



ECONOMIC INCLUSION AGENDA *for the* **FAR EASTSIDE**

LLSC
INDIANAPOLIS

A community-informed work plan for equitable and inclusive economic, workforce, and business development on the Far Eastside of Indianapolis.

ACKNOWLEDGMENTS

This Economic Inclusion Agenda would not have been possible without the incredible collaboration of Far Eastside residents, stakeholders, and organizations that generously offered their time and knowledge to it's development. Their contribution ensured that, first and foremost, this plan is a reflection of the Far Eastside community.

Economic Inclusion Advisory Committee

City of Indianapolis	IndyGo
Community Hospital East	CareSource
The Ross Foundation	Goodwill of Central Indiana
CICF	Finish Line
LISC	Ivy Tech
CAFE	Resident Connectors
Phalen Academy	Jump IN for Healthy Kids
Mt. Carmel Church	Tom Crouch
United Ways of Central Indiana	Excel Center
Far East Community Council	Councilor La Keisha Jackson
Indianapolis Urban League	Pathway Resource Center
EmployIndy	Carriage House East
La Plaza	Indy Chamber – Develop Indy
Haitian Association of Indiana	UNEC/ANU

Resident Connectors

Catherlyne Clermont
 Jennifer “Jenn” Brooks
 Jessica Cervantes
 Bryan “Mr. Far Eastside” Sanders
 Donna Jackson
 Jealinsa Jean Lake
 Monica Pena
 Elisa Pride
 Pastor Amos Baptiste
 Fatimah Mabilijengo
 Darlene Watts
 Chalanta Shockley

Interviewees

Miriam Acevedo Davis (La Plaza)
 Mike Howe (CAFE)
 Tom Crouch (CAFE)
 Ryan Brady (CICF/Glick)
 Marie Mackintosh (Employ Indy)
 Erik Davenport (Re-Engagement Center)

The following organizations provided accommodations and refreshments for stakeholder and community engagement:

Community Alliance of the Far Eastside
 Plaza Urbana
 Finish Line

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DEFINING 'INCLUSIVE'

Through community conversations, residents, business-owners, and other stakeholders were asked what an inclusive economic development approach would mean to them. Stakeholders agreed that an inclusive Economic Inclusion Agenda would uplift all existing residents of the Far Eastside.

Introduction: Inclusive Economic Development

Traditional approaches to economic development and growth have historically left communities behind by not prioritizing the needs of existing residents and businesses. An inclusive approach to economic development promotes equitable access to opportunities and economic mobility for all residents and businesses.

What is an Economic Inclusion Agenda?

An Economic Inclusion Agenda is a work plan that prioritizes and guides coordinated investment and programmatic activity by aligning workforce and economic development efforts with the culturally-rooted capacities and programs of community-based organizations. It is developed collaboratively by both city-wide economic and workforce development organizations and community-based organizations to ensure that partners are working together towards common, community-informed goals.

- ➔ **Informed by an advisory group comprised of stakeholders and built on the priorities of local businesses and nearby residents.**
- ➔ **Based on a clear understanding of regional/neighborhood employment and entrepreneurship patterns and opportunities, as well as how place-based investments can be coordinated to best respond to those opportunities.**
- ➔ **An outline of specific opportunities for greater inclusion around small businesses, workforce development, and physical improvements, and a list of measurable objectives.**
- ➔ **Determines responsible groups for each agenda item, timelines for implementation, resources available/needed and how progress will be measured.**
- ➔ **Leverages the financial resources, technical expertise, relationship-building, and cultural competence of the stakeholder organizations.**
- ➔ **Draws on the respective strengths of the economic, workforce and community development ecosystems to achieve shared goals around equitable economic development and economic mobility in a community.**

Objectives

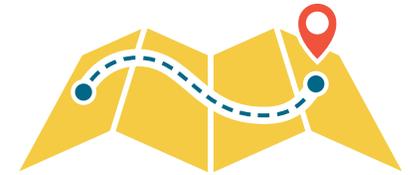
Three key objectives were identified to ensure that ongoing work is aligned with the goals and values of the Far Eastside community. These objectives were informed by dialogue with residents, businesses, and community-based organizations.

Provide a roadmap for inclusive economic development that uplifts existing residents and businesses. The Economic Inclusion Agenda should reflect the community’s definition of ‘inclusive’ by prioritizing the upward mobility of residents and uplifting businesses that already call the Far Eastside home.

Outline a process for implementation that ensures ongoing economic development efforts are aligned with community values. This Economic Inclusion should continue to be revised and iterated upon throughout implementation, with ongoing community conversations informing how success is measured and how economic development strategies adapt over time to meet the ever-evolving needs of Far Eastside residents and businesses.

Develop a framework for outside partners that ensures collaboration with and accountability to the Far Eastside community. While numerous outside partners will be involved throughout implementation of this Economic Inclusion Agenda, it is critical that transparency and accountability to Far Eastside residents, businesses, and community-based organizations is constantly maintained. All economic development activity should occur in consultation and collaboration with the Far Eastside community.

Provide a roadmap for inclusive economic development that uplifts existing residents and businesses.



Outline a process for implementation that ensures ongoing economic development efforts are aligned with community values.



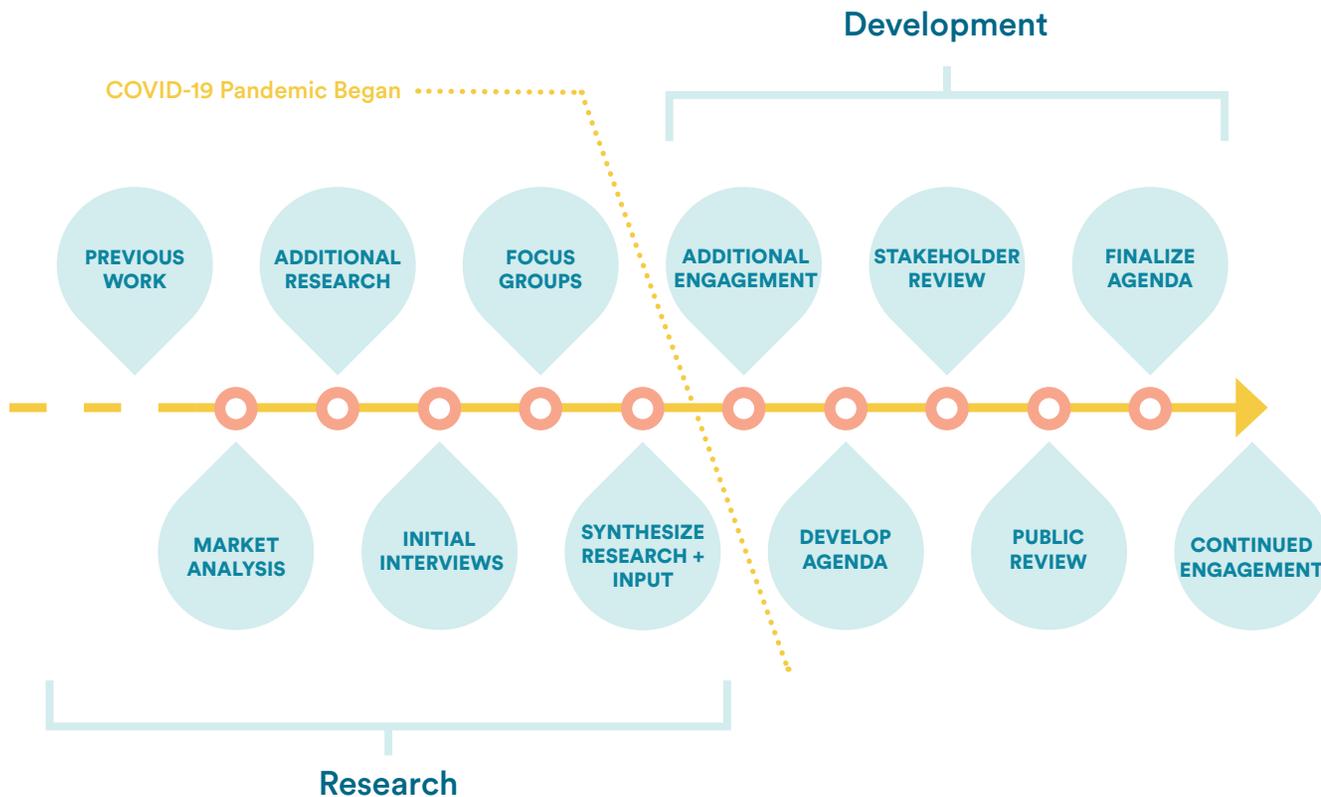
Develop a framework for outside partners that ensures collaboration with and accountability to the Far Eastside community.



The Planning Process

This Economic Inclusion Agenda was developed through a collaborative effort that involved the participation of residents, business owners, organizations doing work on the Far Eastside, and other key stakeholders. This process began in late 2019 and concluded in November of 2020.

The strategies outlined in this document were formed through a synthesis of input from these stakeholders and robust quantitative analysis. This process does not end with the publishing of this document, and partners should continue to reassess and iterate on the recommendations it contains. In doing so, this work plan for economic inclusion on the Far Eastside will serve as a living, active tool for meaningful implementation that continues to reflect the goals, values, and needs of the community.



Mid-way through the planning process, COVID-19 drastically changed protocols for how to safely engage with residents and other stakeholders. Despite this challenge, connections were made through virtual meetings, by leveraging the social networks of Far Eastside residents who have partnered on this effort, and by reaching out to existing groups and organizations.

In advance of the pandemic, four focus group meetings and several small-group interviews were able to be conducted in-person.

Advisory Committee

At the start of this planning process, an advisory committee of potential implementation partners including citywide economic development organizations as well as community-based organizations was assembled to provide input. The advisory committee has since evolved to include other partners and residents. It is envisioned that this committee will continue to evolve and will stay engaged throughout implementation of the Economic Inclusion Agenda.

The Economic Inclusion Agenda Advisory Committee helped to inform the planning process, tested engagement activities, reviewed research and analysis, and provided input and feedback on multiple iterations of economic development strategies. Additionally, as current events presented challenges to the Far Eastside, the committee provided valuable insight through conversations around racial justice and the challenges presented by the COVID-19 pandemic.

Through these conversations the Advisory Committee was able to leverage their working knowledge of the Far Eastside and City of Indianapolis, helping to make connections to partners, programs, resources, and initiatives that are well-aligned with the goals and objectives of the Economic Inclusion Agenda.

Committee Representation as of October, 2020:

City of Indianapolis	IndyGo
Community Hospital East	CareSource
The Ross Foundation	Goodwill of Central Indiana
CICF	Finish Line
LISC	Ivy Tech
CAFE	Resident Connectors
Phalen Academy	Jump IN for Healthy Kids
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EmployIndy	Carriage House East
La Plaza	Indy Chamber – Develop Indy
Haitian Association of Indiana	UNEC/ANU

Overview of 2020 Advisory Committee Meetings:

January - Introduction to Economic Inclusion Agenda

February - Review of Mass Economics quantitative research and analysis, tested engagement activities for Focus Group Workshops

March - Discussion centered around how COVID-19 was initially affecting member organizations, reviewed insights from Focus Group Workshops, reviewed synthesized quantitative + qualitative research

April - Presentation and discussion of initial draft of potential work plan items

June - Discussion centered around racial justice facilitated by Michael Twyman

July - Updates on Resident Consultants process

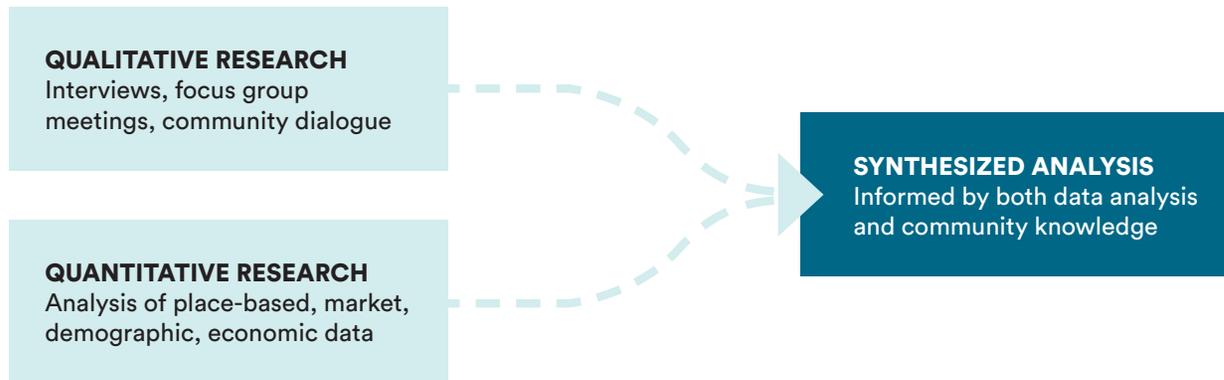
August - Virtual engagement activity to solicit feedback on potential strategies

September - Break-out discussions of potential implementation partners for work plan strategies

Quantitative Analysis

To provide insight into existing conditions, market research firm **Mass Economics** conducted a thorough analysis of workforce, industry, socio-economic, and demographics data. This analysis was supplemented by place-based analysis, including bicycle and pedestrian crashes, crime reports, and food desert data. Some of the findings of this research can be found in the ‘Background’ section of this document.

While quantitative analysis can provide valuable insights on the opportunities and challenges faced by Far Eastside residents and businesses, it is important to recognize that it does not provide a complete picture. To ensure that economic development strategies are founded on a holistic understanding of the community, this quantitative analysis was synthesized with qualitative research and input gained through interviews, focus groups, and community outreach to hear first-hand from residents and business owners.



An Opportunity for Inclusive Economic Development

While conversations with community leaders, capacity of local organizations, and alignment of citywide partners were all significant factors for focusing this work on the Far Eastside, quantitative data analysis also played a major role. Data analysis showed that the Far Eastside has growing industry sectors and a high concentration of good, accessible jobs, but also high rates of unemployment and poverty. Ultimately, the data demonstrated both a need and opportunity for inclusive economic development to support upward mobility for Far Eastside residents.

Interviews + Focus Groups

Several interviews and focus group discussions were held with residents, businesses, and organizations already on the ground doing work to uplift the Far Eastside.

Over 100 residents, business representatives, and other stakeholders participated in several interviews and four focus groups workshops centered around Physical Infrastructure and Property, Education and Workforce Development, Residents, and Business. Discussion was primarily focused around the opportunities and challenges facing Far Eastside residents, businesses, and organizations. Participants were also asked to map place-based assets and challenges. A complete documentation of responses can be found in Appendix B.

Community priorities related to people, place, and business are outlined below. In addition to these insights, participants also shared feedback on the process, citing a need for more investment in resident leadership and concerns about planning fatigue within the community. In response, Resident Connectors were added to the project team and an action-oriented approach was designed to jump-start implementation and ensure that this Economic Inclusion Agenda serves as an active tool to allow the community to benefit from and prepare for economic development, rather than a shelf document.

While many of these community priorities are not directly related to the scope of the Economic Inclusion Agenda, they all provide valuable insight into the needs of the community. This plan won't be able to address all of these needs on it's own, and more planning work related to quality of life issues is both needed and desired by the community.

What we heard

COMMUNITY PRIORITIES

PEOPLE

- Better awareness and connections to resources and support services
- Mentorship and training opportunities
- Access to healthy food
- Safe, affordable childcare for both first and second shift

PLACE

- Places to gather for youth and adults
- Neighborhood amenities
- Reuse of opportunity sites
- Transit Improvements
- Basic Infrastructure including sidewalks and internet access
- Community policing

BUSINESS

- Long-term incentives
- Increased community investment by businesses
- Legal resources for small businesses
- Greater collaboration between employers
- Improved training for both employers and employees

Resident Connectors

To ensure that Far Eastside residents are active participants in both the planning and implementation of the Economic Inclusion Agenda, 12 ‘Resident Connectors’ joined the project team to increase the reach of community input and jump-start implementation of key strategies.

12 Resident Connectors were brought in to serve as liaisons between the institutions leading the project and the community. The team executed a two week recruitment process to include an online application available in Spanish and Haitian Creole that was shared on social media, CAFE’s website and shared with community organizations to share with their networks. Once the applications were closed, a selection committee comprised of advisory program partners, committee members and community leaders interviewed applicants. After the applicants were interviewed, the 10 Resident Connectors went through a thorough training to prepare them for inclusive community engagement. The group is made up of Far Eastside residents from all walks of life and ranging from 18 to over 50 years old. The group also speaks 4 languages. It was important that all demographics were represented within the group.

Due to the community’s history with planning projects that yield little to no results, it was imperative that this plan provide early outcomes to serve the needs of the community. The Resident Connectors were tasked with initiating work in several key areas:

Resources

Create a community resource guide where residents can find assistance with daily quality of life concerns, special needs, trainings and entrepreneurship.

Work to identify immediate needs during the pandemic including food pantries, rental assistance, utility assistance, and employment opportunities.

Job Placement/Workforce Development

Identify employment opportunities in the area, specifically positions paying over \$18 dollars an hour. As well as trainings and workforce development opportunities and share them with the community. Partner with a local organization to host an employment fair.

Employer Roundtable

Create a standing employer roundtable & meeting schedule to create synergy between employers and employees on the far eastside.

Resident Connectors are required to attend bimonthly meetings with the planning team. They are also invited to attend monthly Advisory Committee meetings and any additional planning events on the Far Eastside. The Resident Connectors also assisted with organizing and facilitating community conversations with underrepresented populations.

Outreach to Special Populations

Understanding that there are a plethora of ethnic groups and other populations that have historically been underrepresented in planning processes residing on the Far Eastside, it was important that the project reach directly out to those groups to ensure the plan met their specific needs.

Several community conversations were held with the following groups: faith-based leaders, Haitian community members, apartment residents, and young adults. Additionally, a survey was conducted with members of the Hispanic/Latinx community with the help of La Plaza.

What we heard

Latinx Community Members

Respondents shared that English as a Second Language classes, job and business training, and community support services, including legal services, would help them overcome challenges and meet their personal goals of starting small businesses, home ownership, and higher education for their children.

Young Adults

Participants expressed a desire for career opportunities that reflect their interests, including opportunities for entrepreneurship, financial security, and upward mobility. Participants also shared concerns about lack of safety within their community.

Haitian Community Members

Participants communicated an interest in entrepreneurship opportunities, a desire for quality of life improvements on the Far Eastside, and a need for Creole-translated resources and services. Many members of the Far Eastside Haitian community are highly educated but with degrees that are not recognized in the U.S., which limits their opportunities.

Apartment Residents

Apartment residents and other Far Eastside residents communicated that the attraction of a major grocery store was a significant priority for community leaders. A need for training opportunities for basic technology skills as well as trainings that specifically focus on re-entry and English as a Second Language classes was also shared.

Faith Based Leaders

A major priority that emerged from the focus group with faith-based leaders was support and resources for grassroots leadership from within the community. Participants also shared a need for quality of life improvements, including support for the providers of affordable childcare.

GEOGRAPHIES FOR DATA COLLECTION

Two geographies, described below and outlined on the page to the right, were selected for data collection to ensure consistency between various data sets. While boundaries needed to be drawn for quantitative analysis, the strategies outlined in this document should not be limited to these geographies.

IMPACT AREA

The impact area, bounded by Arlington Avenue, 38th Street, Mitthoefer Road, and 30th Street, is used for socio-economic and demographics research.

ECONOMIC INCLUSION DISTRICT

The Economic Inclusion District, which contains a concentration of commercial and industrial businesses on the Far Eastside, is bounded by Keystone Avenue, 42nd Street, the county line, and I-70/16th Street. This geography is used for fine-grained placed-based analysis.

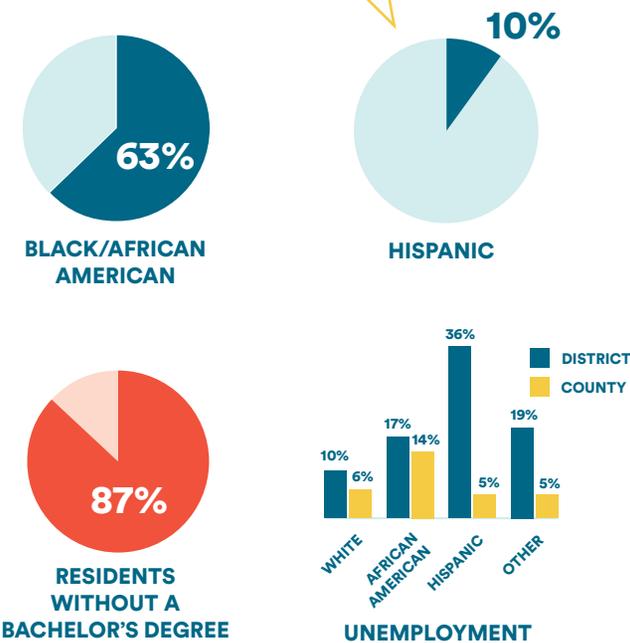
Background

The Far Eastside is a vibrant, diverse community with a broad coalition of engaged residents, organizations, and businesses. Growing industries present the opportunity for economic mobility, but these opportunities don't always reach the existing residents of the Far Eastside.

Community Snapshot

The Far Eastside faces higher unemployment, higher rates of poverty, and lower average household income than Marion County as a whole, and Black and Latinx residents are systemically affected by these challenges compared to white residents.

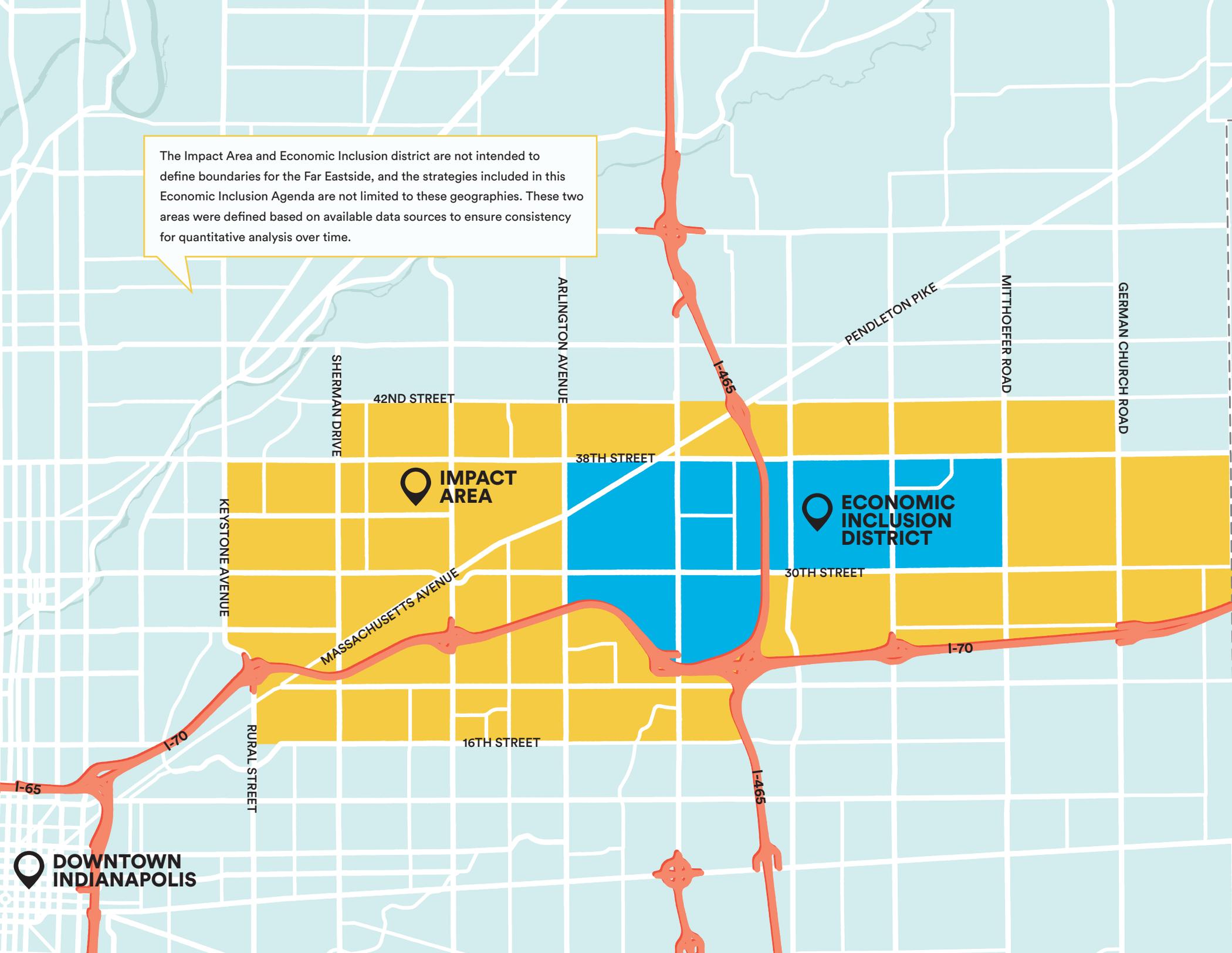
The number of Hispanic residents on the Far Eastside is likely under-counted by the U.S. Census. Actual population numbers may be higher.



COUNTY COMPARISONS

- 13% UNEMPLOYMENT**
COMPARED TO 7% COUNTY-WIDE
- 25% OF HOUSEHOLDS LIVING BELOW THE POVERTY LINE**
COMPARED TO 20% COUNTY-WIDE
- \$39K AVERAGE HOUSEHOLD INCOME**
COMPARED TO \$63K COUNTY-WIDE

The Impact Area and Economic Inclusion district are not intended to define boundaries for the Far Eastside, and the strategies included in this Economic Inclusion Agenda are not limited to these geographies. These two areas were defined based on available data sources to ensure consistency for quantitative analysis over time.



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Strengths

The Far Eastside has a strong existing networks of residents, institutions, and community-oriented organizations and businesses.

This potential coalition of partners coupled with the area's wealth of growing, quality jobs and future transit investment that will improve access to opportunity means that the Far Eastside is well-positioned for inclusive economic growth. Leveraging the potential for partnership between residents, organizations, and businesses can

help to connect existing and future jobs to Far Eastside residents. Making these connections is critical to ensuring that economic prosperity is a reality not just for Far Eastside businesses, but also for the community in which they are located.

STRENGTH: ACTIVE RESIDENTS, PARTNERS, + INSTITUTIONS

➤ **Far Eastside residents are civically engaged and have a strong, forward-looking community spirit.**

With residents connected through numerous formal and informal community organizations and a high concentration of civically engaged churches and institutions, there is a strong community actively working to uplift the Far Eastside.



> There are key local employers who are active advocates for the Far Eastside community.

Several of the largest Far Eastside employers have demonstrated a commitment to giving back to the community in which they are located. Employers such as Finish Line, Goodwill, and Community Hospital East offer or are planning programs and initiatives to support Far Eastside residents.

- **Finish Line** donated \$1.25M to create a new, 22K SF Boys & Girls Club for the Far Eastside.
- **Goodwill** is organizing a 2.5-day anti-discrimination and sensitivity training conference for employers
- **Community Hospital East** offers apprenticeships, training, and tuition reimbursement opportunities for entry level employees

> A diverse range of cultural assets and organizations provide services and grass-roots programs to local residents.

Community organizations across the Far Eastside offer a wide range of programs and services to residents, including food access, job readiness, and connections to resources.



Source: EIA Advisory Committee, Focus group interviews

STRENGTH: GROWING, QUALITY JOBS

- > The district's substantial job base and the strong regional economy are both growing faster than jobs nationwide.

Overall, job growth both on the Far Eastside and in Marion County as a whole is strong. This job growth could translate to greater opportunity for Far Eastside residents.

6000

total labor force in the district

18,000

private sector jobs in the district

10%

growth in employment in the district from 2009 to 2019

0.7%

annual job growth in the district

0.9%

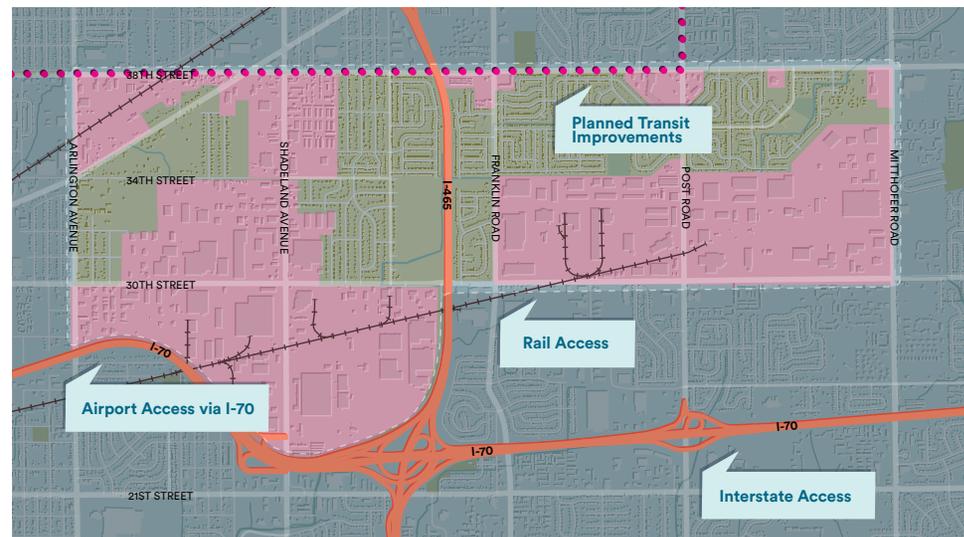
annual job growth in Marion County

both greater than the 0.5% annual job growth nationwide

Source: Emsi, Mass Economics, Labor Force = population between 18 and 60

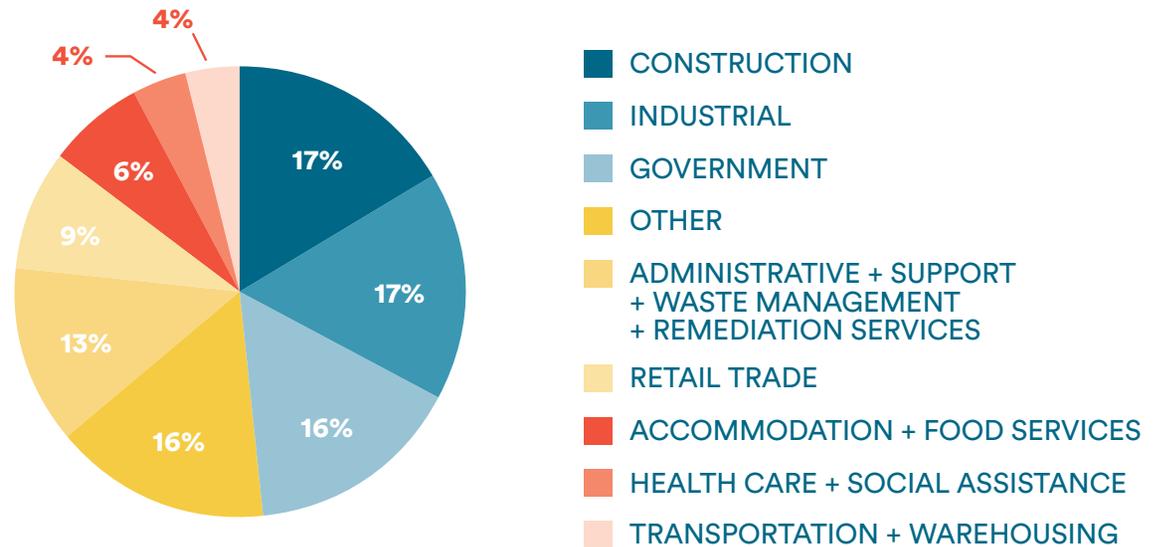
- > The Far Eastside's competitive location is an attractive quality for employers.

With convenient access to the interstate, rail, and a future Bus Rapid Transit line, Far Eastside businesses are well-connected to their workforce and well-positioned to move goods and material across the county, region, and country.



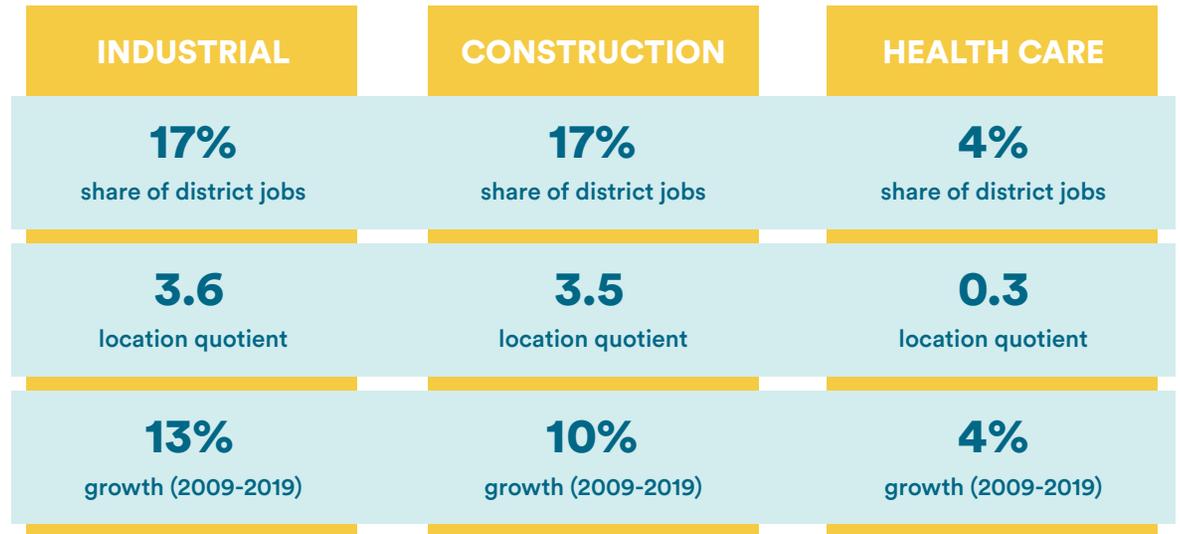
> **Local jobs in the district include a wide mix of different industries.**

A wide range of industries on the Far Eastside means that there is a range of options for people looking for employment. This diversity of industries also means that the Far Eastside is more resilient, because if one industry sees uncertainty or decline, there is still a strong base of other industries.



> **Key sectors in the employment base are near-term opportunities for resident employment.**

While job growth overall is strong, key industries within the Far Eastside employment base present an opportunity to align job readiness and access with sectors that have especially strong growth and a large share of Far Eastside opportunities.



Source: Emsi, Mass Economics

Note: Location Quotient = concentration of the industry compared to the national average

➤ **Key sectors in the employment base generally have a high degree of accessibility.**

Industrial, construction, and health care industries present opportunities for those entering the workforce, as they are highly accessible, with a large share of jobs not requiring a bachelor's degree or previous work experience. Additionally, many employment opportunities within these sectors provide on-the-job training.

INDUSTRIAL	CONSTRUCTION	HEALTH CARE
66% jobs do not require a bachelor's degree	79% jobs do not require a bachelor's degree	25% jobs do not require a bachelor's degree
83% jobs do not require previous work experience	86% jobs do not require previous work experience	85% jobs do not require previous work experience
66% jobs provide some form of on-the-job training	78% jobs provide some form of on-the-job training	25% jobs provide some form of on-the-job training

Source: Emsi

➤ **Key sectors in the employment base offer good jobs that pay relatively high wages, even at entry level.**

These sectors also provide both relatively high entry-level wages, and a clear path to upward mobility with significant wage growth between 0 and 5 years of experience.

INDUSTRIAL	CONSTRUCTION	HEALTH CARE
\$31/hr \$62k/yr average wage (all jobs)	\$32/hr \$64k/yr average wage (all jobs)	\$34/hr \$68k/yr average wage (all jobs)
\$18/hr \$36k/yr average wage (entry level jobs)	\$22/hr \$44k/yr average wage (entry level jobs)	\$15/hr \$30k/yr average wage (entry level jobs)
81% wage growth over time (entry level to >5 yrs experience)	90% wage growth over time (entry level to >5 yrs experience)	62% wage growth over time (entry level to >5 yrs experience)

Source: Emsi; Note: Quality jobs is defined by Mass Economics as jobs that pay > \$40K/yr; Entry level jobs is defined as occupations that require less than a bachelors degree and no work experience; Wage growth over time is defined as the percent increase in average wages for jobs at different stages of a career life cycle - no work experience to greater than 5 years experience

STRENGTH: GROWING CONNECTIVITY

> **An expanding public transit system is poised to strengthen access and connectivity between the Far Eastside and key employment centers.**

The Purple Line Bus Rapid Transit improvements, along with other improvements to local routes, will make transit access faster and more reliable for Far Eastside residents, increasing access to opportunity. These improvements will make transit options more dependable for residents who rely on it to get to work and school, seek healthcare, access healthy food, visit friends and family, and make other trips. With 17% of households lacking access to a vehicle, safe, comfortable, and reliable transit options is critical to meeting the basic needs of Far Eastside families. The Purple Line is expected to be completed in 2023.



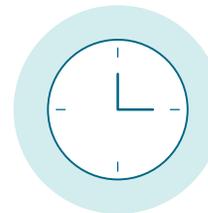
**HIGHER
FREQUENCIES**



**PURPLE LINE
BUS RAPID TRANSIT**



**EVERY ROUTE,
EVERY DAY**



**LONGER
HOURS**



**EASIER
TRANSFERS**

Source: IndyConnect

Challenges

Many of the challenges residents and businesses face on the Far Eastside stem from a disconnect between existing residents and the opportunities available within the community.

While the Far Eastside has a high concentration of quality jobs that are accessible without a college education, these jobs aren't connected with some Far Eastside residents. Many employers hire from outside of the neighborhood, while some Far Eastside residents struggle with unemployment or must leave their neighborhood to find work.

These challenges are exacerbated by external barriers and lack of safe, adequate infrastructure, further limiting access to opportunity and upward mobility.

CHALLENGE: DISCONNECT WITH OPPORTUNITY

> Residents are unable to access the jobs that exist.

Although over 80% of jobs on the Far Eastside don't require a bachelor's degree or previous experience and over three quarters of jobs provide on-the-job training, the vast majority of those opportunities are not connecting to Far Eastside residents. Almost all of those employed on the Far Eastside commute from outside of the community, and most Far Eastside residents have to leave their neighborhood to find work.

82% of all district jobs do not require a bachelor's degree

86% of all district jobs do not require previous work experience

76% of all district jobs provide on-the-job training

93% of employed residents commute outside the neighborhood for work

99% of people employed in the neighborhood commute from outside of the Far Eastside

Source: Mass Economics, Esri, LEHD on the map

➤ **A range of workplace and training factors reportedly limit residents' access to otherwise attainable quality local jobs.**

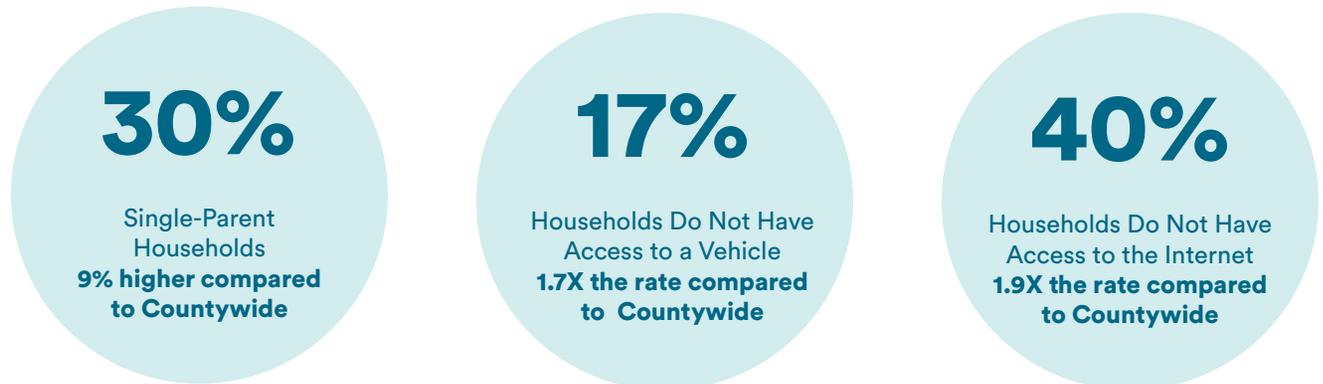
During focus group meetings, residents, community-based organizations, and employers shared anecdotes about discriminatory hiring practices and barriers to employment such as lack of access to transportation and affordable childcare, which may at least partly explain the disconnect between Far Eastside residents and available employment.



Source: March 2020 Focus Groups

➤ **Far Eastside residents also face external barriers to sustained participation in the workforce.**

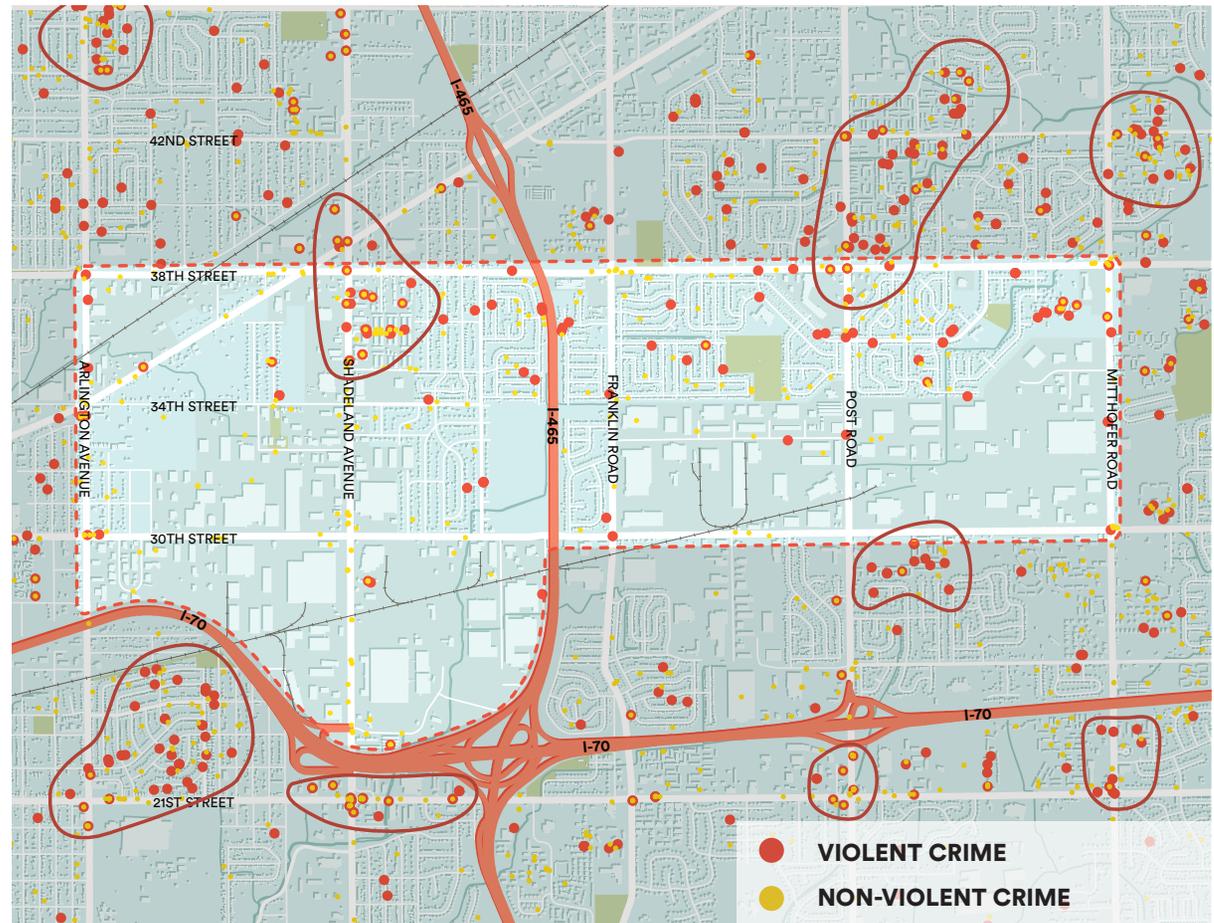
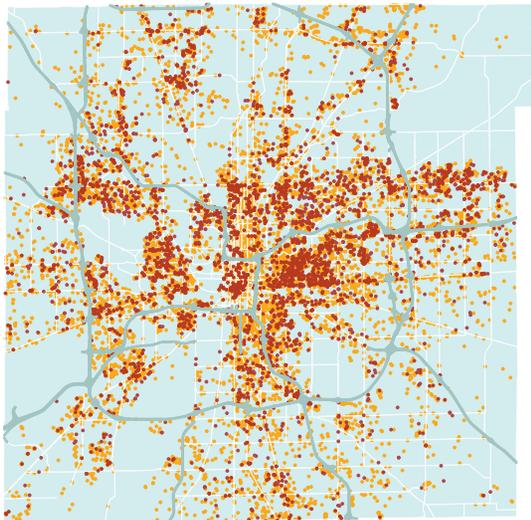
Factors such as being a single parent and not having access to the internet can be significant barriers to upward mobility. The challenges they present are even more significant during COVID-19, when many children may be learning from home and the internet is a lifeline for many households to working, searching for employment, schooling, and connecting to resources.



Source: Mass Economics

➤ **Far Eastside residents also face external barriers to sustained participation in the workforce.**

High crime on the Far Eastside is not just perception compared to the county overall, and reported crime is generally associated with residential communities. Commercial and industrial areas have relatively less reported crime, but many employers still cited crime as a barrier for businesses.

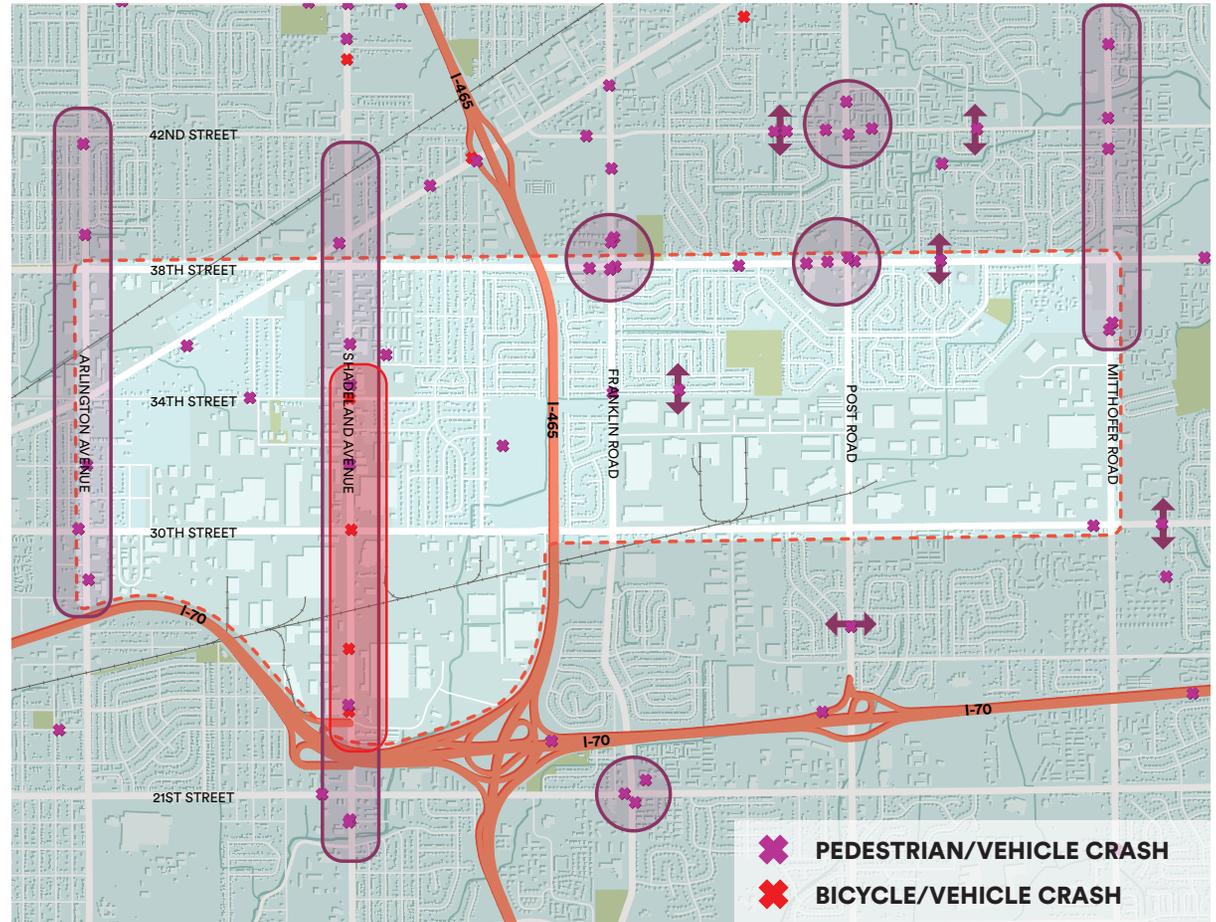
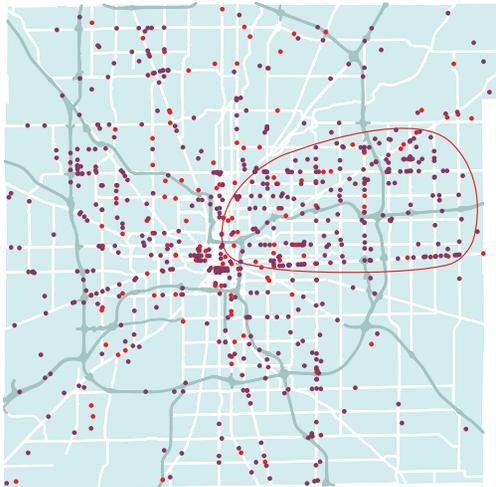


Source: IMPD Unified Crime Report, 2019

CHALLENGE: INSUFFICIENT INFRASTRUCTURE

➤ A lack of sufficient neighborhood infrastructure exacerbates these challenges.

The Far Eastside has a high concentration of pedestrian crashes compared to the county overall, with Arlington Avenue, Shadeland Avenue, and Mithoeffer Road being particularly dangerous. Several intersections also pose significant risk, likely due to unsafe crosswalks, overly wide streets, and high traffic speeds.



Source: Indianapolis MPO, Marion County Health Department, 2019

Overarching Goals

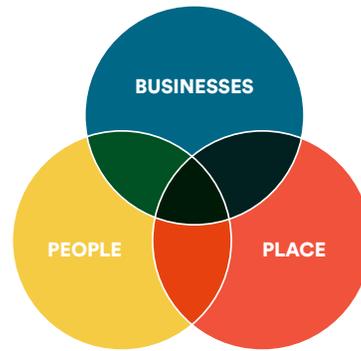
The fifteen strategies defined in this document are organized around economic and workforce development that centers people, place, and businesses, with a special focus on where these three areas intersect.

Complementing these Strategies with Additional Planning

The strategies in this Economic Inclusion Agenda focus on workforce and economic development, but throughout the planning process, residents and community-based organizations of the Far Eastside expressed the need for quality of life improvements such as access to healthy food and engagement opportunities for youth. While these strategies don't address all of those needs, the Economic Inclusion Agenda can be complemented and even strengthened by future quality of life planning.

Strategies

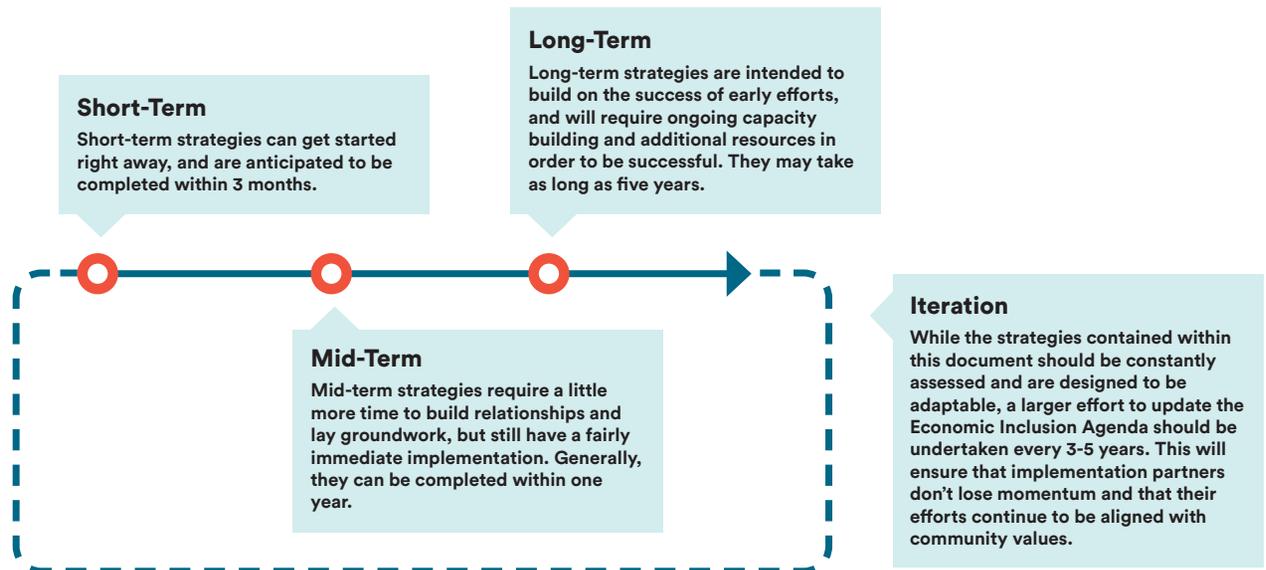
Sixteen strategies have been identified as opportunities to advance inclusive economic development on the Far Eastside of Indianapolis. These strategies are designed to uplift existing residents and businesses, align the economic development efforts with community values and interests, and ensure collaboration with and accountability to the Far Eastside community.



PEOPLE: Build pathways to quality jobs and financial security.

PLACE: Transform under-invested commercial and industrial districts.

BUSINESS: Foster local environments where diverse businesses thrive.



Implementation

The Economic Inclusion Agenda for the Far Eastside should be treated as a living document. The strategies it contains are designed to align partners while remaining flexible and adaptable, and should be adjusted as implementation progresses.

This document contains short-, mid-, and long-term strategies to be implemented over the next 6 months, 1 year, and 2-5 years, respectively. These strategies should be continuously assessed and revised throughout implementation as new partners and resources are identified, relationships are built, and outcomes are observed.

Accountability

Ongoing accountability to the Far Eastside community is critical to ensuring that implementation of economic development strategies continue to be aligned with the values of existing residents and businesses.

Residents, businesses, and other key stakeholders should be convened biannually so that implementation partners can report back on progress and get feedback on next steps. Inclusivity is built in to the metrics of success that have been defined for each strategy to ensure transparency in reporting. These metrics of success may continue to be refined to align with the Inclusive

Periodically, as long-term strategies approach the finish line, a larger effort to update the Economic Inclusion Agenda should be undertaken. In doing so, partners can ensure that future work continues to build on the successes of past efforts, and that missteps are course-corrected as necessary. These updates will also ensure that ongoing economic development activity on the Far Eastside remains aligned with and accountable to existing residents and businesses.

Indicators being developed by the Indy Chamber as part of the Brookings Inclusive Indicators Learning Lab, in which Indianapolis is currently participating. The community should play an integral role in measuring the success of ongoing implementation and determining whether past efforts should be built upon or course-corrected.

This document will be continuously updated as progress is made. Robust and inclusive community engagement should be incorporated into every update, to ensure that its recommendations continue to be aligned with community values, and that it is reflecting the most current needs of Far Eastside residents and businesses.

Strategies Overview

The table below outlines the potential strategies identified for the Far Eastside as well as their associated timelines and implementation partners. Additional partners may be identified as further planning around each strategy advances.

Goal	Strategy	Timeline			Potential Lead Organization(s)
		Short	Mid	Long	
PEOPLE	Develop a comprehensive community resource guide	■			CAFE, Far Eastside Community Council
PEOPLE	Support the growth of a workforce development provider collaborative association	■			CAFE
PEOPLE	Develop a high quality community job posting board		■		Workforce Development Provider Collaborative
PEOPLE	Develop a coordinated schedule of recurring community job fairs		■		Workforce Development Provider Collaborative
PEOPLE	Develop a robust support system for Latinx and Haitian residents, employees, and businesses.		■		CAFE
PEOPLE	Conduct a needs assessment in collaboration with employers, and develop additional education & certification programs to address gaps			■	Workforce Development Provider Collaborative
PLACE	Enhance community-led crime prevention programs	■			Ross Foundation, Pathway Resource Center
PLACE	Increase access to capital options for residents and small businesses by increasing participation of financial institutions in the neighborhood and developing new ones		■		Mt. Carmel

Goal	Strategy	Timeline			Potential Lead Organization(s)
		Short	Mid	Long	
PLACE	Support resident-led advocacy for community interests in future neighborhood planning and land use decisions		■		Far Eastside Community Council
PLACE	Install bus shelters along local routes connecting to purple line		■		IndyGo
PLACE	Increase access to wifi and internet for Far Eastside residents and small businesses		■		TBD
PLACE	Conduct a needs assessment in collaboration with property owners and develop programs to restore vacant and disinvested properties to productive uses			■	Ross Foundation
BUSINESS	Support the convening and growth of a formalized Far Eastside business association with community accountability	■			Far Eastside Business Alliance
BUSINESS	Launch a Far Eastside grant program and workshop series to support the near term recovery of local small businesses and entrepreneurs	■			LISC
BUSINESS	Create dedicated programs for low-cost support services to fuel the growth of local small businesses and entrepreneurs		■		LISC, La Plaza
BUSINESS	Leverage the City's strategy of using place-based criteria for prioritizing city incentives to encourage business attraction and retention			■	City of Indianapolis DMD, Develop Indy

Strategy: Develop a comprehensive community resource guide.

While the Far Eastside is home to numerous programs and services, there is no central place for residents to learn about them. This strategy would seek to develop a set of resource guides that could increase community awareness of programs available for specific needs and better connect these resources to those they are trying to serve. Targeted resource guides may initially be developed for three categories: 1) social services & programs 2) workforce training, certification programs & job placement programs and 3) business support services & entrepreneur resources. These guides should be available in both a digital and physical format.

POTENTIAL METRICS OF SUCCESS

- # of resources/programs highlighted
- # of physical guides distributed
- # of monthly website visitors
- # of residents referencing the guide as a referral tool

POTENTIAL PARTNERS

- CAFE
- FAR EASTSIDE COMMUNITY COUNCIL
- LISC
- RESIDENT CONNECTORS (RESOURCES)
- RESIDENT CONNECTORS (WORKFORCE DEVELOPMENT)
- PATHWAY RESOURCE CENTER

NEXT STEPS

- 1 Identify existing resources and draft guides
- 2 Identify a platform for hosting the resource guides
- 3 Outline a strategy for targeted distribution of physical resource guides
- 4 Assign accountability for continuous monitoring and updating of the resource guides

PEOPLE

SHORT TERM

0-6 Months

Strategy: Support the growth of a workforce development provider collaborative association.

Building off the work spearheaded by the Collective Impact Council Employer Engagement Task Force, this strategy would seek to create a formal association that brings together the various workforce providers serving the neighborhood. The goal of this association would be to facilitate better information sharing and collaboration between organizations pursuing the same goals and create a platform of accountability for future investment in workforce resources in the neighborhoods.

POTENTIAL METRICS OF SUCCESS

- # of providers recruited
- # of workforce provider - workforce provider partnerships formed
- # of workforce provider - employer partnerships formed
- # of initiatives launched by the association

POTENTIAL PARTNERS

- CAFE
- LISC
- RESIDENT CONNECTORS (RESOURCES)
- RESIDENT CONNECTORS (WORKFORCE DEVELOPMENT)
- GOODWILL INDUSTRIES
- SUCCESS CENTER
- LA PLAZA
- EMPLOY INDY
- NEXT LEVEL JOBS
- COLLECTIVE IMPACT COUNCIL EMPLOYER TASK FORCE
- ASCEND INDIANA
- PHALEN ACADEMIES
- JOHN MARSHALL COLLABORATIVE
- WALKER CAREER CENTER
- PATHWAY RESOURCE CENTER

NEXT STEPS

- 1 Identify appropriate member organizations for the association
- 2 Conduct outreach and secure buy in from member organizations
- 3 Build consensus around the key mission and objectives of the association
- 4 Clarify commitments of member organizations

Strategy: Develop a high quality community job posting board.

One of the initiatives of the newly formed workforce development provider association will be to focus on expanding residents’ connections to quality jobs in high growth industries. As a first step in this direction, this strategy will seek to create a comprehensive job board for highlighting employment opportunities in the neighborhood that will serve as a one-stop shop local resource for potential employees and employers alike. This job board will particularly focus on quality jobs paying a living wage (>\$18/hour); jobs in high growth industries such as industrial, construction, and healthcare; and employment opportunities for youth.

POTENTIAL METRICS OF SUCCESS

- # of jobs posted (total, >\$18/hour, with benefits, for youth)
- % mix of jobs posted in different industries (high growth sectors)
- # of jobs filled (total, >\$18/hour, with benefits, for youth)
- % mix of jobs filled in different industries (high growth sectors)
- # of jobs retained (6 months, 1 year, 2 years)
- % mix of jobs retained in different industries (high growth sectors)

POTENTIAL PARTNERS

WORKFORCE DEVELOPMENT PROVIDER COLLABORATIVE

- LISC
- RESIDENT CONNECTORS (RESOURCES)
- RESIDENT CONNECTORS (WORKFORCE DEVELOPMENT)
- LOCAL COMMUNITY CENTERS + CHURCHES
- URBAN LEAGUE
- EMPLOY INDY
- CAFE
- LA PLAZA
- SUCCESS CENTER
- ROSS FOUNDATION
- JOHN MARSHALL OPPORTUNITY HUB
- GLICK
- FINISH LINE BOYS + GIRLS CLUB
- PATHWAY RESOURCE CENTER

NEXT STEPS

- 1 Identify a platform for hosting the job board
- 2 Outline a plan for sourcing potential opportunities
- 3 Assign accountability for continuous monitoring and updating of the job board

Strategy: Develop a coordinated schedule of recurring community job fairs.

In addition to creating a community job board, this strategy will also seek to expand resident access to local jobs by developing a coordinated schedule of recurring job fairs targeted at local residents. This will streamline the efforts of the multiple providers currently hosting various events and facilitate better matching between residents seeking employment and opportunities that exist. Similar to the community job board, this coordinated schedule of job fairs would focus on quality jobs that promote quality of life and upward mobility for local residents.

POTENTIAL METRICS OF SUCCESS

- # of employers participating
- # of fairs scheduled
- # of residents participating (total, Black, Latinx, youth)
- # of jobs filled (total, >\$18/hour, with benefits)
- % mix of jobs filled in different industries (high growth sectors)
- # of jobs retained (6 months, 1 year, 2 years)
- % mix of jobs retained in different industries (high growth sectors)

POTENTIAL PARTNERS

CAFE

LISC

RESIDENT CONNECTORS (RESOURCES)

RESIDENT CONNECTORS (WORKFORCE DEVELOPMENT)

GOODWILL INDUSTRIES

SUCCESS CENTER

LA PLAZA

EMPLOY INDY

URBAN LEAGUES

COLLECTIVE IMPACT COUNCIL EMPLOYER TASK FORCE

NEXT STEPS

- 1 Build consensus around the key mission and objectives of the association
- 2 Facilitate a discussion among providers around planned upcoming events
- 3 Identify opportunities for streamlining efforts through combining/consolidating events
- 4 Identify shared priorities for future events and outline comprehensive plan

PEOPLE

Strategy: Develop a robust support system for Latinx and Haitian residents, employees, and businesses.

Latinx and Haitian residents face unique barriers to participation in the workforce on the Far Eastside. This strategy focuses on connecting Latinx and Haitian residents to resources and opportunities, and, building on work already being undertaken by the Indiana Haitian Association on the Far Eastside, developing a robust framework to ensure longevity for this network of support. In addition to connecting residents with resources, this strategy seeks to address equitable access to upward mobility, recognizing that many immigrants face barriers translating their experience and education to opportunities in the US. A program specifically focused on engaging businesses to recognize the value of this potential workforce will help connect residents with jobs that match their skills and interests.

POTENTIAL PARTNERS

CAFE

LISC

LA PLAZA

INDIANA HAITIAN ASSOCIATION

MID TERM

4-12 Months

POTENTIAL METRICS OF SUCCESS

of ESL class graduates

of Haitian residents connected to support programs and opportunities

of immigrant residents connected to employment opportunities that reflect their skills and education

of businesses participating in immigrant skills transfer program

NEXT STEPS

- 1 Identify and provide opportunities for evening and online ESL classes
- 2 Identify funding to support a full-time staff person at CAFE that speaks French/Creole
- 3 Develop a support program for the Haitian community modeled after La Plaza
- 4 Create opportunities for employees to convert experience and education from countries outside of the US into transferable skills and experience for job opportunities on the Far Eastside

Strategy: Conduct a needs assessment in collaboration with employers, and develop additional education & certification programs to address gaps.

While the short-term and mid-term initiatives focus on better connecting local residents with the quality employment opportunities that already exist, in the long-term this strategy seeks to remedy any fundamental gaps that exist in the available education and certification program landscape. This will start with a needs assessment that will rely on input from local employers and a thorough understanding of the skills they require from the current and future workforce. The programs identified as part of this process may include training resources for potential employees but also employers, potential focus areas such as 1) digital literacy 2) general job readiness 3) equitable employer practices 4) re-entry programs, and more.

POTENTIAL METRICS OF SUCCESS

- # of training programs offered
- # of residents (total, Black, Haitian, Latinx, youth, re-entry) receiving employment, career, skills, counseling
- # residents (total, Black, Haitian, Latinx, youth, re-entry) receiving high-growth industry specific training
- # of residents (total, Black, Haitian, Latinx, youth, re-entry) receiving new credentials
- # of employment rate increase in the neighborhood (total, Black, Haitian, Latinx, youth, re-entry)

POTENTIAL PARTNERS

WORKFORCE DEVELOPMENT PROVIDER COLLABORATIVE

LOCAL EMPLOYERS

JUMP IN FOR HEALTHY KIDS

CITY OF INDIANAPOLIS

EMPLOY INDY

NEXT STEPS

- 1 Identify an objective third-party partner to conduct a needs assessment
- 2 Inventory the existing education and certification programs available
- 3 Analyze the skills requirements and changing needs of a future workforce
- 4 Identify where programs are absent or need to be scaled

Strategy: Enhance community-led crime prevention programs.

To improve the overall safety and perception of safety in the neighborhood for both residents and employers, this strategy seeks to provide support to community-led grassroots organizations working to make the Far Eastside a safer place to live and work. Reducing crime and improving safety in the neighborhood will help improve resident access to employment and increase employer attraction and retention in the neighborhood. Leadership should include a diverse constituency to ensure that implementation of this initiative does not result in profiling.

POTENTIAL METRICS OF SUCCESS

- # of nonviolent crime rate
- # of violent crime rate
- % decrease in crime rate
- Resident perception of safety (total, Black, Latinx)
- Employer perception of safety

POTENTIAL PARTNERS

ROSS FOUNDATION

PATHWAY RESOURCE CENTER

NEXT STEPS

- 1 Assess the neighborhood's crime prevention needs
- 2 Refine strategies to prevent crime based on identified needs, and associated responsibilities
- 3 Evaluate the funding required to address those needs

Strategy: Increase access to capital options for residents and small businesses by increasing participation of financial institutions in the neighborhood and developing new ones including the Mt. Carmel credit union.

The Far Eastside is currently a “banking desert”, which restricts resident and business access to the financial resources and capital essential to building wealth. To improve access to these critical necessities, this strategy seeks to support Mt. Carmel with their plans to establish the neighborhoods first credit union. This would expand financial resources for the local community and provide an accessible platform for building community wealth. This strategy would also seek to facilitate additional partnerships between existing banks and CDFIs with community capital needs.

POTENTIAL PARTNERS

MT CARMEL

LISC

CDFI'S

BANKS

POTENTIAL METRICS OF SUCCESS

of credit union members (total, Black, Latinx)

of bank accounts opened (total, Black, Latinx)

\$ community wealth invested (total, Black, Latinx)

NEXT STEPS

- 1 Assess Mt. Carmel's credit union plans and short-term and long-term needs
- 2 Identify where and what form of support is required
- 3 Develop plan for sustaining the credit union and access to capital in the neighborhood

Strategy: Support resident-led advocacy for community interests in future neighborhood planning and land use decisions.

This strategy seeks to formalize their organization and establish an official neighborhood association that can spearhead future lobbying efforts for community interests and benefits within neighborhood planning initiatives. In the short-term, these lobbying efforts might focus on securing an official Community Benefits Agreement for key development sites like the Oak Tree site and the John Marshall High School site; benefits explored may include the provision of community serving uses such as a grocery store, affordable nonprofit office space, public recreation space, local hiring or more. In the long-term, these lobbying efforts might focus on overall land use and transportation needs that require local government or citywide agency intervention to improve the safety and comfort of pedestrians.

POTENTIAL METRICS OF SUCCESS

CBAs formally secured

of community-serving uses developed

% new SF built that is community-serving uses

of land use improvement implemented

of transportation improvements implemented (miles of sidewalks installed, streets paved, etc)

POTENTIAL PARTNERS

FAR EASTSIDE COMMUNITY COUNCIL

DMD/PEOPLE'S PLANNING ACADEMY

JUMP IN FOR HEALTHY KIDS

COUNCILOR LA KEISHA JACKSON

NEXT STEPS

- 1 Assess the FECC's mission, objectives, and internal capacities
- 2 Identify additional capacities required and/or partner organizations
- 3 Outline clear plan for short-term and long-term priorities
- 4 Initiate lobbying of key development sites

Strategy: Install bus shelters along local routes connecting to purple line.

Although the expansion of the purple line will increase transit access in the Far Eastside, the bus connections to the purple line are still substandard. This strategy seeks to expand shelters along the routes that connect key employment hubs to this new investment. This will improve the experience of public transit riders and facilitate smoother last mile connections to their workplaces.

POTENTIAL METRICS OF SUCCESS

- # of bus shelters installed
- # of daily bus riders (total, Black, Latinx)
- # of pedestrian crashes

POTENTIAL PARTNERS

INDY GO

LOCAL EMPLOYERS

NEXT STEPS

- 1 Identify key locations for bus shelter improvements
- 2 Organize employers to partner on improvements
- 3 Monitor and track implementation of improvements

Strategy: Increase access to wifi and internet for Far Eastside residents and small businesses and support internet literacy.

40% of households in the Far Eastside do not have access to the internet which is 1.9X the citywide rate. This strategy seeks to expand access to this critical infrastructure for both residents and business by installing free and accessible wifi hotspots at strategic locations in the community. Access to the internet will improve residents' ability to seek and find employment opportunities, critical resources, and other programs that can help support quality of life and upward mobility.

POTENTIAL PARTNERS

LISC

CICF

PHILANTHROPIC PARTNERS

INDIANAPOLIS E-LEARNING FUND

MIND TRUST

POTENTIAL METRICS OF SUCCESS

of hotspots installed

of daily users (total, Black, Latinx, people living on low-income)

% of increase in daily users over time

of households with now connected to the internet (total, Black, Latinx, people living on low-income)

NEXT STEPS

- 1 Provide free basic technology skills training to residents
- 2 Support a publicly accessible resource center with free access to the internet and computers after 6pm and on weekends.
- 3 Identify key locations for potential wifi hotspots
- 4 Identify appropriate infrastructure for creating hotspots
- 5 Secure permission from relevant property owners for installations
- 6 Assign accountability for ongoing maintenance of internet hotspots

Strategy: Conduct a needs assessment in collaboration with property owners and develop programs to restore vacant and disinvested properties to productive uses.

The Far Eastside includes a high concentration of both vacant and significantly deteriorated properties along its key industrial and commercial corridors. This strategy seeks to conduct a thorough needs assessment in collaboration with local property owners to identify the key barriers to development and redevelopment in the neighborhood. This may identify potential gaps in resources such as lack of capital for brownfield remediation funds, land acquisition/ pre-development funds, facade improvements, or more. The needs assessment will yield an understanding of the critical gaps where new or expanded programs could help restore properties to productive uses. Improving the physical environment of the district will support the retention and attraction of small businesses and major employers ensuring employment opportunities remain in the Far Eastside and residents have access to services and amenities.

POTENTIAL PARTNERS

ROSS FOUNDATION

LISC

JUMP IN FOR HEALTHY KIDS

CITY OF INDIANAPOLIS

INDIANAPOLIS CITY-COUNTY COUNCIL

POTENTIAL METRICS OF SUCCESS

of gaps identified

of property owners participating in programs

\$ leveraged / invested

of vacant properties redeveloped

of disinvested properties redeveloped

NEXT STEPS

- 1 Identify an objective third-party partner to conduct a needs assessment
- 2 Inventory the existing resources and programs available to support property redevelopment
- 3 Analyze property owner requirements and changing needs
- 4 Identify where programs are absent or need to be scaled

Strategy: Support the convening and growth of a formalized Far Eastside business association with community accountability.

Building off the work spearheaded by the Far Eastside Business Alliance, this strategy seeks to formalize the activities of the group into a business association that includes accountability to the community. The goals of this association would be to facilitate better information sharing and collaboration between employers in the neighborhood, create a platform of accountability for future collaboration on efforts to improve resident access to local jobs, connect employers to other business services and programs related to growth, promote common advocacy around infrastructure and other needs, and expand the local pipeline for quality employment opportunities.

POTENTIAL PARTNERS

FAR EASTSIDE BUSINESS ALLIANCE

LISC **RESIDENT CONNECTORS (EMPLOYER)**

FINISH LINE BOYS + GIRLS CLUB

PATHWAY RESOURCE CENTER

CITY OF INDIANAPOLIS **INDY CHAMBER**

POTENTIAL METRICS OF SUCCESS

of businesses recruited

of business - community partnerships formed

Resident perception of community accountability

NEXT STEPS

- 1 Identify appropriate businesses to include in the association
- 2 Conduct outreach and secure buy in from businesses
- 3 Build consensus on the key mission, objectives, and priority initiatives of the association
- 4 Clarify commitments of businesses

Strategy: Launch a Far Eastside grant program and workshop series to support the near term recovery of local small businesses and entrepreneurs.

To support small businesses and entrepreneurs in the neighborhood — particularly in the wake of COVID-19 — this strategy seeks to launch a grant program in the short term focused on channeling additional resources to those most in need. The potential eligible uses for this grant program include 1) COVID recovery grants for operating funds or 2) COVID recovery grants for physical adaptations or other capital improvements.

POTENTIAL METRICS OF SUCCESS

- # of grant funds distributed
- # of small businesses served (total, Black, Latinx)
- # of entrepreneurs served (total, Black, Latinx)

POTENTIAL PARTNERS

LISC

INDY CHAMBER

ROSS FOUNDATION

LA PLAZA

INDY BLACK CHAMBER

NEXT STEPS

- 1 Identify funds available for grant program
- 2 Outline eligible applicants and uses of funds
- 3 Develop and launch comprehensive marketing plan for the grant program
- 4 Review applicants, select recipients, and distribute grants

Strategy: Create dedicated programs for low-cost support services to fuel the growth of local small businesses and entrepreneurs.

Small businesses and entrepreneurs in the neighborhood would benefit from business support services to create and grow their businesses. This strategy seeks to expand access to affordable resources and programs that address these needs, including legal support, marketing and customer acquisition strategies, technical and digital support, and more. Creating a hub for ongoing provision of these critical resources will help support local job creation and wealth building in the neighborhood.

POTENTIAL METRICS OF SUCCESS

of small businesses served (total, Black, Latinx)

of entrepreneurs served (total, Black, Latinx)

POTENTIAL PARTNERS

LISC

LA PLAZA

CAFE

INDY BLACK CHAMBER

INDY CHAMBER BOI

SBA

SCORE

INDIANAPOLIS PUBLIC LIBRARY

EDNA MARTIN CHRISTIAN CENTER

NEXT STEPS

1

Identify business support resources required

2

Identify potential providers of resources

3

Outlined plan for connecting providers with small businesses and entrepreneurs in needs

Strategy: Leverage the City's strategy of using place-based criteria for prioritizing city incentives to encourage business attraction and retention in areas with the highest potential for positive impacts.

To better align the City's existing inclusive growth framework with community needs, this strategy seeks to better understand established criteria that direct city incentives to locations, like the Far Eastside, that would most benefit from the investment. This would help encourage additional employment growth in the neighborhood and expand the diversity of employment opportunities available to local residents.

POTENTIAL METRICS OF SUCCESS

- # of business retained and attracted (high growth sectors)
- # of jobs created (total, >\$18/hour, with benefits)
- # of jobs filled with local residents (total, Black, Latinx, youth)

POTENTIAL PARTNERS

CITY OF INDIANAPOLIS DMD

DEVELOP INDY

BUSINESS ALLIANCE/ASSOCIATION

NEXT STEPS

- 1 Identify citywide incentive programs and their relevant policy rules
- 2 Identify aspects of these programs that can be leveraged to help direct investment to the Far Eastside
- 3 Monitor and track implementation of incentive deals

Metrics Summary

PEOPLE

Build pathways to quality jobs and financial security.

ECONOMIC DEVELOPMENT
 PLACE-BASED COMMUNITY DEVELOPMENT
 EDUCATION + TRAINING
 SOCIAL CAPITAL + SUPPORT

	STRATEGY	POTENTIAL METRICS OF SUCCESS				
PEOPLE	Develop a comprehensive community resource guide	# of resources/programs highlighted # physical guides distributed # monthly website visitors # residents referencing the guide as a referral tool			✓	✓
	Support the growth of a workforce development provider collaborative association	# providers recruited # workforce provider - workforce provider partnerships formed # workforce provider - employer partnerships formed # of initiatives launched by the association			✓	
	Develop a high quality community job posting board	# jobs posted (total, >\$18/hour, with benefits, for youth) % mix of jobs posted in different industries (high growth sectors) # jobs filled (total, >\$18/hour, with benefits, for youth) % mix of jobs filled in different industries (high growth sectors) # jobs retained (6 months, 1 year, 2 years) % mix of jobs retained in different industries (high growth sectors)			✓	✓
	Develop a coordinated schedule of recurring community job fairs	# employers participating # fairs scheduled # residents participating (total, Black, Latinx, youth) # jobs filled (total, >\$18/hour, with benefits) % mix of jobs filled in different industries (high growth sectors) # jobs retained (6 months, 1 year, 2 years) % mix of jobs retained in different industries (high growth sectors)			✓	✓
	Develop a robust support system for Latinx and Haitian residents, employees, and businesses.	# of ESL class graduates # of Haitian residents connected to support programs and opportunities # of immigrant residents connected to employment opportunities that reflect their skills and education # of businesses participating in immigrant skills transfer program			✓	✓
	Conduct a needs assessment in collaboration with employers, and develop additional education & certification programs to address gaps	# of training programs offered # residents (total, Black, Haitian, Latinx, youth) receiving employment, career, skills, counseling # residents (total, Black, Haitian, Latinx, youth) receiving high-growth industry specific training # residents (total, Black, Haitian, Latinx, youth) receiving new credentials % employment rate increase in the neighborhood (total, Black, Haitian, Latinx, youth)			✓	

Metrics Summary

PLACE

Transform under-invested commercial and industrial districts.

ECONOMIC DEVELOPMENT
 PLACE-BASED COMMUNITY DEVELOPMENT
 EDUCATION + TRAINING
 SOCIAL CAPITAL + SUPPORT

PLACE	STRATEGY	POTENTIAL METRICS OF SUCCESS				
	Enhance community-led crime prevention programs	# of nonviolent crime rate # of violent crime rate % decrease in crime rate Resident perception of safety (total, Black, Latinx) Employer perception of safety		✓		✓
	Increase access to capital options for residents and small businesses by increasing participation of financial institutions in the neighborhood and developing new ones	# of credit union members (total, Black, Latinx) # of bank accounts opened (total, Black, Latinx) \$ community wealth invested (total, Black, Latinx)	✓			✓
	Support resident-led advocacy for community interests in future neighborhood planning and land use decisions	# CBAs formally secured # community-serving uses developed % new SF built that is community-serving uses # local hiring jobs created (total, Black, Latinx) # land use improvement implemented # of transit improvements implemented (miles of sidewalks installed, streets paved, etc)	✓	✓		
	Install bus shelters along local routes connecting to purple line	# of bus shelters installed # of daily bus riders (total, Black, Latinx) # of pedestrian accidents		✓		
	Increase access to wifi and internet for Far Eastside residents and small businesses	# of hotspots installed # of daily users (total, Black, Latinx, People on low-income) % increase in daily users over time # of households with now connected to the internet (total, Black, Latinx, People on low-income)	✓	✓		✓
	Conduct a needs assessment in collaboration with property owners and develop programs to restore vacant and disinvested properties to productive uses	# gaps identified # property owners participating in programs \$ leveraged / invested # vacant properties redeveloped # disinvested properties redeveloped	✓	✓		

Metrics Summary

BUSINESS

Foster local environments where diverse businesses thrive.

ECONOMIC DEVELOPMENT
 PLACE-BASED COMMUNITY DEVELOPMENT
 EDUCATION + TRAINING
 SOCIAL CAPITAL + SUPPORT

STRATEGY

POTENTIAL METRICS OF SUCCESS

BUSINESS	STRATEGY	POTENTIAL METRICS OF SUCCESS	ECONOMIC DEVELOPMENT	PLACE-BASED COMMUNITY DEVELOPMENT	EDUCATION + TRAINING	SOCIAL CAPITAL + SUPPORT	
	Support the convening and growth of a formalized Far Eastside business association with community accountability	# businesses recruited # business - community partnerships formed Resident perception of community accountability		✓			
	Launch a Far Eastside grant program and workshop series to support the near term recovery of local small businesses and entrepreneurs	# grant funds distributed # small businesses served (total, Black, Latinx) # entrepreneurs served (total, Black, Latinx)	✓				
	Create dedicated programs for low-cost support services to fuel the growth of local small businesses and entrepreneurs	# small businesses served (total, Black, Latinx) # entrepreneurs served (total, Black, Latinx)	✓		✓		
	Leverage the City's strategy of using place-based criteria for prioritizing city incentives to encourage business attraction and retention in areas with the highest potential for positive impacts.	# business retained and attracted (high growth sectors) # jobs created (total, >\$18/hour, with benefits) # jobs filled with local residents (total, Black, Latinx, youth)	✓				

The Connection Between Quality of Life and Economic Development

It is critical to recognize that many Far Eastside families will continue to face barriers to upward mobility until quality of life issues within the community have been addressed. It is because of this reason that quality of life and economic development on the Far Eastside are intrinsically connected.

Through conversations with the community, several opportunities emerged to support quality of life improvements on the Far Eastside that can help residents attain upward mobility, ultimately furthering progress towards the economic and workforce development goals outlined in this document. Further planning specifically focused around these opportunities is recommended, ideally as part of a Quality of Life planning process, to identify potential partners and resources.

People

- Advocate for the elimination of the benefit cliff which results in the loss of partial or full work supports such as childcare or healthcare when there is a small increase in income.
- Increase awareness and support pathways to careers outside of the neighborhood.
- Create a homeownership program that helps residents qualify to be homeowners with subsidies from business owners for employees working and living on Far Eastside.

Place

- Work with Develop Indy to create accountability for businesses to hire local employees in order to receive economic development incentives.

Business

- Create opportunities for employers to be incentivized for training and hiring re-entry population at living wage.

Looking Ahead to 2021 and Beyond

Throughout this planning process, it became clear that a core strength of the Far Eastside lies in its coalition of engaged stakeholders. As LISC and other partner organization look ahead towards continued planning work and implementation of the strategies outlined in the Economic Inclusion Agenda, it is imperative that they continue to work to align with the values of the Far Eastside community and remain engaged in upcoming projects on the horizon, including the reuse of the former Oaktree Apartments and the implementation of the Purple Line BRT.

Appendix A: Engagement Documentation

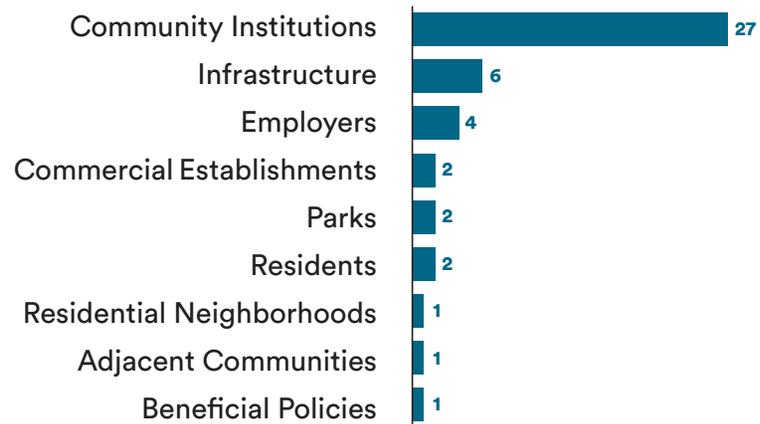
In addition to community conversations, attendees of some meetings were asked to participate in hands-on engagement activities. The summary of participant's responses can be found on the following pages.

Asset Mapping

In this exercise, participants were asked to identify place-based opportunities and challenges on a map of the project area. This activity was facilitated twice – once on February 26th with the Far Eastside Economic Inclusion Agenda Advisory Committee and once on March 5th and 6th during a series of focus group meetings attended by residents, community-serving organizations, and business representatives.

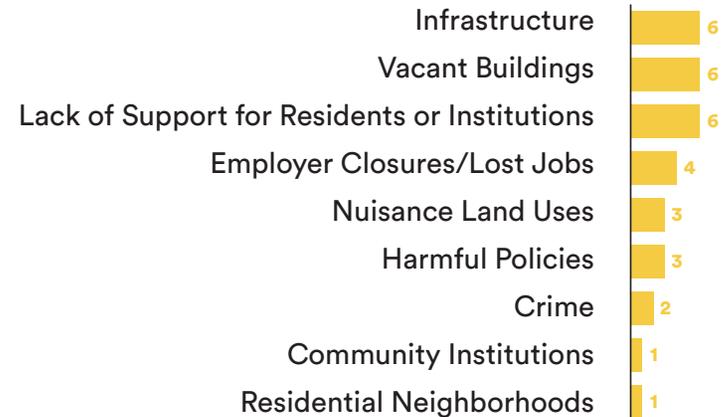
Assets

In total, 46 assets were recorded by participants. While a range of asset type was recorded, the vast majority were related to community institutions. Overall, assets fell into the following categories:



Challenges

Participants documented 32 challenges, which were evenly distributed across the following categories:



Asset Mapping *Continued*

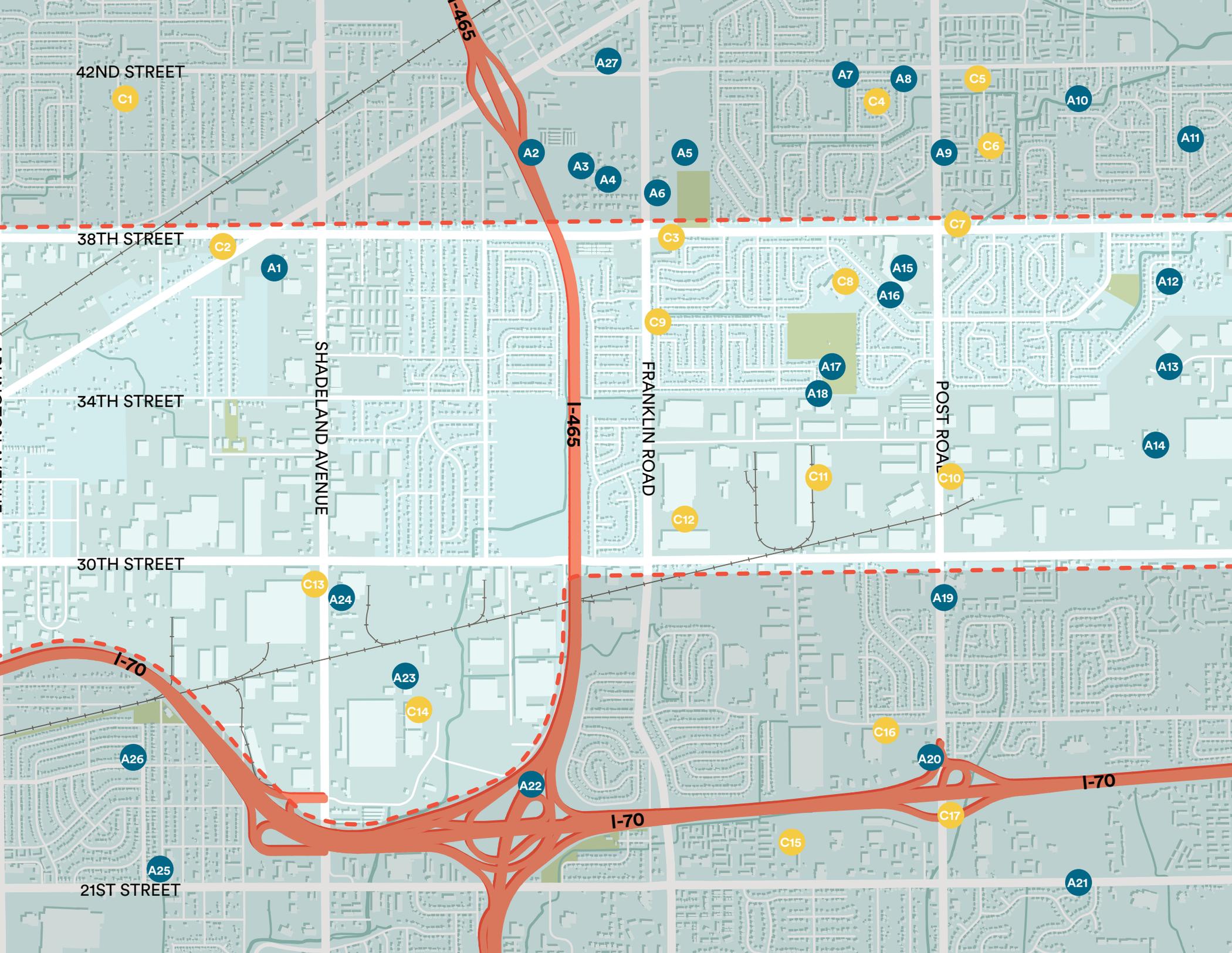
2/26/20 Advisory Committee Meeting

Assets

- A1. Purple Line Down 38th Street
- A2. Interstate
- A3. New Menards
- A4. Circle City Prep
- A5. Goodwill
- A6. Mount Paran Church
- A7. Reset Center
- A8. Turning Point Church/School
- A9. Oaktree
- A10. Mt. Carmel
- A11. The Success Center
- A12. Plaza Urbana
- A13. Grassy Creek Park
- A14. Finish Line
- A15. Cafe/La Plaza
- A16. Boys and Girls Club
- A17. Tindley Summit
- A18. Dubarry Park
- A19. Caring Place (and Daycare)
- A20. Interstate
- A21. Women Central and Walker Career Center
- A22. Interstate
- A23. The Excel Center
- A24. Goodwill Outlet
- A25. Raytheon
- A26. Headstart
- A27. City of Lawrence

Challenges

- C1. High Schools and Middle Schools
- C2. Rebuilt Bridge
- C3. Old Walmart Building
- C4. Empty Office Building
- C5. Crime
- C6. Town and Terrace
- C7. Empty Buildings (Rally's Parking Lot)
- C8. Strip Mall
- C9. No Sidewalks, No Streetlights
- C10. Empty Sims Furniture
- C11. Kroger Vacant Building
- C12. Jenn Air Closed Moved to Tennessee
- C13. Chrysler Closed Cost 5,000 Jobs
- C14. Closed Western Electric Moved 6,000 Jobs
- C15. No Sidewalks
- C16. Terrible Hotels
- C17. Empty Marsh



42ND STREET

38TH STREET

34TH STREET

30TH STREET

21ST STREET

SHADELAND AVENUE

FRANKLIN ROAD

POST ROAD

I-465

I-465

I-70

I-70

C1

C2

C13

C14

C3

C9

C12

C15

C8

C11

C16

C17

C10

C7

C5

C6

A2

A3

A4

A5

A6

A27

A7

A8

A9

A10

A11

A1

A12

A13

A14

A17

A18

A15

A16

A19

A24

A23

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A26

A25

A21

Asset Mapping *Continued*

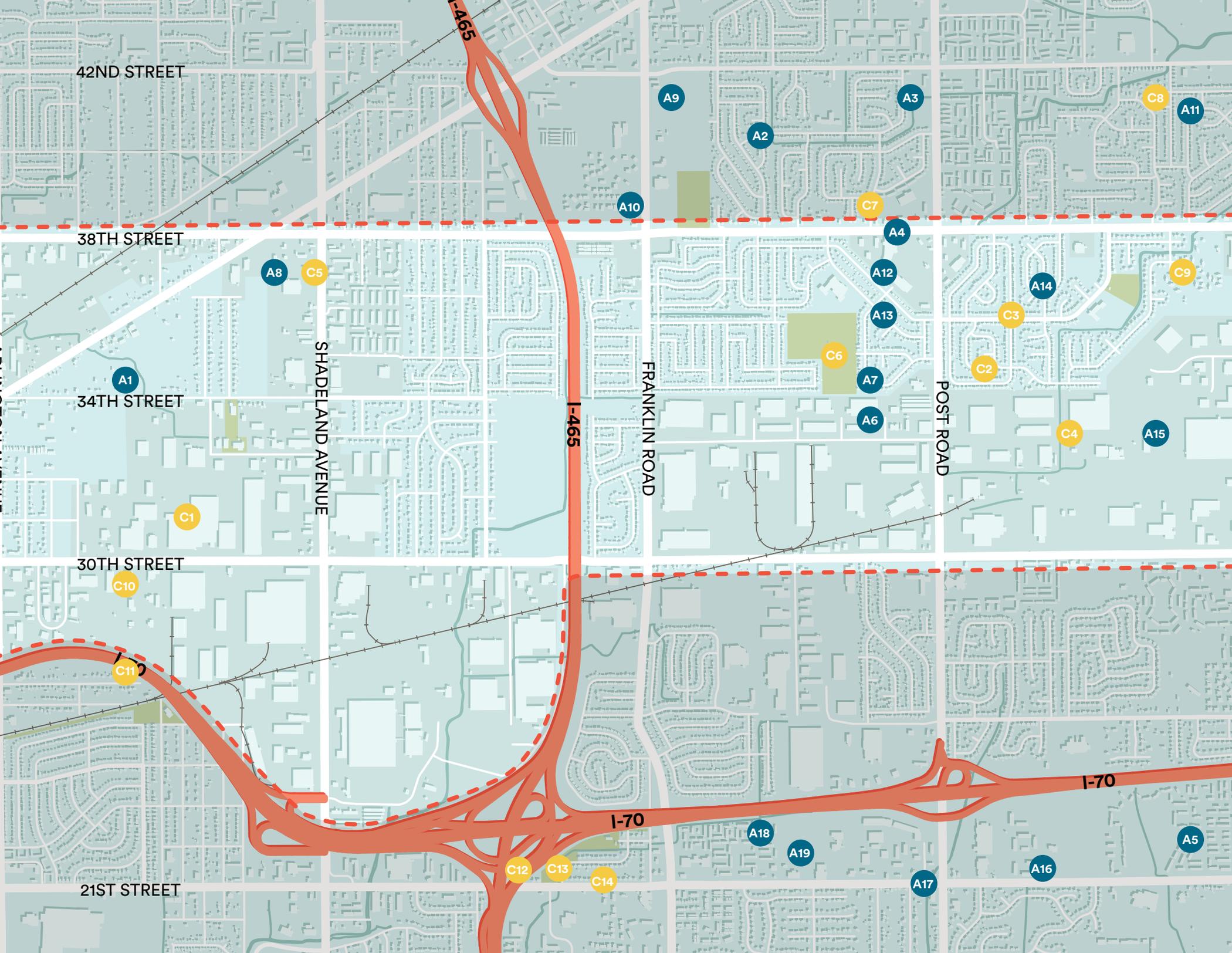
3/5-6/2020 Focus Group Meetings

Assets

- A1. Eastern Star Church
- A2. Hero Farms
- A3. Laundry & More
- A4. Boys and Girls Club of Indianapolis
- A5. New Beginnings Fellowship Church (21st and Raymond)
- A6. 8748 Bel Air Drive – Consider Pilot Program
- A7. Renewal Ministry
- A8. Medians Down 38th Street have Adoption Opportunity in KIB
- A9. Plaza Urbana
- A10. Opportunity Zone
- A11. Bus Stop on this Corner Displays Student Art – From the Community
by the Community
- A12. Boys and Girls Club
- A13. CAFE
- A14. Eskenazi
- A15. Finish Line Corp.
- A16. Indianapolis Public Library
- A17. Warren Central
- A18. Large Population, Possible Incorporation
- A19. Being Multi-Cultural, Being Without Money Makes you More
Creative and Resourceful

Challenges

- C1. This Area Needs More Engagement
- C2. Lack of Community Gathering Place
- C3. Lack of Afterschool Program, Other Resources
- C4. Crime
- C5. Purple Line will Tear Out Median with Green Space Without Replacing
- C6. Food Desert
- C7. Mt. Carmel Pick-up
- C8. Bus Stop –No Canopy, No Sidewalks
- C9. IndyGo Bus
- C10. Other Employers (Tipton, Lebanon, Greenfield)
- C11. CAFE Job Fairs
- C12. Recovering From Federal Aid Highway Act of 1956, Recovering from
Redlining/GI Bill
- C13. Employers and School Admin. Don't Live in the Community
- C14. Potential Displacement Skyrockets Within 3 Years (Impact Area,
Purple Line, and Opportunity Zone)



42ND STREET

38TH STREET

34TH STREET

30TH STREET

21ST STREET

SHADELAND AVENUE

FRANKLIN ROAD

POST ROAD

I-465

I-465

I-70

I-70

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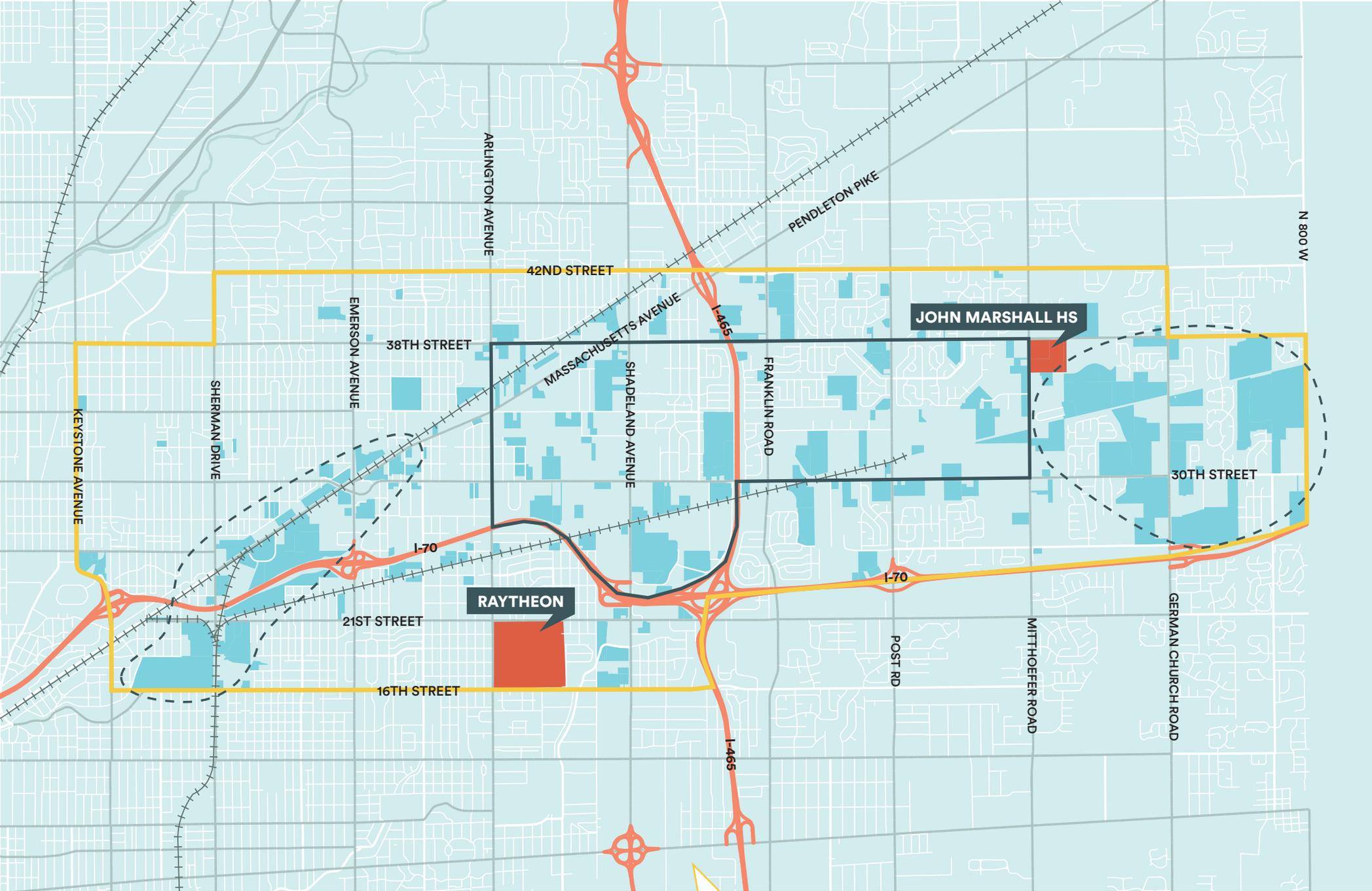
C12

C13

C14

Appendix B: Real Estate Analysis

An analysis of potential real estate opportunities was conducted in order to determine opportunity for catalyst development. Opportunity sites representing large-scale parcels that are unimproved, vacant, and/or have a building that is valued lower than land value were identified, and are shown on the opposite page in dark blue. Clusters of these sites are concentrated along the Massachusetts Avenue corridor and the Eastern extent of the impact area, but overall, opportunity sites were generally evenly dispersed across the Economic Inclusion district and no single site emerged as a critical first location for catalyzing future development.



Opportunity sites, shown here in dark blue, represent large-scale parcels that are unimproved, vacant, and/or have a building that is valued lower than land value.



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