  
 Start and End Date: 2014-2015+  
 Recipient: John H. Boner Community Center

Source of Funds: Lilly Endowment  
 Activity: Summer Youth Program Fund for Youth Summer Camp  
 Amount: \$13,500  
 Start and End Date: 2014-2015+  
 Recipient: John H. Boner Community Center

Source of Funds: Opus Foundation  
 Activity: Young Dreamer's Entrepreneur Program  
 Amount: \$27,800  
 Start and End Date: 2013-2015+  
 Recipient: John H. Boner Community Center

Source of Funds: JP Morgan Chase Foundation

Activity: Afterschool STEM programming for at-risk youth.  
Amount: \$25,000  
Start and End Date: 2014-2015+  
Recipient: John H. Boner Community Center

Source of Funds: Community Development Block Grant  
Activity: Afterschool Programming (IPS 14,15,54, Arsenal Technical High School, and Chase Near Eastside Legacy Center)  
Amount: \$15,000  
Start and End Date: 2015-2015  
Recipient: John H. Boner Community Center

Source of Funds: Ruth Lilly Philanthropic Foundation  
Activity: Afterschool Programming (IPS 14,15,54, Arsenal Technical High School, and Chase Near Eastside Legacy Center)  
Amount: \$35,111  
Start and End Date: 2014-2014  
Recipient: John H. Boner Community Center

Source of Funds: Indiana Pacers Foundation  
Activity : Afterschool Programming (IPS 14,15,54, Arsenal Technical High School, and Chase Near Eastside Legacy Center)  
Amount: \$18,750  
Start and End Date: 2014-2014  
Recipient: John H. Boner Community Center

Source of Funds: Nicholas H. Noyes Jr., Memorial Foundation  
Activity: After School Programming (IPS 14,15,54, Arsenal Technical High School, and Chase Near Eastside Legacy Center)  
Amount: \$10,000  
Start and End Date: 2014-2014  
Recipient: John H. Boner Community Center

Source of Funds: Cummins Foundation  
Activity: Create a program which will increase education within the IEPZ.  
Amount: \$10,700  
Start and End Date: 2014-2015+  
Recipient: John H. Boner Community Center

Source of Funds: Corporation for National and Community Services  
Activity: Create a program which will increase education within the IEPZ using the AmeriCorps Planning Grant.  
Amount: \$25,002  
Start and End Date: 2014-2015+  
Recipient: John H. Boner Community Center

Source of Funds: Lilly Endowment

Activity: Outdoor classroom at the Chase Near Eastside Legacy Center to educate youth about healthy living food preparation.  
Amount: \$25,000  
Start and End Date: 2014-2015  
Recipient: John H. Boner Community Center

Source of Funds: United Way of Central Indiana  
Activity: Community fund allocation supporting Out of School Time activities  
Amount: \$422,862  
Start and End Date: 2012-2015  
Recipient: John H. Boner Community Center

Source of Funds: United Way of Central Indiana  
Activity: Capital Grant for child care improvements for Paths to Quality for school-aged children.  
Amount: \$37,125  
Start and End Date: 2014-2015  
Recipient: Westminster Neighborhood Services

Source of Funds: Corporation for National and Community Services  
Activity: AmeriCorps Program on education for 15 full time equivalent members  
Amount: \$302,980  
Start and End Date: 2015-2016  
Recipient: John H. Boner Community Center

Source of Funds: Lilly Endowment  
Activity: Summer Youth Program Fund for children K-8  
Amount: \$18,000  
Start and End Date: 2012-2014  
Recipient: Westminster Neighborhood Services

Source of Funds: Central Indiana Community Foundation  
Activity: Summer Youth Program Fund for children K-8  
Amount: \$4,000  
Start and End Date: 2013-2014  
Recipient: Westminster Neighborhood Services

Source of Funds: Private Sector  
Activity: Academic enrichment programming for out of school time  
Amount: \$13,369  
Start and End Date: 2013-2015  
Recipient: Westminster Neighborhood Services

Source of Funds: Central Indiana Community Foundation  
Activity: Academic programs that support students K-8 during out of school time  
Amount: \$29,997  
Start and End Date: 2012-2015  
Recipient: Westminster Neighborhood Services

Source of Funds: City of Indianapolis - Department of Public Works  
Activity: School Zone Warning Flashing Beacons for IEPZ schools  
Amount: \$2,161,840  
Start and End Date: 2014-2014  
Recipient: IEPZ schools

Source of Funds: Indiana Department of Education  
Activity: Alternative Education Grant  
Amount: \$67,000  
Start and End Date: 2014-2015  
Recipient: Indianapolis Public Schools

Source of Funds: Indianapolis Public Schools General Fund  
Activity: Racial equity training at Indianapolis Public Schools and John Morton Education Center  
Amount: \$250,000  
Start and End Date: 2014-2015  
Recipient: Indianapolis Public Schools

Source of Funds: Indiana Criminal Justice Institute  
Activity: Safe Haven Grant  
Amount: \$12,000  
Start and End Date: 2014-2015  
Recipient: Indianapolis Public Schools

Source of Funds: Drug Free Marion County  
Activity: Drug Free Communities Grant for Drug Prevention and Education  
Amount: \$1,000  
Start and End Date: 2014-2014  
Recipient: Indianapolis Public Schools

***Needed Financial Support:***

Needed financial support over the 10 year designation for this sub-goal is \$38,250,000 and breaks down as follows:

Type: Public and Charitable Grants  
Possible Sources: Department of Education, Project Prevent Grant Program, Drug Free Marion County  
Amount: \$3,800,000 (\$380,000 annually)  
Activity: Strengthening families implementation and on-going administration of program for 100 families.  
Date: 2015-2025  
Recipient: Near Eastside Partners Organizations

Type: Public and Charitable Grants  
Possible Sources: Indianapolis Public Schools General Fund, private sector

Amount: \$1,500,000 (\$150,000 annually)  
Activity: Racial Equity Training  
Date: 2015 - 2025  
Recipient: Indianapolis Public Schools

Type: Public and Charitable Grants  
Possible Sources: Indiana Criminal Justice Institute, Alternative Education Grant  
Amount: \$250,000 (\$25,000 annually)  
Activity: Afterschool Safe Haven Club for enrichment activities  
Date: 2015 and on-going  
Recipient: Indianapolis Public Schools

Type: Public and Charitable Grants  
Possible Sources: Indiana Department of Education - 21st Century Community Learning Centers, Full Service Community School Grant, Lilly Endowment, Central Indiana Community Foundation, Nina Mason Pulliam Charitable Trust  
Amount: \$17,000,000 (\$1.7M annually)  
Activity: Out of School Time Programs and wrap around services for IEPZ families  
Date: 2015 - 2025  
Recipient: Indianapolis Public Schools and Neighborhood Partner Organizations

Type: Public and Charitable Grants  
Possible Sources: School Climate Transformation Grant  
Amount: \$1,200,000  
Activity: Professional development and training for teachers and school staff  
Date: 2015-2025  
Recipient: Indianapolis Public Schools

Type: Public and Charitable Grants  
Possible Sources: Department of Education Safe Schools/Healthy Students Grant  
Amount: \$8,000,000 (\$800,000 annually)  
Activity: Community initiative which will provide education in areas of school safety, character, and health including food, nutrition, and exercise.  
Date: 2015-2025  
Recipient: Indianapolis Public Schools

Type: Public and Charitable Grants  
Possible Sources: Project Prevent Grant  
Amount: \$6,500,000 (\$650,000 annually)  
Date: 2015-2025  
Recipient: Indianapolis Public Schools

***Committed Non-Financial Support:***

Source and Type: Code of Conduct Taskforce  
Activity: 20 Indianapolis Public School administrators, teachers, and staff will meet frequently to address and reduce rates of suspension and expulsion. Code of Conduct Revision Taskforce will conduct surveys at the student, staff, and parent level.

Date: Beginning April 2015  
Recipient: Indianapolis Public School students

Source and Type: United Way of Central Indiana  
Activity: ReadUp Programs including individual mentoring, ReadUp Corps, and ReadUP Readers.  
Date: 2014 and on-going  
Recipient: IEPZ elementary schools

Source and Type: United Way of Central Indiana  
Activity: Bridges to Success works in schools to ensure wrap-around services for families.  
Date: on-going  
Recipient: Indianapolis Public Schools and John H. Boner Community Center

Source and Type: Daystar  
Activity: Out of School Time Program in the IEPZ will provide 40 slots for school-aged children and participates in the Federal Child Care Voucher Program.  
Date: On-going  
Recipient: IEPZ Families

Source and Type: Westminster Neighborhood Services  
Activity: Out of School Time Programs for up to 50 children in grades K-12, participates in Federal Child Care Voucher Program, and provides a sliding scale fee.  
Date: On-going  
Recipient: IEPZ Families

Source and Type: Westminster Neighborhood Services  
Activity: Implementation and administration of Strengthening Families Program for families with children in grades Pre-K through 12 in partnership with IPS.  
Date: September 2016 and on-going  
Recipient: IEPZ Families

Source and Type: John H. Boner Community Center  
Activity: Out of School Time Programs provide 370 slots for children in grades K-12 and will provide half and full scholarships for low-income children.  
Date: on-going  
Recipient: IEPZ Families

Source and Type: East Tenth United Methodist Children & Youth Center  
Activity: Out of School Time Programs for 105 children in grades K-18, participates in Federal Child Care Voucher Program, and provides a sliding fee scale.  
Date: On-going  
Recipient: IEPZ Families

Source and Type: Shepherd Community Center  
Activity: Out of School Time Programs providing slots for 182 children in grades K-12, provides scholarships for low-income children.  
Date: on-going



Recipient: IEPZ Families

Source and Type: Horizon Christian Academy at Shepherd Academy  
Activity: K-5 elementary school providing education for 100 children.  
Date: On-going  
Recipient: IEPZ Families

Source and Type: Holy Cross Central School  
Activity: Private school providing education to 213 children in grades K-8, 96% of students attend through the provision of Indiana State Vouchers for Tuition.  
Date: On-going  
Recipient: IEPZ Families

Source and Type: Holy Cross Central School  
Activity: Out of School Time programs to provide 60 slots for youth grades K-8.  
Date: On-going  
Recipient: IEPZ Families

Source and Type: The Oaks Academy  
Activity: Pre-K to grade 8 Independent Schools Association of the Central States accredited public charter school providing 154 slots for children in grades K-5, The Oaks Academy has plans to open a consolidated Middle School by 2016.  
Date: On-going  
Recipient: IEPZ

***Non-Financial Support Needed:***

Type: Community volunteers  
Activity: Implement mentoring programs for IEPZ children including expansion of the ReadUp Program to include ReadUp Corps and ReadUp Readers.  
Date: 2015 and on-going  
Recipient: IEPZ Schools and Out of School Time providers

***Expected Outcomes and Measurement:***

- 15% increase in the pass rate on student achievement scores (ISTEP) for 4th graders and 8th graders by 2020;
- 30% increase in the pass rate on student achievement scores (ISTEP) for 4th and 8th graders by 2025;
- 10% increase in reading literacy of 3rd graders as measured by IREAD by 2020;
- 20% increase in reading literacy of 3rd graders as measured by IREAD by 2025;
- 25% increase in participation of students in Out of School Time Activities, including STEM enrichment programs, by 2020;
- 40% increase in participation of students in Out of School Time Activities, including STEM enrichment programs by 2025;
- 20% increase in parental participation in IEPZ schools by 2025;
- 25% decrease in annual student mobility in IEPZ schools 2025; and,
- 20% decrease in student suspension and expulsion rates by 2020.

### **Data Collection, Tracking, and Sharing:**

Indiana University Public Policy Institute will coordinate, track, evaluate and report on the following:

- Track ISTEP and IREAD scores for each of the IEPZ schools as provided by Indiana Department of Education;
- Track student mobility rates, suspension, and expulsions through IEPZ school data;
- Track Out of School Time participation rates annually through provider surveys, UWCI data collection, and community level indicators; and,
- Track paternal participations through IEPZ schools data and information from parent liaisons and school community coordinators.

### **Timeline/Milestones for Implementation:**

- Implementation of ReadUP Programs including ReadUP Corps and ReadUP Readers in all IEPZ schools by 2019;
- Implementation of the Housing Stability Program in IEPZ elementary schools by 2017;
- Implementation of Strengthening Families Program curriculum in the IEPZ schools by 2017;
- Implementation of Strengthening Families Programs in IEPZ public schools;
- Achieve a Paths to Quality rating Level 3 or 4 for students K-6 by 2019 for all participating providers;
- Develop comprehensive mentoring program by 2018;
- Employ positive-based and racially equitable discipline practices by 2016 and offer annual trainings for teachers and school staff; and,
- Develop tiered levels of academic and social supports for students by 2017.

### **Barriers:**

Currently, the Child Care Development Fund gross income limit is 171% of the Federal Poverty Guidelines. Since the Child Care Development Fund benefit limit is the single greatest barrier to self sufficiency for families, increasing the gross income limit to 250% of the Federal Poverty Guidelines will encourage employment, support economic mobility, and self-sufficiency.

### **PROMISE ZONE – LEARN INDY EAST SUBGOAL #3**

**Community Subgoal:** Implement a comprehensive strategy that increases student retention and graduation rates, as well as, the development of a post-secondary plan.

### **Activities and Interventions:**

- Enroll eligible middle school students in the 21st Century Scholar Program and provide the support needed to ensure students graduate as a 21st Century Scholar; [on-going]
- Provide College Readiness programs for students and their families including financial counseling, campus visits, and interest inventories to ensure success for young adults who choose to attend college; [On-going]
- Reduce missed days of school due to suspension and expulsion; [On-going]
- Closely monitor students' academic progress throughout their K-12 academic career including, Out of School Time Programs; [On-going]
- Expand enrollment in high quality certificate or career-based training, college, or other post-secondary education programs for IEPZ high school students; and, [On-going]

- Expand vocational training and apprenticeship opportunities for IEPZ high school students. [On-going]

***Rationale and Evidence:***

A Georgetown University Center on Education report (2010) found a college education can lead individuals to better and more sustainable economic opportunities. Low-income students often lack the guidance and support they need to prepare for college, apply to the best-fit schools, apply for financial aid, enroll and persist in their studies, and ultimately graduate. As a result, large gaps remain in educational achievement between students from low-income families and their high-income peers. The share of jobs that require postsecondary education has doubled over the last 40 years, as jobs require more skills. In 1970, roughly three-fourths of the middle class had a high school diploma or less; by 2007, this share had declined to just 39 percent.

Take out? “Help Wanted: Projections of Jobs and Education Requirements through 2018”,

***Implementing Partners:***

Indianapolis Public School will co-chair the Learn IndyEast committee. Arsenal Technical High School houses the Career and Technology Magnet and Success School.

Westminster Neighborhood Services will co-chair Learn IndyEast committee and provides Out of School Time Programs as well as a Junior Assistant Program for high school students.

East Tenth United Methodist Child & Youth Center is an Out of School Time provider and offers Leaders in Training for middle school students, as well as, Junior Counselors Program for high school students.

John H. Boner Community Center provides Out of School Time programming which includes job training and college readiness for high school students.

The Crossing is an alternative high school which currently has the capacity for 27 expelled or drop-out students ages 14-20 to re-enroll in the public school system and receive a diploma.

***Committed Financial Support:***

Total committed financial support for this sub-goal is \$13,000,000 and breaks down as follows:

Source of Funds: Carl D. Perkins Vocational and Technical Education Act Grant  
 Activity: Career Training Grant  
 Amount: \$9,000,000 (\$900,000/annually)  
 Start and End Date: 2015 - 2025  
 Recipient: Indianapolis Public Schools/Arsenal Technical High School Career and Technology Magnet

Source of Funds: Indiana Department of Education  
 Activity: Alternative Education Grant  
 Amount: \$4,000,000 (\$400,000/annually)  
 Start and End Date: 2015-2025  
 Recipient: Indianapolis Public Schools-Extended Day Program and Success School

***Needed Financial Support:***

Needed financial support throughout the 10 year period designation for this sub-goal is \$10,810,000 and breaks down as follows:

Type: Public and Charitable Grants  
Possible Sources: Clowes Fund, faith-based organizations, Social Innovation Fund, private sector  
Activity: Job training, skill building programs in partnership with local businesses to provide hands-on experience through shadow days, internships, and apprenticeships  
Amount: \$290,000 (\$29,000 annually)  
Date: 2015-2025  
Recipient: Westminster Neighborhood Services, John H. Boner Community Center

Type: Charitable Grants  
Possible Sources: Lilly Endowment, private sector, Marion County Council on Youth  
Activity: Employment opportunities for IEPZ high school students to work in Child Care Providers or Out of School Time Programs  
Amount: \$520,000 (\$52,000 annually)  
Date: 2015-2025  
Recipient: Westminster Neighborhood Services, John H. Boner Community Center, and East Tenth United Methodist Children & Youth Center

Type: Public and Charitable Grants  
Possible Sources: Substance Abuse and Mental Services Administration Strategic Prevention Framework for Success  
Activity: Focused education for IEPZ high school students regarding underage drinking and prescription drug abuse.  
Amount: \$10,000,000 (\$1,000,000 annually)  
Date: 2015-2025  
Recipient: Indianapolis Public Schools

***Committed Non-Financial Support:***

Source and Type: Indianapolis Public Schools, Arsenal Technical High School Career, and Technology Center (CTC)  
Activity: The Career Technology Center (CTC) currently has more than 600 students. A smaller number of lower classmen take exploratory classes at CTC to find their interests, however upper classmen are on track to earn dual credits in one of several pathways. These areas include: culinary, advanced robotics, architectural design, automotive, certified nursing assistant (CNA), cosmetology, fire and rescue, and graphic design. A dental program has been added to meet emerging local market needs. An internship is frequently included during a student's senior year. It is common for CNA programs to send it's seniors to mentored clinicals four days a week. Strong partners for CTC that provide internships and mentoring include:

- Amtrak
- Conference of minority transportation Officials
- The Indianapolis Fire Department

A 2012 national study through Harvard University stated, “by the year 2018, 59% of the jobs in the United states will require technical training as opposed to 37% that will require a four year college degree. Only 10% of future jobs will be available with no training at all.” CTC is prepared to meet that need.

Date: On-going  
Recipients: IEPZ high school students

Source and Type: Indianapolis Public Schools - Arsenal Technical High School Extended Day Program and Success School

Activity: Arsenal Technical High School has options for approximately 300 students, such as the Extended Day Program to help students get back on track to graduate by replacing credits and passing essential end-of-course exams. The Extended Day Program, along with Success School for Social Challenges, are paid for through the Indiana Department of Education Alternative Education Grant.

Date: On-going  
Recipients: IEPZ high school students

Source and Type: Westminster Neighborhood Services Junior Assistant Program

Activities: Provides opportunities to high school students who have participated in the Westminster Neighborhood Services’ Out of School Time Programs. Through this program, up to five students per year receive work experience and a stipend as Junior Program Assistants. These students receive aid to various items such as college visits, help reviewing college, scholarship and grant applications, and guidance as they choose a university to enroll. Students who choose on-going support will be provided program assistant positions in child care providers or Out of School Time Programs, as well as, support to ensure graduation.

Date: 2012 and on-going  
Recipient: IEPZ high school students

Source and Type: John H. Boner Community Center

Activity: Provides access to guest speakers, college visits, SAT and ACT prep, FAFSA and scholarship workshops, and career exploration tools to expand on weekly topics. In the summer, 15 IEPZ high school students will participate in a youth employment program where they are able to gain hands-on employment skills, as well as, continue to receive college/career readiness education.

Date: 2013 and on-going  
Recipient: IEPZ high school students and their families

Source and Type: The Crossing Education Center

Activity: An Indiana Department of Education high school that partners with public school systems to identify students who have dropped out, or have been expelled, but are still eligible for re-enrollment (ages 14-20). The Crossing Education Center uses APEX curriculum to guarantee adherence to academic standards and works with students on an individualized basis to ensure graduation. The Crossing Education Center partners with local businesses to apply applicable work experience for students to acquire high school credit

toward graduation. Students have the option of graduating with a diploma either from The Crossing Education Center or a partner school system.

Date: 2013 and on-going  
Recipient: IEPZ high school students ages 14-20

Source and Type: East Tenth United Methodist Children & Youth Center Junior Counselor Program  
Activity: Provides placement for five high school students to serve in the Out of School Time Program. Junior Counselors receive job experience and exposure to “real world” job expectations.  
Date: On-going  
Recipient: IEPZ high school students

***Non-Financial Support Needed:***

Source and Type: Mentors for high school students  
Activity: Long-term commitment to mentor high school students as they complete their schooling, explore college and career options, and apply for programs, scholarships, grants, etc.  
Date: 2015 and on-going  
Recipient: IEPZ high school students

Source and Type: Apprenticeship and Internship opportunities  
Activities: Local trade organizations and businesses are needed to partner with community organizations to ensure apprentice and internship programs for IEPZ high school students.  
Date: 2015 and on-going  
Recipient: IEPZ high school students

***Expected Outcomes and Measurement:***

- 15% increase in high school graduation rates for youth living in the IEPZ by 2025;
- 50% increase participation in the 21st Century Scholars Program for children in the IEPZ by 2025;
- 15% increase in the number of high school students from the IEPZ who enter postsecondary vocational, technical, or certification programs following graduation by 2025;
- 15% increase in the number of students from the IEPZ who enroll in a college or university programs by 2025; and
- 60% increase in the number of dual credit (high school and college) classes offered at Arsenal Technical High school by 2025.

***Data Collection, Tracking, and Sharing***

Indiana University Public Policy Institute will coordinate, track, evaluate, and report on the following:

- Track graduation rates for each high school within the IEPZ;
- Track number of students who receive high school equivalency;
- Track number of students entering the 21st Century Scholars Program;
- Track graduation rates of students who participated in the 21st Century Scholars Program;
- Track number of students entering postsecondary vocational, technical, or certificate training programs;
- Track the number of students who enroll in college or university programs; and,
- Track number of dual credit courses offer by Arsenal Technical High School.

### ***Timeline/Milestones for Implementation:***

- Design and offer a mentoring program for high school students to help guide them to graduation by 2020;
- Intervene with 150 at-risk students and their families each year, to avoid excessive absenteeism, housing stability, and other educational problems by beginning 2015;
- Double the number enrolled in high quality certificate programs by 2020;
- Expand dual credit classing offers to additional partner universities by 2019; and,
- Create a student tutoring program that can also be offered to families of students in the IEPZ by 2019.

### ***Barriers:***

Deferred Action for Childhood Arrivals (DACA), a federal policy directive announced on June 15, 2012, has created new opportunities for approximately 1.9 million undocumented youth who came to the U.S. before the age of 16, have lived in the U.S. continuously for at least five years, and have graduated from high school or obtained a GED. Qualifying immigrant youth can request a temporary two-year reprieve from deportation and apply for a work permit. DACA also provides beneficiaries a Social Security Number, temporary lawful presence, and a more tangible future in the U.S. It does not, however, provide access to federal or state-based financial aid. Even with DACA, undocumented students are still greatly in need of financial assistance for higher education.