
*Building Economically
Resilient and
Healthy Neighborhoods*

**2019 - 2021
STRATEGIC PLAN**

**LISC
INDIANAPOLIS**

www.liscindianapolis.org / 317-454-8486

WHO WE ARE

Local Initiatives Support Corporation (LISC) Indianapolis is the local office of a national organization that helps resident-led, community-based development organizations transform distressed communities and neighborhoods into healthy ones — good places to live, do business, work, and raise families.

By providing capital, technical expertise, training, and information, LISC supports the development of local leadership and the creation of affordable housing; commercial, industrial, and community facilities; businesses; and jobs. In short, we help neighbors build communities.

COMPREHENSIVE APPROACH



EMPOWER PEOPLE

- Job skills training and career development support
- Financial coaching
- Educational facilities
- Investments in access to healthcare, healthy food and recreation



TRANSFORM PLACES

- Preservation and construction of affordable housing
- Commercial, industrial and community facilities and district development
- Creative placemaking
- Transit-oriented development
- Stewardship of sustainability and disaster resiliency
- Community/law enforcement partnerships



SUPPORT ENTERPRISES

- Small business lending and coaching
- CBO capacity building
- Leadership development



DRIVE SYSTEMS INNOVATION

- Resource advocacy and coalition building
- Partnership facilitation across sectors
- Advocacy to increase protections, change policies and practices at national, state and local levels

LISC INDIANAPOLIS

IS AN INVESTOR,
A CAPACITY BUILDER,
A CONVENER,
AN INNOVATOR.



WE POOL PUBLIC AND PRIVATE DOLLARS

We raise funds from philanthropies, corporations and financial firms, federal, state and local governments and through the capital markets. We also generate income from consulting, and lending services.

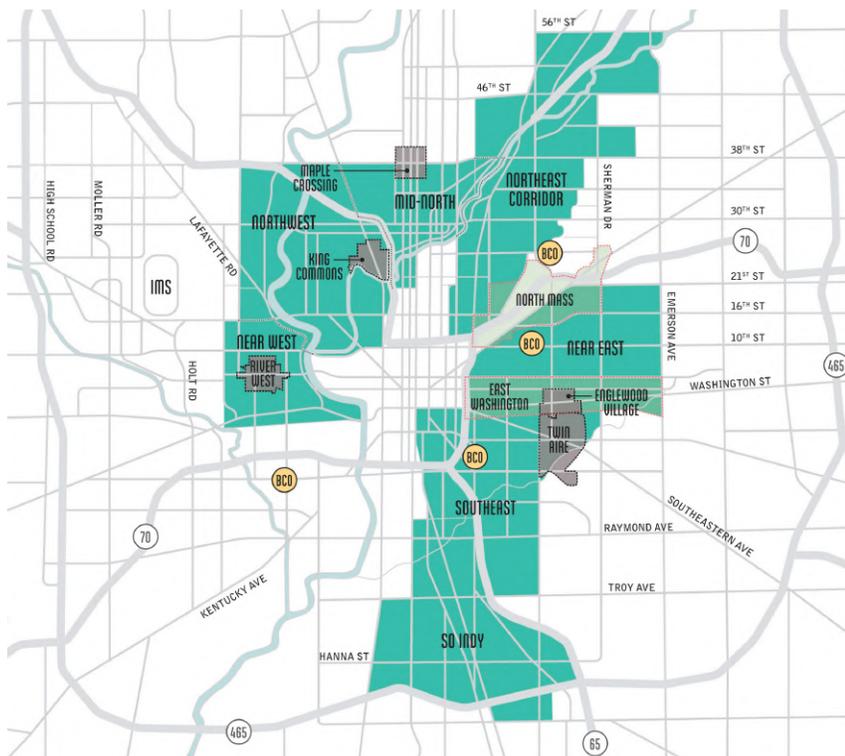


TO INVEST IN PEOPLE AND PLACES

Through a network of local offices and community-based partners across the country, we provide grants, loans, equity and technical assistance to support housing, businesses, jobs, financial stability, schools, community safety, youth, public spaces and more.

Recognizing that successful community development relies on collaboration, LISC Indianapolis demonstrates a strong commitment to partnerships. In a typical year, LISC partners with more than 200 distinct organizational partners, including more than 30 community-based organizations.

WHERE WE WORK



QUALITY-OF-LIFE NEIGHBORHOODS

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

GREAT PLACES 2020

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

INCLUSIVE ECONOMIC OPPORTUNITY DISTRICTS

To attract new employers and help existing businesses succeed, LISC has developed a wide range of tools used to revitalize real estate and renew a sense of vibrancy along targeted industrial districts throughout the city.



BRIDGES TO CAREER OPPORTUNITIES SITE

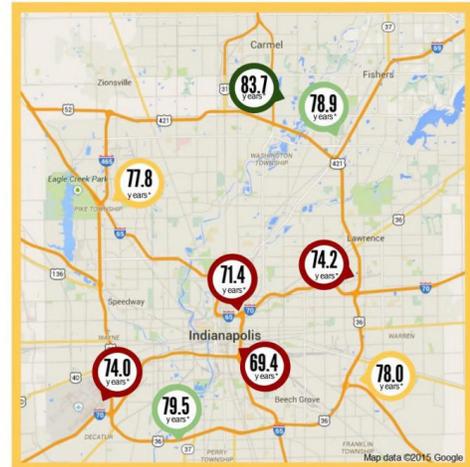
The Bridges to Career Opportunities initiative helps connect unemployed and underemployed residents in Indianapolis with quality jobs in growth industries.

WHERE WE ARE

28 MILES, 14 YEARS, AND WORLDS APART

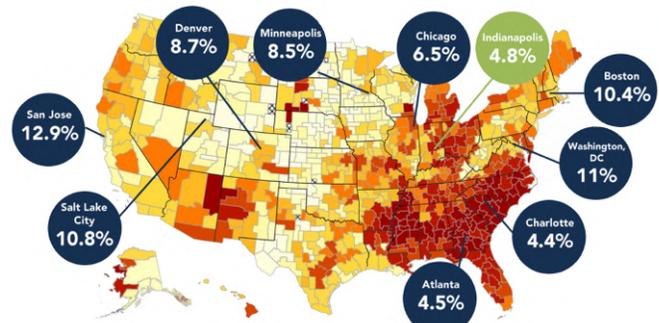
Around Central Indiana, different ZIP codes have vastly different life expectancies. Residents of Carmel's 46033 ZIP code have an average life expectancy of 83.7 years, while just south of downtown Indianapolis, residents in the 46225 ZIP code have an average life expectancy of 69.4 years.

Over the course of the 10.4 miles of the Monon Trail, life expectancy decreases sequentially by 14 years, going north to south. At the northern end, it hits the high of 83.5 years then drops to 69.4 years around 10th Street. ¹



THE ECONOMIC MOBILITY CHALLENGE

Indianapolis' general poverty rate of 20.8 percent and our child poverty rate of 31.9 percent are both well above national averages, and we are one of the 10 worst cities in America when it comes to economic mobility—which means a person born poor in Indianapolis is more likely to stay poor than if he or she were born many other places. The differences in upward mobility across areas are caused by differences in childhood environment. Studies reveal that every year of exposure to a better environment improves a child's chances of success. ²



Chances of a child born in bottom 20% reaching top 20%

THE GROWING RACIAL WEALTH DIVIDE

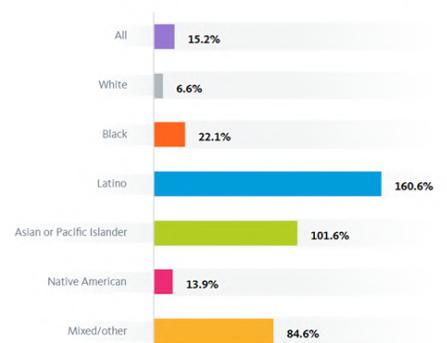
Wealth plays an essential role in achieving financial security and opportunity. Our country's growing racial wealth divide and the trajectory of that divide is startling. Unfair wealth-building policies continue to exacerbate the racial wealth divide.

Looking at the trajectory and the future demographics of our state, failure to address this growing problem will severely impact the economic opportunity of communities of color, and it will have serious ramifications for the overall economic wellbeing of our nation. ³

Median hourly wage by race/ethnicity: Indianapolis, IN Metro Area, 1980-2015



Percent change in population: Indianapolis, IN Metro Area, 2000-2010



¹ *World's Apart: Gaps in Life Expectancy in the Indianapolis Metro Area*; Richard M. Fairbanks School of Public Health at IUPUI in partnership with The Polis Center for the SAVI Community Information System, 2015

² *Where is the Land of Opportunity? The Geography of Intergenerational Mobility in the United States*; The Equality of Opportunity Project, 2014

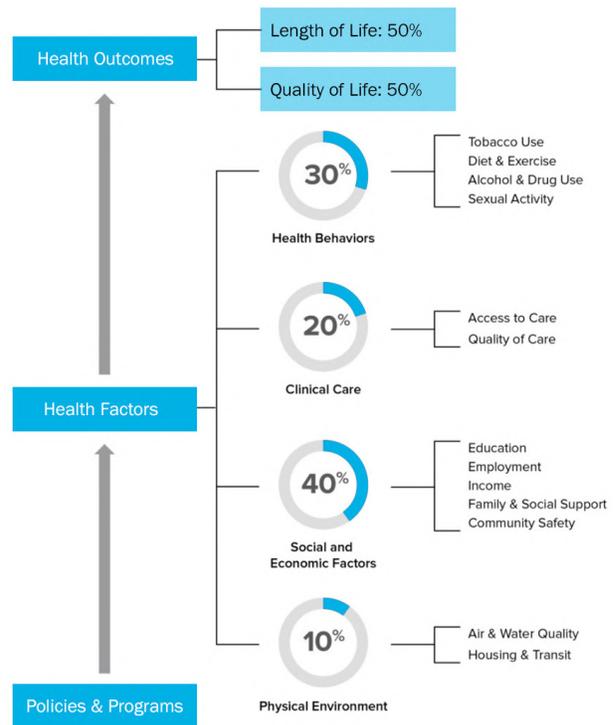
³ National Equity Atlas, 2015

SOCIAL DETERMINANTS OF HEALTH

Where you live shouldn't determine how long you live. Too often it does.

The conditions in which people are born, grow, live, work and age. These circumstances are shaped by the distribution of money, power and resources at global, national and local levels.

About 80 percent of what determines a person's length and quality of life happens outside of a doctor's office, clinic or hospital.



LOOKING TO THE FUTURE

Our nation is at a turning point. The economy is flourishing, businesses are growing, unemployment is at a record low. Too many Americans, however, still do not have access to those opportunities and so cannot reap the benefits of our current prosperity or take part in propelling it forward. There are millions of people brimming with talent, and communities blessed with extraordinary assets, poised to contribute to all the things that make this country hum and keep us competitive on the world stage. Our challenge is to push aside the obstacles and catalyze opportunity for all.

In Indianapolis neighborhoods, we aim to:

- 1 IMPROVE LIFE EXPECTANCY
- 2 INCREASE ECONOMIC MOBILITY
- 3 CLOSE THE RACIAL EQUITY GAP

STRATEGIES WE WILL PURSUE

- 1 Strengthen existing alliances while building new collaborations to increase our impact on the progress of people and places.
- 2 Develop leadership and the capacity of partners to advance our work together.
- 3 Invest in businesses, housing and other community infrastructure to catalyze economic, health, safety and educational mobility for individuals and communities.
- 4 Drive local, regional, and national policy and system changes that foster broadly shared prosperity and well-being.
- 5 Equip talent in underinvested communities with the skills and credentials to compete successfully for quality income and wealth opportunities.

INVESTMENTS WE WILL MAKE

\$40M

DEPLOYED TO FORGE INCLUSIVE
AND RESILIENT COMMUNITIES

Resulting in:

100 units of affordable housing built or transformed

500 jobs created in target neighborhoods

700,000 square feet commercial and community facilities built or transformed

500 neighborhood residents connected to good jobs



LIVABILITY

CREATING HEALTHY, ACTIVE, AND BEAUTIFUL PLACES

Support LISC neighborhoods as they pursue the Livability components of their Quality of Life or Great Places 2020 plan.

- Deploy dedicated LISC staff to act as neighborhood liaison; fund staff at neighborhood organizations
- Build neighborhood capacity to execute on their specific initiatives

Invest \$2M to increase access to fresh food, healthy eating, physical activity and quality healthcare to improve the physical health and well-being of residents.

- Finance food access points, commercial kitchens and food production facilities; support healthy eating programs
- Invest in improvements to walking, biking, waterway plans; design and infrastructure
- Collaborate with health institutions and community-based organizations to improve health inequities
- Expand neighborhood-based Community Health Workers (CHW) model in Community-based Organizations (CBO)
- Advocate for policies that promote urban food production, retail food markets and equitable public transportation

Invest \$1M to integrate arts and culture into beautiful spaces, build a strong sense of place and enhance neighborhood identity to improve the mental health and well-being of residents.

- Expand parks programs and playgrounds, including assisting neighborhoods to create green spaces
 - Increase use of public spaces. Cultivate neighborhood artists to lead neighborhood projects, efforts, events and activities
 - Partner with groups to reduce crime and enhance safety. Integrate education and public safety with neighborhood development
 - Provide community facility financing to social service agencies for marginalized residents
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OPPORTUNITY

FOSTERING ENTREPRENEURSHIP, JOB CREATION AND VIBRANT COMMERCIAL DISTRICTS

Support LISC neighborhoods as they pursue the Opportunity components of their Quality of Life or Great Places 2020 plan.

- Deploy dedicated LISC staff to act as neighborhood liaison; fund staff at neighborhood organizations
- Build neighborhood capacity to execute on their specific initiatives

Finance \$6M in real estate development, invest \$8M in equity in projects that foster inclusive entrepreneurship and job creation.

- Partner with CDCs and developers to implement commercial projects. Finance loans for predevelopment, leasehold improvements, remodeling, and expansion
- Attract at least one \$8M New Market Tax Credit investment. Promote LISC affiliate products - Kiva, Immito, New Markets Support Corporation
- Finance growth of targeted clusters: B2B, artisan manufacturing, and food production
- Expand commercial and industrial district work by increasing capacity building support and lending capital
- Secure new credit enhancement commitments to support small business/ commercial lending
- Expand engagement with micro-enterprise support organizations to provide robust services to entrepreneurs

Invest \$1M in technical assistance to foster vibrant, economically resilient and inclusive commercial and industrial districts.

- Launch Inclusive Economic Opportunity Districts: Design plan for and begin integrating talent and district/economic development
- Deploy \$1M in funding and technical assistance to diverse entrepreneurs and businesses
- Maintain a leadership role with Opportunity Investment Consortium of Indiana
- Explore Minority Developer program to expand the capacity of minority housing developers, with mentoring, business development and financing
- Connect small businesses to resources such as façade grants, procurement opportunities and real estate and brownfield technical assistance



VITALITY

REVIVING A GROWING AND DIVERSE POPULATION

Support LISC neighborhoods as they pursue the Vitality components of their Quality of Life or Great Places 2020 plan.

- Deploy dedicated LISC staff to act as neighborhood liaison; fund staff at neighborhood organizations
- Build neighborhood capacity to execute on their specific initiatives

Generate \$4M in housing lending and \$5M in equity investment in targeted neighborhoods and co-investment sites statewide.

- Deploy predevelopment financing to drive development of Great Places project pipelines
- Provide predevelopment and construction financing to National Equity Fund projects statewide
- Design and implement an owner-occupied home repair loan fund
- Identify, pursue and cultivate credit enhancement fund development opportunities for housing development

Implement initiatives that increase the capacity and opportunity for development in QOL and Great Places designated neighborhoods.

- Explore subsidy and structure to support "affordable middle housing" development, 5-15 units in targeted locations, to build density and connect to minority developer programs
- Develop strategies to reduce hard costs, such as shipping containers
- Explore Community Land Trust model as a way to preserve permanent affordability and extend subsidy life
- Develop a housing preservation strategy for at-risk affordable housing units with expiring tax credit and HUD subsidies



EDUCATION

CONNECTING NEIGHBORHOOD TALENT TO OPPORTUNITY

Support LISC neighborhoods as they pursue the Education components of their Quality of Life or Great Places 2020 plan, achieving a quality education continuum from cradle to career.

- Deploy dedicated LISC staff to act as neighborhood liaison; fund staff at neighborhood organizations
- Build neighborhood capacity to execute on their specific initiatives
- Deploy \$100,000 in technical assistance and finance \$5M in educational facilities

Sustain and expand Bridges to Career Opportunities (BCO) sites that will result in 500 industry-recognized credentials and 500 job placements with \$16/hour average wages.

- Refine existing programs to promote vertically-integrated career pathways in partnership with anchor institutions, such as hospitals, and other employers in specific industry sectors
- Develop at least one sector specific partnership to provide BCO coaching services, training and employment opportunities to 135-150 residents
- Build talent development capacity by addressing career pathway knowledge gaps, promoting staff development, designing effective interventions and promoting evidence-based practices
- Develop strategies to provide long-term, sustainable funding for BCOs

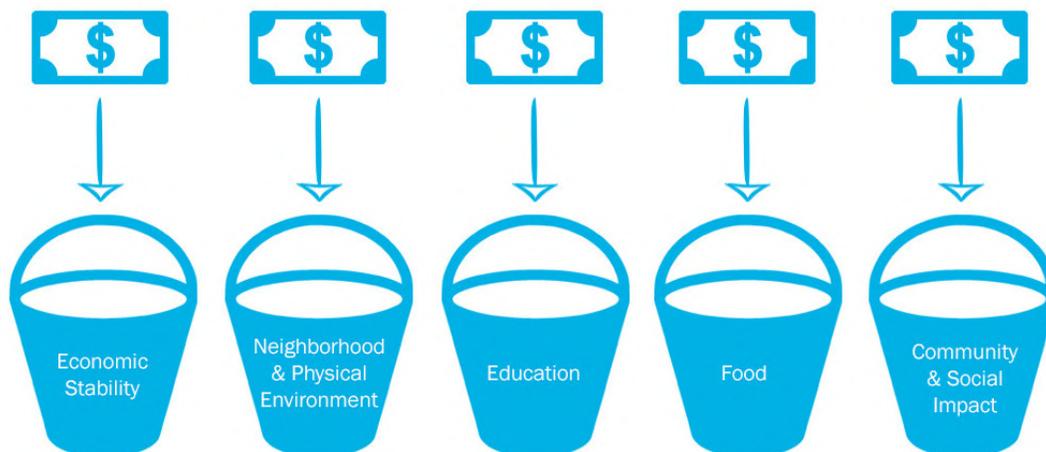


NEIGHBORHOOD SOCIAL DETERMINANTS OF HEALTH INVESTMENT FUND

Create \$40M Fund: Establish partnerships with healthcare institutions, insurers, hospitals, networks, financial institutions and government to create social investment funds that address the social determinants of health.

- Develop a theory of change that connects LISC neighborhood investments to health impacts and outcomes
- Pilot a social impact investment strategy in one or more neighborhoods
- Design programs and investment strategies which incorporate health into thier design

\$40 MILLION FUND





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