

renew INDIANAPOLIS



Strategic Plan

September 1, 2020 - December 31, 2021

OUR HISTORY

Renew Indianapolis was incorporated in 2010 as the Land Bank of Indianapolis, a nonprofit 501c3 community-based organization to foster positive change through stabilization initiatives and comprehensive community development. King Park Development was incorporated in 1987 as a community development corporation whose mission was to build resilient and inclusive neighborhoods and offer access to high-quality housing, economic prosperity, and social opportunities for all residents regardless of income. King Park launched two Community Development Financial Institutions (CDFI's): Build Fund was established in 2015 to connect businesses to flexible, affordable, and responsible financing; Edge Fund, established in 2017, provides flexible financing for affordable, inclusive, and diverse housing opportunities.

King Park created a 2015-2020 Strategic Plan and Renew Indianapolis created a 2018-2020 Strategic Plan, with a significant amount of research going into each endeavor. A collaborative Strategic Alignment Committee was created in late 2017 to explore a possible partnership between the two organizations and evaluate their collective strengths to expand services.

The Committee determined that a “combined, well-resourced, and experienced organization would present significant opportunity to improve the delivery of the organizations’ missions of delivering comprehensive community development.” The Committee further recommended that “an aligned organization should evaluate priorities and opportunities through a strategic planning process to determine how it will fulfill its mission.” On January 1, 2020, the organizations merged, retaining the name Renew Indianapolis.

In following the recommendations of the report, the Renew Indianapolis Board of Directors engaged in creating a focused, 15-month “post-merger” interim strategic plan (9/1/20-12/31/21) to guide the organization as it determines how to best fulfill its mission, with an outreach component to assess current perceptions of key stakeholders. At the end of this planning period (2021), Renew Indianapolis will re-assess the impact of the merger on its programs and stakeholders as well as the effect of a continually changing economic landscape.

OUR VISION

Renew Indianapolis envisions communities where quality of life, access to housing, and opportunities to build businesses are not determined by race, socioeconomic background, or zip code. Our communities support impactful partnerships that preserve and build wealth for neighborhoods and individuals in ways that are equitable and inclusive. Our communities offer a range of affordable housing choices for residents based on their needs and aspirations, offering places to work, shop, play, learn, and worship.

OUR MISSION

Renew Indianapolis plays an integral role in supporting comprehensive community development, neighborhood stabilization, and quality of life initiatives through innovative programs that offer financing and development solutions to 1) create and preserve affordable housing, 2) support neighborhood revitalization efforts, and 3) foster small business development.

TAG LINE

Building the Vision:

- > of affordable housing
- > of access to opportunity
- > or resilient and inclusive neighborhoods

OUR VALUES

- > **Transparency:** openness, communication, and accountability
- > **Integrity:** honesty and adherence to strong moral and ethical principles
- > **Empathy:** recognizing and appreciating others' experiences and viewpoints
- > **Inclusion:** ensuring equal access for those who might otherwise be excluded or marginalized
- > **Innovation:** developing creative approaches to addressing existing challenges

OUR DIVERSITY, EQUITY AND INCLUSION STATEMENT

Diversity, equity, and inclusion are the foundations on which Renew Indianapolis is built. We acknowledge that economic systems continue to be discriminatory and cause great harm to communities of color. We will work to dismantle those systems through our lending, programs, and collaborations. We will hold ourselves accountable by publicly sharing established metrics, maintaining a diverse board and staff, and collaborating in meaningful partnerships.

OUR PRIORITIES AND STRATEGIES: SEPTEMBER 1, 2020 – DECEMBER 31, 2021

Priority #1: Renew Indianapolis will ensure the delivery of high quality and high impact programming while preserving and building wealth for neighborhoods and individuals in ways that are innovative, equitable and inclusive and deliver the promise of the mission.

Strategies:

1. Create non-traditional lending products designed to finance projects that the private market cannot or will not invest.
2. Develop, finance and preserve affordable housing to help build individual assets/wealth for communities of color and economically disadvantaged populations.
3. Develop specific goals and metrics to measure success in products and programming.

Priority #2: Ensure a culture that supports the mission and goals of the organization whereby all employees understand and contribute with a spirit of collaboration and team work to fulfill the mission and ensure the values and statement of diversity, equity, and inclusion are lived every day.

Strategies:

1. Ensure that the programs and services are NeighborWorks REDI, and led by our Diversity, Equity, and Inclusion statement of the organization.
2. Ensure the board and staff display the organization values of transparency, integrity, empathy, inclusion, and innovation in all work they do through the organization.
3. Continue to recruit and develop diverse board and staff, and non-traditional collaborative partnerships.
4. Develop assessment tools to track the progress of success in a cultural transformation.

Priority #3: Renew Indianapolis will model a collaborative leadership role in the community development landscape of Central Indiana, working to revitalize neighborhoods while keeping wealth and access in the hands of those we are serving.

Strategies:

1. Partner with other community-based organizations to add capacity through expertise, lending, and consulting.
2. Ensure a positive presence and active relationship with a variety of neighborhood, small business, and community development partners through community engagement and outreach.
3. Continuously assess the effectiveness of partnerships and relationship as to the impact of Renew's strategies.

Priority #4: Renew Indianapolis will have a high performing and engaged board and staff through focused board development efforts and implementing performance-based management throughout the organization.

Strategies:

1. Support the board of directors in fulfilling their legal and fiduciary responsibilities by creating a dashboard, establishing a finance committee, developing decision-making parameters, and modifying the committee structure.
2. Ensure the organization has established metrics, integrated values, identified challenges, continual monitoring of progress, and reporting outcomes to the board.

Priority #5: Renew Indianapolis will ensure continued organizational strength and sustainability through a strategic focus on community engagement, outreach and comprehensive resource development plans, and a marketing/communications plan.

Strategies:

1. Launch a comprehensive messaging campaign that clearly communicates who we are, what we do, and how we do it to our various audiences.
2. Become an affiliate of NeighborWorks by June 30, 2021.

OUR BOARD OF DIRECTORS AND STAFF LEADERSHIP

The following board members and staff leadership participated in the development of this plan.

Board

- > Esther Carter-Day, Board Secretary
- > Todd Cook, Board Member
- > Jan Diggins, Board Member
- > Patricia Gamble-Moore, Board Chair
- > Trent Garrett, Board Member
- > Jenn Lisak Golding, Board Member
- > Mark Grant, Board Member
- > Jennifer Green, Board Member
- > Jeff Hasser, Board Member
- > Tim Parnell, Board Vice-President
- > Nathan Ringham, Board Treasurer
- > Dolores Wisdom, Board Member
- > Mark Young, Board Member

Leadership

- > Steven Meyer, Chief Executive Officer
- > Bruce R. Baird, Chief Operating Officer

Planning Plus, LLC Consultants

- > Jan Frazier
- > Christy Shepard
- > Christie Gillespie

Adopted by the Renew Indianapolis Board of Directors on September 3, 2020.

This report has been prepared by Planning Plus, LLC. in conjunction with Renew Indianapolis.

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