



2018-2020 STRATEGIC PLAN

send

SOUTHEAST NEIGHBORHOOD DEVELOPMENT

www.sendcdc.org

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Letter from The President

Southeast Neighborhood Residents and Stakeholders,

SEND has spent much of its energy since the release of the last strategic plan preparing for its future. This preparation included a top to bottom review of all owned real estate to determine if and how each property could contribute to the long-term fiscal viability of the organization and its mission statement. SEND determined that several properties did not meet the required criteria and were sold. Many rental properties were performing below industry standards either through above average vacancy rates and/or unacceptable rent receivables. A new, third party property manager was hired, and all appropriate positive metrics have been achieved.

SEND's funders have taken notice. SEND received the maximum amounts available in CDBG Owner Occupied Repair from the City of Indianapolis in both 2017 and 2018. INDI Grant funds, administered by INHP, have returned after no funds were awarded to SEND in 2016. Contributions and ticket sales from SEND's annual fall fund raiser have continued to grow each year.

SEND has worked hard put itself in an ideal position to execute its 2018-2020 Strategic Plan. Components of this plan include:

- Develop 75-100 housing units in the immediate vicinity of Red Line stations
- Complete 35-40 home repairs annually
- Develop 1-3 commercial spaces as part of a mixed-use development
- Create neighbor driven plan for new home development in Twin Aire which promotes neighborhood diversity
- Recruit 3-5 homesteaders to participate in pilot program
- Partner with Habitat for Humanity to develop two new houses in the Norwood Neighborhood in 2019
- Establish a new SEND headquarters within the Twin Aire Neighborhood
- Continue leadership in the Twin Aire community as its Convener for the Great Places 2020 program
- Continue leadership in the Greater Virginia Avenue Economic Improvement District
- Continue leadership in the Twin Aire Neighborhood Coalition as it works with the City of Indianapolis' \$575 million-dollar development of the Community Justice Campus

The required pieces are in place and capacity has been built to afford SEND the opportunity to execute its 2018-2020 Strategic Plan. We invite our community building partners to walk along side of us as we continue this exciting journey of fulfilling our mission for the neighbors in the southeast-side of Indianapolis.

Paul Smith, President

SEND Mission

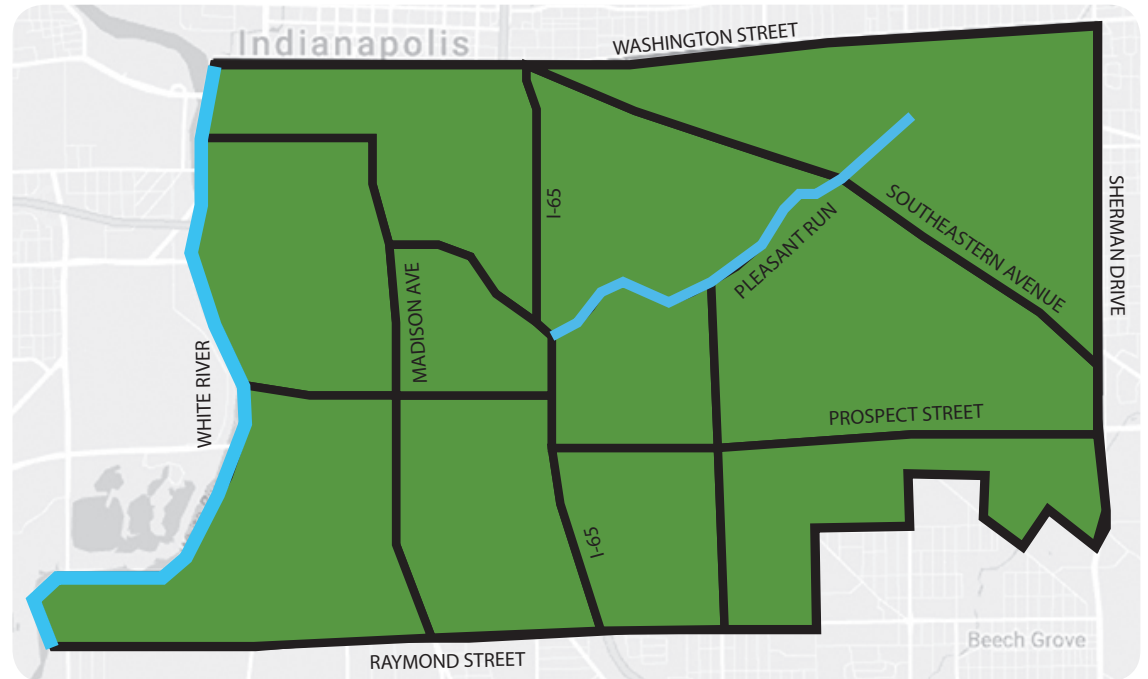
SEND is a non-profit community development corporation created by residents to revitalize the near southeast side of Indianapolis and to enhance the quality of life of its diverse spectrum of residents.

SEND accomplishes this mission through five areas of activity:

- Creating and maintaining quality affordable housing which enhances the historic fabric of the neighborhood and empowers the poor through the creation of community and family assets.
- Expanding and creating opportunities for neighborhood businesses to grow and prosper.
- Partnering with other organizations to create and implement programs which enable residents to develop the capacity to succeed in a changing society, with a special emphasis on youth.
- Beautifying and enhancing public areas and facilities, as well as upgrading the efficiency of the neighborhood's infrastructure.
- Serving as an advocate for the interests of the entire community.

Executive Summary

Since 1991, SEND has invested over **35 million** towards community development in **18** neighborhood associations improving the quality of life for **25,000** residents.



2018-2020 TARGET PRIORITIES



COMMUNITY ENGAGEMENT

Target Priorities:

- Twin Aire Neighborhood Coalition (TANC)
- Southeast Public Spaces
- Outreach & Engagement



HOUSING

Target Priorities:

- Red Line Corridor
- Twin Aire (TANC)
- Bean Creek
- Old Southside



ECONOMIC DEVELOPMENT

Target Priorities:

- Greater Virginia Avenue Corridor EID
- Twin Aire Commercial Center
- East Street Corridor
- Red Line Corridor



ORGANIZATIONAL & FINANCIAL

Target Priorities:

- Increase Capacity
- Continued Board Development
- Expand Donor Base

Community Engagement

Vision:

Community engagement efforts in southeast will inform and engage residents, promote arts and culture and enhance public spaces for all those who live, work and play in our neighborhoods.



GOAL

Engage and connect with SE neighborhoods.

Take a role as the Community Leaders for the Greater Twin Aire area.

TACTICS

1. Update and maintain SEND's website with current content.
2. Promote neighborhood activities and events on social media.
3. Deepen engagement between SEND staff and neighborhood organizations and promote neighborhood activities and events on social media.
4. Create a community recoverable grant program providing funds to qualified 501(c)3s in the SEND catchment area.
5. Continue to host monthly Committee meetings that are open to the public and invite neighborhood leadership to join.

1. Continue to facilitate monthly Twin Aire Neighborhood Coalition (TANC) meetings
2. Provide a neighborhood convener as a contracted/staff person within SEND.
3. Increase economic and community development within Twin Aire.
4. Serve as neighborhood representatives for the Twin Aire neighborhoods, including with the City of Indianapolis.
5. Create and foster strong and empowered neighborhood leadership

OUTCOMES

1. SEND will have a redesigned website with timely and accurate information.
2. SEND will create and manage a program to disburse grant funds to qualified 501(c)3s.
3. SEND staff will participate in SE meetings (Twin Aire, SE Congress) to be more informed about neighborhood needs and be better enabled to attend to them.

1. City owned property and development well informed and considered by neighborhood input.
2. Relocation of SEND's headquarters to the Twin Aire area.
3. Increased community space in Twin Aire.

Community Engagement

Vision:

Community engagement efforts in southeast will inform and engage residents, promote arts and culture and enhance public spaces for all those who live, work and play in our neighborhoods.



GOAL

Support SE Neighborhood Associations in development and care of their public spaces.

Maintain SEND-owned public spaces throughout SEND's catchment area.

Support and advocate for educational initiatives in the SEND catchment area.

TACTICS

1. SEND will develop an inventory of community-owned public spaces
2. SEND will serve as a fiscal agent to qualified not-for-profits to enhance public spaces.

1. Re-energize the Public Space Committee.
2. Determine and develop MOU's for the long-term care of SEND owned public spaces.
3. SEND will develop an inventory of SEND-owned public spaces.

1. Find partners and advocate for early childhood education.
2. Plan for affordable education space in multi-family developments.

OUTCOMES

1. Increased funding for neighborhood-supported projects.
2. Increased participation in public spaces by neighbors.

1. Stronger partnerships between SEND and other organizations for public space maintenance.
2. Improved upkeep and increase in community pride.

1. Sustainable early education facility in the SEND catchment area.
2. (2) Educational institutions taking advantage of the CDE.

Housing

Vision:

Affordable housing options and repair assistance are made available to all residents in SEND neighborhoods.



GOAL

Develop and offer high-quality affordable housing options for current and potential SE residents in target geographies.

TACTICS

1. Acquire property and develop mixed-use, mixed-income housing/commercial property in target geographies (Red Line corridor, Twin Aire, Bean Creek and Old Southside) especially transit-oriented-development opportunities.
2. Implement three-tiered housing program in target geographies:
 - A. Home Repair (Two types):
 1. Community Development Block Grants (CDBG)
 2. Private Philanthropic Funding.
 - B. Acquisition Rehabilitation.
 - C. New Home Construction.
3. Pilot a homesteading program in a low ownership neighborhood by providing incentives for new homeowners (e.g. Bean Creek Teacher Village).
4. Advocate for supportive housing policies to key decision makers.
5. Add staff capacity to implement planning.

OUTCOMES

1. Develop 75-100 housing units in immediate vicinity of Red Line stations (approximately 60% affordable and 40% market rate).
2. Develop 1-3 commercial spaces as part of mixed use developments in the immediate vicinity of Red Line stations.
3. Complete 30-35 home repairs annually (10-15) with CDBG and another 15-20 with private funds/partners) as funds allow.
4. Create and implement neighbor-driven plan for new home development in Twin Aire, working with the Twin Aire Neighborhood Coalition (TANC)'s Affordable Housing Task Force.
5. Recruit 3-5 homesteaders to participate in pilot program.

Economic Development

Vision:

Leverage opportunity and attract investment to drive employment and business growth in southeast Indianapolis.



GOAL

Establish economic development strategies for SE neighborhoods.

Measure outcomes of focused economic efforts in SE neighborhoods.

TACTICS

1. Identify commercial, industrial, and brownfield site opportunities in the SEND catchment area.
2. Coordinate with neighborhoods to identify desired businesses.
3. Support or remonstrate against
4. governmental approvals (i.e. re-zoning, variances, etc.) based on neighborhood lead.

1. Coordinate with research institutions to study growth in target areas.

OUTCOMES

1. Fully support the implementation of the Greater Virginia Avenue Corridor EID.
2. Identify neighborhood supported development for the Twin Aire – Great Places 2020.

1. Economic study complete to funding partners.
2. Re-evaluate programs based on analytical findings.

Economic Development

Vision:

Leverage opportunity and attract investment to drive employment and business growth in southeast Indianapolis.



GOAL

Increase SEND activity that promotes and sustains thriving commercial corridors with engaged businesses.

TACTICS

1. Collaborate with the neighborhoods to address parking issues in the SE.
2. Cultivate and attract businesses to SE neighborhoods.
3. Support alternative funding mechanisms for neighborhood supported developments (i.e. TIF).
4. Provide conduit for commercial façade grants and other support programs.
5. Utilize SEND office space as a catalyst for economic development.
6. Hire Economic Development staff person/Main Street Manager to oversee creation and implementation strategies.

OUTCOMES

1. Increase new jobs created in the SE.
2. Increase number of grocers in the SE.
3. Identify transit oriented commercial development for the SE.

Organization & Financial

Vision:

SEND will remain a viable and healthy organization with increased Board and staff capacity and funding partnerships, enhancing the quality of life for all those who live, work and play in Southeast Indy.



GOAL

Full-time, contracted staff, and Board Members will have clear roles and knowledge of key responsibility areas.

Maintain strong leadership, staff, and business continuity

TACTICS

1. Annual Board retreat, focused on applicable topic or topics, timely to SEND and Indy initiatives.
2. Provide Board Member orientation and training with annual reviews
Staff and contracted employee review to be conducted by Executive Staff.

1. Develop a succession plan for President.
2. Hire full-time staff and contract positions for Housing, Economic Development and Communication organizational needs as determined by Board and Executive staff.
3. Create and utilize partnerships to increase capacity, consistent with SEND's mission statement.
4. Staff and Executive Staff will participate in professional development opportunities as directed by the Executive Staff.

OUTCOMES

1. Each Board Member is an active and participatory member and important contributor to SEND
2. SEND Board Members and staff are strong advocates and informed ambassadors to the community.
3. Increased efficacy of both Board and all SEND staff.

1. Continuity in leadership through a new hire.
2. Increased staff capacity to handle more projects more efficiently.
3. Increase in number of new projects.
4. New staff and contractor hire(s) as needed

Organization & Financial

Vision:

SEND will remain a viable and healthy organization with increased Board and staff capacity and funding partnerships, enhancing the quality of life for all those who live, work and play in Southeast Indy.



GOAL

SEND will have a sound and sustainable business and financial model

TACTICS

1. SEND Board and Finance Committee will meet regularly to review financial information and performance goals. Executive Committee will meet to review as needed.
2. SEND staff will prepare an annual budget for SEND Board and amend as needed throughout the year.
3. Create long-term financial plan based on new focus of the strategic plan and available income sources relating to project and program activity.
4. SEND will examine and vet all opportunities, partners, and grants to understand their financial merits and implications.
5. Create short term financial plan based on SEND's current income and financial obligations.
6. Create a funding development plan.
7. Communicate regularly with sponsors and supporters. Including success stories, social media, annual donor letter, and contribution acknowledgement.
8. Seek outside help to drive engagement and increase revenue with marketing services.

OUTCOMES

1. Greater interaction between SEND and donor base.
2. SEND will continue to create and sustain homeownership; utilizing funds, grants, and leveraged partnerships to provide opportunities to income qualified residents.
3. Increase community awareness, create new partnerships, and subsidize SEND's treasury.
4. A current and up-to-date business strategy and budget.

Partners & Collaborators:

Central Indiana Community Foundation (CICF)
Childcare Answers
CICOA Aging & In-Home Solutions
Citizens Energy Group
City of Indianapolis
Commercial & real estate developers
Contractors
Corporate Partners
Develop Indy
Early Day Learning
Englewood CDC
Fountain Square Merchants Association
Fuller Center for Housing
Habitat for Humanity
Indianapolis Neighborhood Housing Partnership
Keep Indianapolis Beautiful (KIB)
Lenders/Financial institutions
Lilly Day of Service
Local Initiatives Support Corporation (LISC)
Local schools
One Heart, Many Hands
Real estate agents
Rebuilding Together Indianapolis
Reconnecting to our Waterways (ROW)
Shepherd Community Center
Southeast Community Services (SECS)
Southeast Quality of Life
South Indy Quality of Life
School of Public & Environmental Affairs (SPEA)
United Way of Central Indiana

SEND's work would not be possible without support from our neighborhood associations, funders and partners. We thank them for their continued collaboration, working with SEND for a better Southeast Indianapolis.

Neighborhood Associations

Bates Hendrick
Bean Creek
Christian Park
Fletcher Place
Fountain Square
Fountain Square Alliance
Garfield Park
Holy Rosary
Irish Hill
Meridian Raymond
My Christian Park
North Square
Norwood Place
Old Southside
South Village
Southeast Community Organization (SECO)
Twin Aire
WECAN

