



STRATEGIC PLAN 2004-2009

MISSION DRIVENMARKET SMART

Adopted October 9, 2003

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SECTION 1

ORGANIZATIONAL PROFILE

Created in 1977, Near North Development Corporation (NNDC) is a partnership among businesses along the Meridian Corridor, Methodist Hospital of Indiana (now Clarian Health Partners), The Children's Museum of Indianapolis and the Meridian Highland and Highland Vicinity neighborhoods just north of the hospital. Near North was established with the goal of stimulating economic development and stability in the area, removing blight and deterioration, and enhancing the quality of life for area residents and employees. Near North's programs have ranged from enforcement of commercial zoning ordinances and development of an industrial park to housing construction and beautification activities.

Near North has coordinated many volunteer efforts of area residents and business owners over the years having a major impact on the revitalization of the entire area. The Corridor Committee, for instance, directed the writing of the North Meridian Corridor Development Plan and resulting extension of the Regional Center Zoning Ordinance to the North Meridian Corridor (1982). The tangible results of this plan are seen in the strong economic development that has occurred. The Section 6 Plan covering the northern Meridian Corridor was also completed in the 1980s. The Near North/Fall Creek Plan, updating plans for the Methodist Hospital vicinity, the Near North Industrial Park, the Corridors' commercial areas, and the two neighborhoods in which Near North conducts its housing programs was completed in 1994. As a result, the City and NNDC's other partners in the community committed over \$11,000,000 for implementation. Although a large percentage of these funds have been dedicated to improving the infrastructure and housing in the neighborhoods, vacant/boarded commercial structures were also targeted and removed, presenting new economic development opportunities for the future.

Working with the City of Indianapolis and Methodist Hospital, Near North played a major role in obtaining the funding and implementation of major infrastructure improvements to the Near North Industrial Park. This included a \$2 million storm sewer to pave the way for industrial park development, a \$1.1 million boulevard to allow the hospital replacement project to occur, a new fire station, and new curbs and sidewalks in the residential area. During 1983 and 1984 Near North helped secure funding to dredge Fall Creek, restore the Meridian Street Bridge and produce a Fall Creek Development Plan.

Near North responded to neighborhood requests to operate a federally funded job-training program in 1979. This program was housed in a Methodist Hospital-owned building and focused on training area youth in clerical, maintenance and construction skills. The program operated from 1979 through 1982. At that time, a re-evaluation of the program indicated that it should be consolidated in to a larger program then operated by the Indianapolis Alliance for Jobs. Near North also managed a summer work program for low income, unemployed youth in 1982 and 1983. The focus of the program was area beautification, including tree planting, landscaping and clearing of vacant lots.

In 1989, Near North received a \$700,000 Office of Community Services grant for the establishment of the Indianapolis Science & Technology Park. During the ensuing two years, NNDC acquired the land and was instrumental in securing the anchor tenant. In partnership with a private developer, the \$5 million Phase I portion of the Park opened in 1991 and serves as the northern anchor of the Canal Walk, the refurbished Indianapolis Water Co. Canal. Near North sold the Science and Tech Park, located at Senate & Walnut Avenues, in 1999.

Over Near North's 25-year history, the neighborhoods have benefited in a number of other ways as well. Near North's eligibility to receive and administer Community Development Block Grant and HOME funds has funneled substantial monies to home repairs and infill housing construction and rehabilitation. More than 400 houses have been repaired, rehabilitated or constructed. In 2001, Near North secured a \$2,000,000 revolving loan fund with The Children's Museum for use in the Near North area specifically for the rehabilitation and construction of new homeowner-occupied housing. Near North will leverage these funds with another \$1,000,000 in gap funding for the 29th/30th Street Corridor Improvement initiative described later.

In addition to its homeownership units, NNDC has also developed 204 units of affordable rental housing for low-to-moderate and very low income families. One of the most impressive accomplishments in this arena was the 1986 opening of Kenwood Place, a 74-unit apartment complex at 2200 N. Illinois providing affordable housing for area seniors. In 1993 Kenwood Place was expanded with a 24 unit addition, known as Kenwood Place II. Near North initiated, sponsored and coordinated the projects and their need was validated by immediate 100% occupancy. 1992 marked the completion of the first tax credit project Near North sponsored representing a \$550,000 rehabilitation of two vacant and boarded-up, highly visible apartment buildings providing eight two-bedroom apartments for low income families. Another 11 units of scattered site rental housing were completed in 1994 under the tax credit program and provided completely rehabilitated two and three bedroom units for low-income families. In 1998, NNDC was awarded another \$1.5 million in Low Income Housing Tax Credits to develop 19 units of scattered site, affordable rental housing known as Kenwood V. Construction was completed in September 1999, and all units were promptly occupied. Near North acted as developer, construction manager and general partner on these projects. In 2002, Near North acquired Caravelle Commons, a 65 unit project based Section 8 apartment complex and invested \$2.1 million in the development and rehabilitation of the faltering cooperative.

During 1994, Near North partnered with five other community development corporations and the Urban Enterprise Association in preparing a strategic plan for designated census tracts within their areas and submitted that plan for approval to become a federally designated Enterprise Community. Based on that strategic plan, the area was officially awarded the designation in December of 1994 along with \$2.9 million in Social Service Block Grants. The strategic priorities of the Enterprise Community proposal focused on: capital and enterprise development; housing and public safety; and human investment, employment and access to jobs. In 1996, Near North assisted the Indiana Herald, a newspaper serving primarily the African-American communities in Indianapolis with a \$25,000 mortgage to help save its place in the community and fund much needed façade improvements. This small investment allowed the Herald to stay in the area and triggered other investment along the Illinois Street corridor over the next several years.

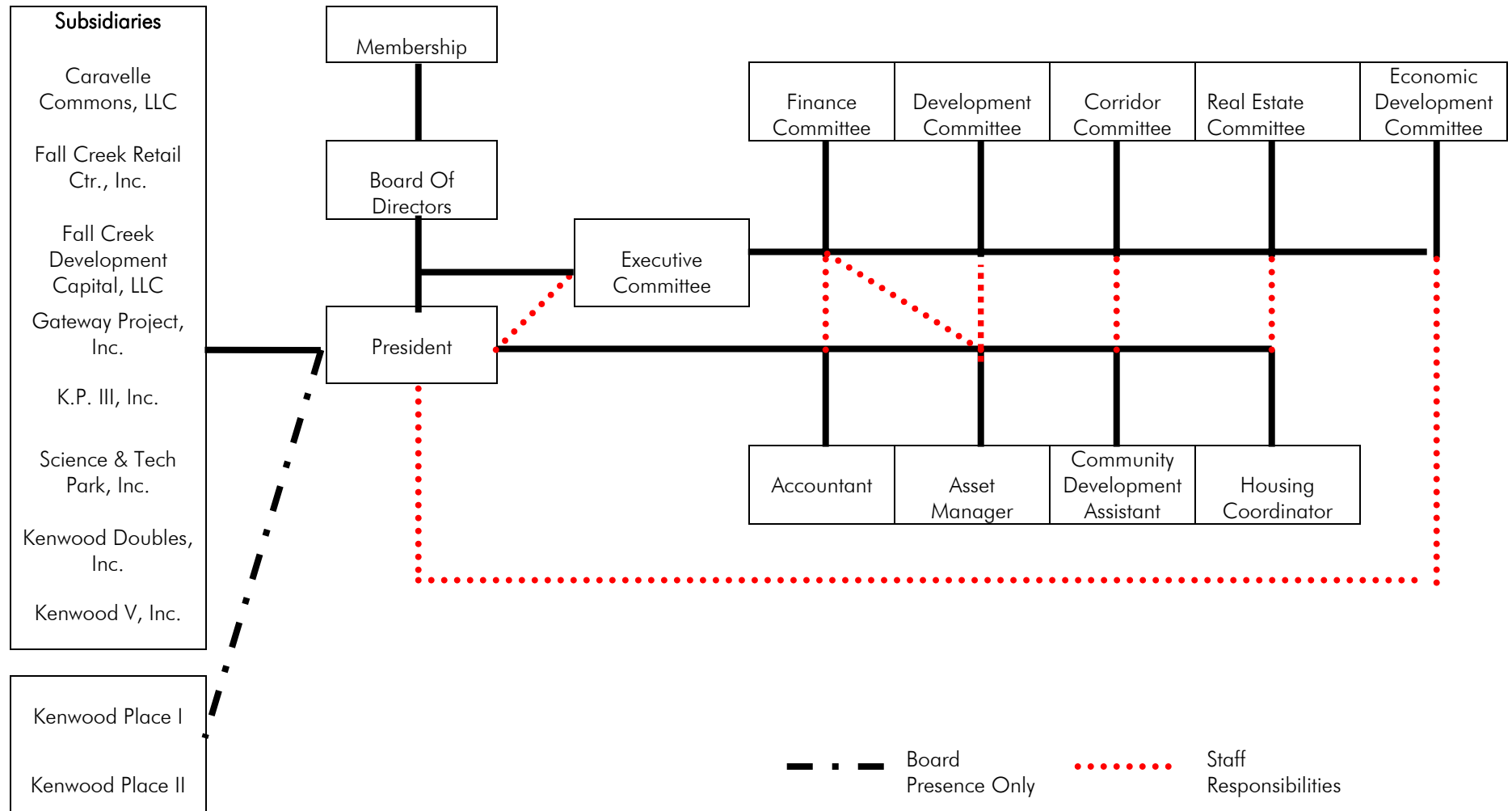
Also in 1999, Near North, with a number of partners, developed the 29th/30th Street Corridor Improvement plan. This plan was developed to garner a Community Impact grant to implement the plan. Although the grant was not awarded, the plan resulted in: the rebuilding of Fire Station 14 (at Kenwood & 30th Streets), the generation of considerable interest in redeveloping these vital corridors, and provided Near North a planning document to allow implementation of the improvement program as funds are secured. In 2003, \$3 million will be spent on this initiative combining housing, environmental remediation, beautification, public safety, and business expansion and retention into one package. Using Transportation Enhancement funds with leveraged dollars from the City, the State and The Children's Museum, construction began in April and will be complete by June 2004. In 2002, NNDC began remediating three abandoned gas stations at the 29th and Capitol intersection obtaining nearly \$300,000 in grant funds to clean three corners of the blighted intersection. Although this work is on-going, one parcel has successfully made it through the Indiana Department of Environmental Management review process.

In 2000, Near North was awarded a grant to hire an Economic Development Specialist to develop programs to entice new retail ventures to the area. This grant, awarded by LISC, was a cooperative effort between Near North and the Mapleton-Fall Creek Development Corporation. It attracted considerable interest from other funders, and was expanded to incorporate an innovative urban marketing model, and other sustainable efforts through an initiative called FOCUS. As a result of this effort Near North completed an inner city retail development study in 2002 in partnership with our neighboring community development corporation, Mapleton-Fall Creek. The Fall Creek Retail Center, which NNDC first assembled in 1997, will provide employment as well as accessible shopping opportunities for neighborhood residents, is still in the development process.

Over the past 10 years, the asset base of Near North grew by 250% with a current base of over \$5 million. In the last five years alone, Near North has successfully leveraged and administered \$2,686,000 in CDBG and HOME funds towards housing and neighborhood revitalization. These funds coupled with standing lines of credit with Clarian (\$721,500), Bank One (\$500,000), and Key Bank (\$300,000) and the funds from The Children's Museum (\$3,000,000) have provided Near North with the ability to make a significant impact on the quality of life in the neighborhoods it serves.

SECTION 2

ORGANIZATIONAL CHART



SECTION 3

STAKEHOLDERS OF THE NEAR NORTH COMMUNITY

The Near North Community is comprised of a wide array of stakeholders who are integral in planning and determining the future of our neighborhoods. Since these stakeholders lay claim on the organization's resources, attention, and outputs, they must be viewed in relation to the organization's mission, values, goals, objectives, strategies, and performance. Consequently, identifying and analyzing the organization's stakeholders are essential parts of the planning process. During the strategic planning process, the following stakeholders were identified by the board and staff. Interviews with these stakeholders regarding the strengths, weaknesses, opportunities, and threats of the NNDC formed the background for the planning retreat.

Residents

- Homeowners
- Renters
- Neighborhood Associations

Intermediaries

- Indianapolis Neighborhood Housing Partnership
- Indianapolis Neighborhood Resource Center
- Local Initiative Support Corporation

Foundations

- Lilly Endowment
- The Indianapolis Foundation (CICF)

Public Safety

- Indianapolis Police Department
- Crime Watch Clubs
- Mid-North Weed & Seed

Government

- City/County Council
- Department of Metropolitan Development
- Township offices
- Department of Housing and Urban Development

Business

- Banks
- Clarian Health Partners
- Area Business Owners/Members
- Professional Associations

Other Community Services

- The Children's Museum
- Ivy Tech State College
- Churches
- Goodwill
- Indy Parks

NEAR NORTH DEVELOPMENT CORPORATION

1800 North Meridian Street, Suite 100, Indianapolis, Indiana 46202 Phone 317-927-9881 FAX 317-927-9978

www.nearnorthcdc.org

SECTION 4

COMMUNITY VISION STATEMENT & CORE OPERATING PRINCIPLES

Our vision for the Near North area is it be known for its balanced mix of businesses and residences through thoughtful land use control, recognized for its strong safe neighborhoods and admired for being a great place to live and work. Near North is committed to attracting and delivering commercial and residential development that enables our community to achieve this vision and become a vital, safe, and attractive community.

The following statements reflect Near North's core operating principles.

Leadership We recognize the unique leadership role played by a community development corporation and embrace this role on behalf of the Near North community. However, we believe neighborhood residents and business owners ultimately "own" this neighborhood. Our service is temporary. Therefore, we will build leadership among and between residents and business owners.

Integrity Our ability to serve this community is directly related to our reputation. We recognize the responsibility of using community resources wisely and judiciously.

Connectivity We actively engage the community, seek sources of information and use it to influence our work. Our credibility is derived from learning the facts, listening to others and developing an understanding of issues. We see relationships, information sharing and idea exchange as essential to building community. Building new houses and offices is only part of building community among the people who live and work there.

Flexibility While honoring our history, Near North strives to be responsive to changing community needs, evolving with our community.

Inclusiveness We welcome everyone to the corporation and treat our colleagues with respect. We strive to have our board and staff reflect the diversity of the community. We believe this neighborhood has its own history, culture and values: these deserve respect.

Stability We work to create assets that will increase the stability of Near North. We recognize our ability to provide value to the community and understand our role to provide both current value and long-term resources for the benefit of our community and successors.

Optimism We look at "issues" and "problems" as opportunities. We are not risk-averse but we are also thoughtful and strategic in our activities and investments. We believe in satisfactory wages, strong families, safe streets, good education, support systems, and opportunities for personal development.

Place-Oriented - We believe aesthetics matter after all. "Quality of life" isn't just about a roof over a head, a fair-paying job, and food on the table. Quality of life has to do with environment – waterways, greenspace, clean lots, attractive storefronts, landscaping, sidewalks, zoning and appropriate signage. A beautiful environment creates pride in those who make their life in that environment.

SECTION 5

A MISSION DRIVEN AND MARKET SMART ORGANIZATION

During a 2003 planning retreat, Near North Development Corporation board and staff members were given an opportunity to validate the organization's mission statement. The discussion yielded several subtle yet significant modifications.

Previous Statement

Facilitate the business and residential revitalization of the Near North area while creating capacity-building relationships with the community and the governmental, civic, and private organizations that interact with Near North for the purpose of sustaining change and community self-development.

Recommended Statement

Near North Development Corporation exists to generate economic and social vitality in the community through public-private partnerships that deliver positive residential and commercial development.

While the word "facilitate" identifies one of NNDC's roles in the community, it was considered too passive for the mission statement. "Generate" is a more active term and better encompasses the multiple roles NNDC serves in the community. The word "revitalization" implies that the current condition is deficient or that an idealized past should be recaptured. "Vitality" (the root of revitalization) minimizes attention drawn to negative perceptions of the community. It also recognizes that development and investment in the 21st century may "look or feel" different but still achieve the desired community outcomes. NNDC is keenly aware that the success of the community and the organization is dependent upon the commitment of all its stakeholders. Therefore the phrase "public-private partnerships" succinctly articulates how NNDC functions.

Based on input solicited during the planning process, Near North Development Corporation meets community needs by serving as 1) an advocate; 2) a catalyst; and 3) a facilitator. All NNDC programs and services grow out of one of these basic roles. Each focuses on marshalling available resources – both internal and external to the community – to specific needs.

Advocate

In its advocate role, NNDC is a watchdog for community interests. As such, it will collaborate with neighborhood and business associations to amplify the community voice in the political arena. NNDC will also serve as a community agent.

Catalyst

As a catalyst, NNDC precipitates or accelerates progress without being changed itself. At times this is done by serving as a lever for investment or development. Assisting a situation through positional advantage or by strengthening its potential gains. Other times, NNDC will find itself in a direct role as developer or investor.

Facilitator

NNDC adds value to the community by facilitating various types of transactions between residents, businesses, institutions, and government. NNDC's purpose as a facilitator is to make community progress possible. As such, NNDC seeks to build a community that is united beyond self-interest. In times where competing interests cannot seem to be resolved, NNDC also serves as mediator.

SECTION 6

PROGRAM COMPETITIVE ANALYSIS

NNDC utilized The MacMillan Matrix for Competitive Analysis to prioritize existing and future program areas. The matrix was specifically designed for nonprofits and is based on the assumption that duplication of existing comparable services (unnecessary competition) among nonprofit organizations can fragment the limited resources available, leaving all providers too weak to increase the quality and cost-effectiveness of client services. The matrix also assumes that trying to be all things to all people can result in mediocre or low-quality service; instead, nonprofits should focus on delivering higher-quality service in a more focused (and perhaps limited) way. The matrix therefore helps organizations think about some very pragmatic questions:

- Are we the best organization to provide this service?
- Is competition good for our clients?
- Are we spreading ourselves too thin, without the capacity to sustain ourselves?
- Should we work cooperatively with another organization to provide services?

Using the MacMillan Matrix is a fairly straightforward process of assessing each current or prospective program according to a criteria of 1) fit; 2) attractiveness; 3) alternative coverage; 4) competitive position.

Fit

Fit is the degree to which a program “belongs” or fits within an organization. That is to say the program is congruent with the purpose and mission of the organization, it draws on existing skills of the organization; and it shares resources and coordinates activities with programs.

Attractiveness

Program attractiveness is the degree to which a program is attractive to the organization from an economic perspective, as an investment of current and future resources. The program is viewed as attractive based on its market demand or community need, its sustainable revenue stream and its measurability.

Alternative Coverage

Alternative coverage is the extent to which similar services are provided. If there are no other large, or very few small, comparable programs being provided in the same region, the program is classified as “low coverage”. Otherwise, the coverage is “high”.

Competitive Position

Competitive position is the degree to which the organization has a stronger capability and potential to deliver the program than other agencies based on a combination of organizational effectiveness, program quality, stakeholder credibility, and market share or dominance.

After each program was assessed in relation to the above four criteria, each was placed in the matrix as follows. For example, the multi-family rental program was rated as a good fit, was deemed attractive and strong competitively, but for which there is a high alternative coverage due to for-profit developers. Therefore it was assigned to cell number 1, Aggressive Competition.

Zoning, homeowner repair, and corridor projects were all determined to be programs poised for Aggressive Growth. The programs in the Aggressive Competition and Aggressive Growth categories are used to support the unattractive programs with low coverage. The program areas to the right of the grid are generally unattractive to funders and have low alternative coverage, however, they make special, unique contribution to the organization. These programs are known as the “soul of the agency” because the organization is committed to delivering the program even at the cost of subsidizing it from other programs. Acquisition/rehab housing and the brownfield remediation programs fall into this category.

In-fill housing and business development programs fell into the build up or get out category. While these programs are a good fit and there is relatively low competition, NNDC is currently in a weak position to execute effective programs. Therefore, the organization will need to target additional resources at one or both of these programs during the next 18 months to determine if it is feasible to move them into the Aggressive Growth cell.

The final program area, Fall Creek Retail, was identified as a joint venture opportunity primarily because of its low attractiveness and coverage. Despite being a good fit with the organization, NNDC again was in a weak position to execute the program.

| MACMILLAN MATRIX FOR COMPETITIVE ANALYSIS | | High Program Attractiveness | | Low Program Attractiveness | |
|--|-----------------|---|---|----------------------------|--|
| | | High Coverage | Low Coverage | High Coverage | Low Coverage |
| Good Fit | Strong Position | <ul style="list-style-type: none"> • Multi-family Rental | <ul style="list-style-type: none"> • Zoning • Homeowner Repair • Corridor Projects | | <ul style="list-style-type: none"> • Acq/Rehab Housing • Brownfield Projects |
| | Weak Position | | <ul style="list-style-type: none"> • In-fill Housing • Economic Development | | <ul style="list-style-type: none"> • Fall Creek Retail |
| Poor Fit | | | | | |

SECTION 7

OUTCOMES AND STRATEGIES

OUTCOME 1 **Improve the economy of the Near North area by attracting positive private investments, improving existing businesses and encouraging new business ventures.**

STRATEGY A: Market positive aspects of the Meridian Corridor between I-65 and Fall Creek Parkway.

Near North believes that the Meridian Street Corridor is an important economic focal point for not only the immediate community but also the entire city. While the area south of I-65 has seen marked improvement and investment over the past several years, the area between I-65 and Fall Creek Parkway has lagged behind. With the on-going revitalization of Fall Creek Place to the east and Meridian Highland to the west this commercial area could support more neighborhood services such as grocery stores, dry cleaning, hardware, and family restaurants. Near North should review the current plan for the Meridian Street Corridor and work to improve the attractiveness through a balance of commercial, retail and service operations.

STRATEGY B: Improve the commercial corridors along Capitol Avenue and Illinois Street through planning, zoning, land-use controls and beautification efforts.

Near North believes the access to I-65/70 presents additional opportunities to attract other types of economic ventures to the parallel corridors particularly in relation to the Life Sciences Initiative and the location of Methodist Hospital. Near North should work to improve the attractiveness of these corridors for potential new business ventures while seeking a balance of commercial, retail and service operations.

STRATEGY C: Re-evaluate the Fall Creek Retail Center plans with relation to city-led FOCUS initiative.

Near North needs to re-evaluate its development of the Fall Creek Retail Center especially as it relates to the new and emerging work of the FOCUS initiative and the changing economies of the surrounding communities. Near North has been in the process of developing this parcel since 1996; however, due to several failed attempts to actualize the vision for this site, NNDC needs to spend some time reassessing its position. The parcel is still a very valuable asset.

STRATEGY D: Create an active business association.

Near North recognizes that an active business association is an integral component to the continued retail and commercial revitalization within the community. It will serve as a network through which business owners and operators can share experiences, exchange vendor profiles, voice concerns, and build partnerships. NNDC is uniquely positioned to support the resurrection of the Central North Civic Association through the work of its Corridor Committee.

| | |
|------------------|---|
| OUTCOME 2 | Increase Near North's identity as a good place to live and work through the development and improvement of community amenities and corridors |
|------------------|---|

STRATEGY A: Expand and improve public and open spaces.

Near North believes that the preservation of greenspace and passive recreational areas are an important element of improved quality of life. A community park connected by greenways should link a variety of community assets such as Fall Creek Parkway and Barton Park to the Cultural Trail and the Monon Trail. The further greening of area corridors would help promote linkage to these various greenways and trails. Connecting the community in this manner will also emphasize beautification efforts to improve the attractiveness of neighborhoods, shopping areas and common areas to complement the physical amenities.

STRATEGY B: Improve area infrastructure systems and their physical appearance

Near North believes that physical infrastructure features are unique community characteristics that effect how residents relate to one another and to the rest of the city. The improvement of infrastructure systems such as sewers, sidewalks, streets, bridges, curbs, street lighting and signals, and signage can significantly influence the on-going revitalization efforts of an area. The 29th/30th Corridor Improvement project will further evidence this trend.

OUTCOME 3 Improve the housing inventory of Near North's neighborhoods through maintenance and development of safe and attractive housing opportunities.

STRATEGY A: Develop and encourage new homeownership opportunities

Near North believes that positive, stable residential growth will be achieved by guiding new residential development and introducing mixed-income housing opportunities to avoid over-concentration of multi-family housing while preserving the diversity of housing options and price. Near North in partnership with Clarian and The Children's Museum will concentrate most of its housing construction and rehabilitation in the northern section of the Highland-Vicinity neighborhood capitalizing on the 29th/30th Corridor Improvement project to be completed at the end of 2003.

STRATEGY B: Improve existing housing inventory

Near North believes addressing the physical appearance of existing owner-occupied housing will improve the living environment of residents and the overall image of the Near North area. Near North will also assist the community in addressing the negative market forces and disinvestment in the rental market in order to improve the overall environment of the Near North area through the enforcement of Health and Hospital standards and the pursuit of absentee landlords with code violations. The use of zoning and improvement of public amenities, resident organizing and encouraging progressive, high quality management and investor practice will be important components of this effort.

STRATEGY C: Maintain and increase the value of housing

Near North believes maintaining and increasing housing values is key to preserving the diverse, quality housing stock currently available in the community. Increasing home values will ensure that Near North remains competitive with other neighborhoods as an affordable, safe and attractive place to live and work.

STRATEGY D: Maintain strong neighborhood-based organizations

Near North believes that strong neighborhood-based organizations are essential to a vital community. There are two neighborhood associations currently under Near North's auspices. It is crucial that these organizations work collaboratively with Near North to achieve community goals.

OUTCOME 4 Increase awareness of Near North's activities through enhanced business operations and public relations

STRATEGY A: Enhance board governance

Near North's board is a policy-making body responsible for planning and evaluating the organization as well as ensuring its financial health. With organizational effectiveness as its primary concern, Near North's board focuses on making strategic decisions based upon strategic thinking. The intentional grassroots composition of Near North's board embodies the spirit of a community-based development corporation. Given the inherent turnover associated with such a structure, NNDC recognizes the need for strategies to develop and sustain board leadership. Board meetings, new member orientation, and planning retreats are all opportunities to integrate training on pertinent topics. Engaging in a systematic process to identify the skills and acumen desired on the board will provide a blueprint for the recruitment of new members and the selection of officers.

STRATEGY B: Design and maintain an efficient organizational structure

Near North recognizes that while an effective organization is achieved through strategic decisions by the board, an efficient organization is created through strategic management by the executive staff. Therefore, the following mix of strategies may prove useful in maintaining an efficient organizational structure: 1) add staff positions that are self-sustaining; 2) recruit employees that are mission-driven and offer specialized skills; 3) cross-train staff in core functions to increase organizational flexibility; and 4) draft a succession plan to ensure continuity in leadership and services.

STRATEGY C: Diversify and stabilize revenue stream

Near North understands that funding for community economic development is uncertain due to increased competition and waning funder interest. Consequently, NNDC will stabilize its financial health by creating flexibility, being entrepreneurial, and diversifying revenue. To create flexibility, NNDC will strive for more unrestricted income. Service fees, developer fees, and other business-related income increases will demonstrate NNDC's entrepreneurial success. Financial dependency will be minimized if NNDC's sources of income meet the following targets: 1) government accounts for less than 40%; 2) foundations represent less than 40%; and 3) neighborhood individuals and businesses total more than 10%. A comprehensive fund development plan will serve as a blueprint for the organization as it pursues these benchmarks.

STRATEGY D: Articulate a clear and cohesive vision

Near North believes a strong public relations program is essential to communicating with residents, media, government and other important stakeholders the priorities, activities and successes of the Near North community. Awareness of NNDC's activities will ensure the community is identified as a viable and stable community that takes proactive measures to improve its neighborhoods. Near North will develop and maintain a comprehensive public relations plan.

STRATEGY E: Increase Near North's visibility and accessibility within the community

Near North believes that in order for it to be successful it must be visible and accessible within the community that it serves. To this end, Near North will investigate the relocation of its offices to a more accessible and more visible location within the Near North community and will develop a plan for implementation and funding.

SECTION 8:

| OUTCOME 1: Improve the economy of the Near North area by attracting positive private investments, improving existing businesses and encouraging new business ventures | | | | | | | | | |
|---|--|------------------------------|--|---------------------|--|------|---------|---------------------------------|---|
| Strategy | 1 Year Objectives | Cost | 2-3 Year Objectives | Cost | 3-5 Year Objectives | Cost | Staff | Committee | Indicators |
| A. Market positive aspects of Meridian Corridor | <ul style="list-style-type: none"> Assess conditions between I-65 and Fall Creek Recruit business owners for new group (see below) Create a database of vacant and underutilized properties Use new Economic Development Portal for direct listing and marketing opportunities | ST ST ST ST | <ul style="list-style-type: none"> Initiate update of Meridian Corridor plans | ST | <ul style="list-style-type: none"> Complete new plan for Meridian Corridor | ST | CED | Corridor | <ul style="list-style-type: none"> Job creation Business Expansion Capital invest Occupancy Resident expenditure Tax base |
| B. Improve Commercial corridors | <ul style="list-style-type: none"> Assess conditions along major corridors Complete 29th & 30th Street Project Complete Brownfield work at 29th & Capitol Initiate 16th Street planning process Create database of vacant and underutilized parcels | ST \$30K ST | <ul style="list-style-type: none"> Identify specific façade grant projects Identify specific beatification projects Complete 22nd & Capitol Brownfield project | \$10K \$10K ? | • | | P & CED | Corridor & Economic Development | <ul style="list-style-type: none"> Job creation Business Expansion Capital invest Occupancy Resident expenditure Tax base |
| C. Re-evaluate Fall Creek Retail Center | <ul style="list-style-type: none"> Stay engaged in Weyerbacher planning process Respond to individual opportunities as they arise Devise an exit strategy for the property. | \$10k ST ST | <ul style="list-style-type: none"> Implement an exit strategy for the property | ? | <ul style="list-style-type: none"> Be entirely out of the property | ? | P & CED | Economic Development | <ul style="list-style-type: none"> Capital invest Tax base Neighborhood support Investment return |
| D. Create an active Business Association | <ul style="list-style-type: none"> Reform the old CNCA Rename and reorganize the group Set regular schedule for meeting Collapse membership dues and benefits into NNDC Plan new communications with group | ST ST ST ST \$1K | <ul style="list-style-type: none"> Expand membership in business group by 20% Set regular newsletter communication schedule | ST \$1K | <ul style="list-style-type: none"> Expand membership in business group by 20% | ST | CED | Corridor | <ul style="list-style-type: none"> NNDC Membership numbers Attendance at Meetings Zoning cases Code violations |

| OUTCOME 2: Increase Near North's identity as a good place to live and work through the development and improvement of community amenities and corridors | | | | | | | | | |
|---|---|------|--|------|---|------|-------|-----------|------------|
| Strategy | 1 Year Objectives | Cost | 2-3 Year Objectives | Cost | 3-5 Year Objectives | Cost | Staff | Committee | Indicators |
| A. Expand & Improve Public and Open Spaces | <ul style="list-style-type: none"> Establish plan update priority and ranking Complete improvements at Barton Park Initiate discussions on Fall Creek clean up Assess greenways priority and timeline as per City plans | | <ul style="list-style-type: none"> Initiate a new planning process for plan update Finalize plans for Fall Creek greenway extension/bank clean up Investigate new beautification program based on assessments and new plans | | <ul style="list-style-type: none"> Complete and begin implementation of new plan | | CED | Corridor | • |
| B. Improve Area Infrastructure | <ul style="list-style-type: none"> Complete 29th/30th Street project Establish plan update priority and ranking Assess infrastructure needs priority and timeline as per City plans | | <ul style="list-style-type: none"> Initiate a new planning process for plan update Prioritize infrastructure needs based on plans | | <ul style="list-style-type: none"> Complete and begin implementation of new plan | | CED | Corridor | • |

| OUTCOME 3: Improve the housing inventory of Near North's neighborhoods through maintenance and development of safe and attractive housing opportunities | | | | | | | | | |
|---|---|---------|---|------|--|------|----------|-------------|------------|
| Strategy | 1 Year Objectives | Cost | 2-3 Year Objectives | Cost | 3-5 Year Objectives | Cost | Staff | Committee | Indicators |
| A. Develop & encourage new homeownership opportunities | <ul style="list-style-type: none"> • Sell all pre-2003 inventory by end of 2004 • Sell all 2004 inventory at break even or best result • Begin planning for 2005/2006 housing development • Investigate TCM revolving loan fund conversion to subsidy | \$100 K | <ul style="list-style-type: none"> • Finalize plans for 2005/2006 housing development • Access additional gap funding to make possible • Assess vacant lots in inventory for future housing opportunities | | <ul style="list-style-type: none"> • Expand marketing efforts for homeownership opportunities • Joint venture on a mixed income housing development | | HC | Real Estate | • |
| B. Improve existing housing inventory | <ul style="list-style-type: none"> • Complete current HOR contracts (10 units) • Complete special Lead grant funding more than doubling the number of units repaired (20 units) • Expand HOR services to Crown Hill neighborhood (30th to 32nd) then reassess • Complete capital audits on all subsidiary units | | <ul style="list-style-type: none"> • Finish up special Lead grant funding for HOR (25 units) • Obtained additional HOR funds • Expand HOR services in Crown Hill up to 34th, then reassess • Create new business plans for subsidiary units including capital needs etc... | | <ul style="list-style-type: none"> • Expand HOR services to remainder of Crown Hill up to 38th Street | | HC | Real Estate | • |
| C. Maintain & increase the value of housing | <ul style="list-style-type: none"> • Concentrate HOR and homeownership projects to targeted blocks to build momentum. • Refine housing product to push market values • Build off of existing improvement projects for new housing projects • Reassess all subsidiary housing projects | | <ul style="list-style-type: none"> • Refine housing product to push market values • Build off of existing improvement projects for new housing projects • Further refine TCM partnership beyond 2006 • Fully stabilize all subsidiary housing projects | | <ul style="list-style-type: none"> • Lower amount of subsidy per unit needed • Lower amount of HOR per unit needed • Plan exit strategies on subsidiary units no longer in compliance periods | | HC & AM | Real Estate | • |
| D. Maintain strong neighborhood-based organizations | <ul style="list-style-type: none"> • Re-establish active and regular contact with each of three neighborhood organizations • Re-establish the business group and cross connect residential orgs to that entity | | <ul style="list-style-type: none"> • Encourage more resident participation on board and committees of NNDC • Establish new communication plan and pieces for residential areas as well as commercial | | • | | HC & CED | Real Estate | • |

NEAR NORTH DEVELOPMENT CORPORATION

1800 North Meridian Street, Suite 100, Indianapolis, Indiana 46202 Phone 317-927-9881 FAX 317-927-9978

www.nearnorthcdc.org

| OUTCOME 4: Increase awareness of Near North's Activities through enhanced business operations and public relations. | | | | | | | | | |
|---|--|------|---|------|--|------|-------|-------------|------------|
| Strategy | 1 Year Objectives | Cost | 2-3 Year Objectives | Cost | 3-5 Year Objectives | Cost | Staff | Committee | Indicators |
| A. Enhance Board governance | <ul style="list-style-type: none"> • Committees restructured and active • Every board member is active on at least one committee • Create clear expectations of board membership | | <ul style="list-style-type: none"> • Concentrate on board education and training • Address issue of diversity on board • Work on larger "neighborhood voice" • Use committees as board feeder | | <ul style="list-style-type: none"> • Formalize board orientation and information sharing • Refine standardized board reporting • Evaluate on an annual basis | | P | Executive | • |
| B. Design & Maintain efficient organizational structure | <ul style="list-style-type: none"> • Cross train staff • Complete a full skills assessment • Refine job descriptions • Formalize a performance review procedure • Update personnel policies manual | | <ul style="list-style-type: none"> • Address issue of diversity in staffing decisions • Formally identify training plans • Formalize staff orientation • Formalize succession plans for all positions | | <ul style="list-style-type: none"> • Reassess on regular basis job descriptions and staff structure • Create business plan for staff expansion | | P | Executive | • |
| C. Diversify & Stabilize Revenue Stream | <ul style="list-style-type: none"> • Respond to cuts in revenue sources • Develop benchmarks for various revenue streams • Assess funders benchmarks | | <ul style="list-style-type: none"> • Investigate fee for service opportunities • Institute benchmarks and timeframes for various revenue streams • Develop a program based budgeting process | | <ul style="list-style-type: none"> • Develop more of a prospecting list and process fully utilizing board involvement • Develop a financial rating system for tracking performance | | P & A | Finance | • |
| D. Articulate Clear & Cohesive Vision | <ul style="list-style-type: none"> • Work on new branding and image • Create new communications pieces that can be shared with stakeholders • Concentrate on renewing stakeholder connections and "good" communications | | <ul style="list-style-type: none"> • Concentrate on Annual Meeting as important stakeholder venue • Complete full web and e communication pieces • | | <ul style="list-style-type: none"> • Reassess stakeholder impressions • Expand venues for stakeholder interactions | | CED | Development | • |
| E. Increase Visibility & accessibility | <ul style="list-style-type: none"> • Investigate new office location taking into consideration parking and visibility for the organization | | <ul style="list-style-type: none"> • Create a plan for moving the office location including partner tenants, etc.. | | <ul style="list-style-type: none"> • Settle into new space | | P | Executive | • |