



**MAPLETON
FALL CREEK**
DEVELOPMENT
CORPORATION

MFCDC 2.0

ROOFTOPS AND RETAIL FOR 2021

ORGANIZATIONAL OVERVIEW

In 1985, members of North United Methodist Church, Tabernacle Presbyterian Church, Broadway United Methodist Church, Our Redeemer Lutheran Church, and Trinity Episcopal Church joined with the Mapleton-Fall Creek Neighborhood Association to form the **Mapleton-Fall Creek Development Corporation** (MFCDC).

MFCDC is a **non-profit organization** dedicated to increasing Mapleton-Fall Creek's quality of life by providing **safe and affordable housing** for its residents, working to stimulate **economic opportunities** for neighbors, and collaborating with residents, who possess a **wide range of skills and gifts** and live & work in the Mapleton-Fall Creek neighborhood.

VISION

MFCDC will be the hub of activity for housing, economic growth and sustainable development in the Mid-North area.

MISSION

Connecting neighborhood partners to help, serve, revitalize, stimulate, and invest resources to rebuild an affordable, safe, and vital community.

STRATEGIC INITIATIVES

MFCDC will concentrate our development into corridors for maximum neighborhood improvement & impact and will accomplish its mission through the following key result areas:



Organizational Development: *Lead neighborhood development through use of progressive capacity building and collaborative practices.*



Community Building& Resident Support: *Empower residents to collaborate across neighborhoods while celebrating a shared identity and safe community.*



Homeownership Development& Construction: *Provide a variety of sustainable housing options that attract and retain residents. Facilitate neighborhood connections.*



Rental Housing Development & Construction: *Develop and maintain sustainable rental properties and access to affordable units within our community.*



Economic Development: *Promote entrepreneurship and neighborhood amenities through sustainable business creation and business retention.*



Destination Fall Creek: *Promote a collective identity that highlights community assets, natural resources and amenities.*



ORGANIZATIONAL DEVELOPMENT

Lead neighborhood development through use of progressive capacity building and collaborative practices.

STRATEGIC OBJECTIVE: Establish strategic private, public & philanthropic partnerships with targeted outcome of increased awareness and unrestricted operating support.

ACTION ITEM: Maintain active membership on the Midtown Economic Council and Mid-North Action Teams to encourage strategic redevelopment of the North Midtown Economic Development Area and Mid-North Indianapolis.

TARGET COMPLETION: Annual increase in unrestricted grant income

STRATEGIC OBJECTIVE: Rehab a new headquarters for the MFCDC office according to LEED-ND standards, *whether we choose to apply for certification or not.*

ACTION ITEM: Identify and Acquire a Mid-North property. Redevelop new property.

TARGET COMPLETION: Construction completed 3Q 2014. Office relocation completed during 4Q 2014.

ACTION ITEM: Remodel the property at 130 East 30th Street to generate additional income through a commercial and/or non-profit tenant lease.

TARGET COMPLETION: Remodel complete 2Q 2015. Secure commercial and/or non-profit tenant and build-to-suit in 2016.

COMMUNITY BUILDING AND RESIDENT SUPPORT

Empower residents to collaborate across neighborhoods while celebrating a shared identity and safe community.

STRATEGIC OBJECTIVE: Implement the Mid-North Quality of Life Plan in cooperation with community leaders, stakeholders, residents, and partners.

ACTION ITEM: Enhance communication and partnerships between our business and resident communities by improving service as a liaison between neighborhood associations, neighboring community development organizations, Mid-North Quality of Life action teams, and individual businesses.

TARGET COMPLETION: 2016

STRATEGIC OBJECTIVE: Ensure neighbors have access to jobs and skills training to retain and attract neighbors to Mapleton-Fall Creek.

ACTION ITEM: Utilize place-based strategies and partnerships with local institutions, regional transportation service providers and employment centers to provide referrals to training and placement.

TARGET COMPLETION: Ongoing - 2021

SUCCESS INDICATORS: Increased number of residents engaged in education and training (benchmark #); Decreased unemployment rates (benchmark = #); Increased rates of employment growth (benchmark #)

TARGET COMPLETION: Ongoing -2021

STRATEGIC OBJECTIVE: Expand and consistently communicate participation opportunities and value by creating a multi-layer communication plan tailored to diverse audiences.

ACTION ITEM: Utilize place-based strategies and partnerships with local institutions, regional transportation service providers and employment centers to provide referrals to training and placement.

TARGET COMPLETION: Ongoing - 2021

STRATEGIC OBJECTIVE: Strengthen neighborhood identity, cohesiveness and unity and foster a cooperative spirit among MFC neighborhoods.

ACTION ITEM: Establish specific neighborhood identity (amenities, placemaking destinations, residential assets)

ACTION ITEM: Promote brand identity for Mapleton-Fall Creek and Mid-North neighborhoods

ACTION ITEM: Facilitate civic involvement of residents, neighborhood associations and service organizations

TARGET COMPLETION: Ongoing – 2021

HOMEOWNERSHIP DEVELOPMENT AND CONSTRUCTION

Provide a variety of sustainable housing options that attract and retain residents. Facilitate neighborhood connections.

STRATEGIC OBJECTIVE: Plan and strategically rehab or newly construct the maximum number of houses throughout the 20/21 Area to increase resident density.

Success Indicator: There will be fewer than **50** vacant houses in the 20/21 Area by 2017.

Success Indicator: Increased retention and attraction of neighbors to Mapleton-Fall Creek. Homeowners will purchase houses in the 20/21 Area by 2017 (benchmark = **40**)

Success Indicator: 9 homes sold in 2014

Action Steps:

- ✓ Review MFCDC-Owned Housing and Parcel report
- ✓ Identify and select homes for rehab/lots for new construction within the 20/21 Area
- ✓ Obtain commitment from Grantors
- ✓ Purchase homes and lots if applicable

STRATEGIC OBJECTIVE: Transfer MFCDC-owned properties (structures, lots, houses) to private investors, stakeholders and organizations.

Success Indicator: **30** houses and parcels are transferred to private investors and residents through by 2017

Success Indicator: **10** houses are transferred to Habitat for Humanity and completed by 2017

Action Steps:

- ✓ Review MFCDC-Owned Housing and Parcel report
- ✓ Identify and select homes and lots
- ✓ Obtain commitment from investors and organizations
- ✓ Purchase homes and lots if applicable

STRATEGIC OBJECTIVE: Geographically expand to broaden MFCDC's reach by building affordable housing beyond the 20/21 Area.

Success Indicator: **10-15** homes are rehabbed or constructed outside the 20/21 Area by 2017

Action Steps:

- ✓ Review MFCDC-Owned Housing and Parcel report
- ✓ Identify and select homes for rehab/lots for new construction outside the 20/21 Area
- ✓ Obtain commitment from Grantors
- ✓ Purchase homes and lots if applicable

STRATEGIC OBJECTIVE: Improve the living conditions of low to moderate income (LMI) residents within and outside the 20/21 Area by providing quality home repair.

Success Indicator: **50-60** houses are repaired by 2017; **25** individuals are referred and accepted to INHP's Home Repair Program by 2017

Success Indicator: 16 homes repaired in 2014

Action Steps:

- ✓ Set-up, track and maintain a Home Repair list on Counselor Max



HOMEOWNERSHIP DEVELOPMENT AND CONSTRUCTION

Provide a variety of sustainable housing options that attract and retain residents. Facilitate neighborhood connections.

STRATEGIC OBJECTIVE: Partner with various organizations to leverage the costs of home repairs and expand the CDBG program.

Success Indicator: **\$250,000** is calculated as leveraged funding by 2017 (CICOA, City's Lead Grant Program, Volunteers, CAGI, SAWs); **25** seniors are able to remain in their homes because of improved accessibility/mobility.

Success Indicators: **\$1,016,278 Affordable Housing Investment in 2014**
\$196,278 Public Funding in 2014
\$1,029,950 Private Funding in 2014
\$33,236 Individual & Corporate Contributions in 2014
\$15,000 In-Kind Funding in 2014

Action Steps:

- ✓ Attend and hold meetings, training sessions, various events to maintain relationships/partnerships
- ✓ Provide informational brochures/hold seminars to help seniors "age in place" thru CICOA's Accessibility/Modification Programs

RENTAL HOUSING DEVELOPMENT AND CONSTRUCTION

Develop and maintain sustainable rental properties and access to affordable units within our community.

STRATEGIC OBJECTIVE: Identify competent, private development for undeveloped MFCDC properties with a concentration of development along 20/21 corridors as well as into the NE quadrant of MFC. Specifically, the following high traffic corridors:

- 32nd Street between New Jersey and Fall Creek Parkway
- 33rd Street between New Jersey and Carrolton
- Fairfield from 34th to Woodland
- College from Watson to Fall Creek parkway

RATIONALE: In addition to supporting transit development, these high-traffic corridors are the only definition some neighbors have of our neighborhood. High-visibility improvement to traffic corridors / gateway is typically the most successful redevelopment approach (ex. Fall Creek Place). With the transformational impact of our 20/21 stabilization efforts, our long-term vision will focus around gateway enhancements.

ACTION ITEM: Create at least two (2) rental units per year between the 30th and 36th corridors.

TARGET COMPLETION: 2 occupied rehabbed units by December 2013 and 4 occupied rehabbed units by 2014.

SUCCESS INDICATOR: 90% occupancy rate or higher for rental units by December 2014

ACTION ITEM: Implement a tax credit scattered site reclamation project (ex. 12-16 Units) in 2015 for completion in 2016. Develop a property list of target sites.

TARGET COMPLETION: Property List completed by December 2013. Secure Tax Credits Secured in 2014 and Syndicated in 2015. Scattered Site construction completed by December 2016.

SUCCESS INDICATOR: 100% completed quality units by 2016 with a 90% occupation rate by October 2017.

ACTION ITEM: Redevelop the 500 East 30th Street site into a high efficiency quad.

TARGET COMPLETION: Complete by December 2017

SUCCESS INDICATOR: 75% Occupancy by July 2018.

Action Item: Develop a Request for Proposals for 3 lots and 3 properties identified for redevelopment. RFP will define success priorities and include a pro forma template for applicants.

Target Completion: RFP released 3Q 2013. Redevelopment begin in the 2Q 2014.

SUCCESS INDICATOR: Four parcels will be redeveloped and occupied by 2Q 2015.

ECONOMIC DEVELOPMENT

Promote entrepreneurship and neighborhood amenities through sustainable business creation and business retention.

STRATEGIC OBJECTIVE: Produce mixed-use development along the Central Avenue Corridor (between 30th & Fall Creek) and the Fairfield & College Avenue Commercial Node.

ACTION ITEM: Execute Market Study for redevelopment of an Assisted /Independent Senior Housing & Mixed-use complex by December 2013.

Action Item: Execute a Feasibility and Market Study redevelopment at Fairfield and College by December 2014.

Action Item: Based on results of each Feasibility & Market Study, seek partners and anchor clients in partnership with the Midtown Economic Council and the Indianapolis Bond Bank.

STRATEGIC OBJECTIVE: Become a preferred resource for business attraction, retention and expansion in Mapleton-Fall Creek by developing relationships and serving as a connector.

ACTION ITEM: Develop an economic development toolbox to communicate existing human, financial, social and capital resources.

ACTION ITEM: Identify tools to strengthen existing retailing, commercial uses, industries, and cultural facilities within targeted redevelopment areas.

ACTION ITEM: Connect neighborhood projects with available economic development resources

SUCCESS INDICATORS: Increased lending rate in MFC (total # and Amount); Increased number of targeted businesses operation in MFC; Toolbox is created and utilized.

STRATEGIC OBJECTIVE: Foster commercial real estate development to increase access to goods and services and produce neighborhood-based jobs.

ACTION ITEM: Redevelop blighted and deteriorating commercial areas as outlined in the 2012 Mid-North Commercial Node Strategy

ACTION ITEM: Remove barriers to redevelopment by prioritized Mid-North nodes to include active site acquisition, requirements and remediation. Prioritized areas include nodes along 38th Street (at Illinois, Meridian, and College), Fairfield & College, 30th & College, and 30th & Central.

ACTION ITEM: Strategically advocate for infrastructure and transit improvements to foster Mid-North commercial activity (i.e. Street conversions, improved access, gateway improvements, etc.)

ACTION ITEM: Establish agreement on basic standards of commercial development that includes identification of targeted retail categories, incorporation multiple uses and multi-accessible amenities where applicable, such as neighborhood shopping, schools, libraries, parks and quality employment. Tools will be created that outline expectations in the planning, design, development, and/or redevelopment stages of development.

SUCCESS INDICATORS: Increased number of commercial building permits; Decreased number of commercial vacancies (benchmark = #)



DESTINATION FALL CREEK

Promote a collective identity that highlights community assets, natural resources and amenities.

STRATEGIC OBJECTIVE: Provide a recreational and cultural destination for residents & visitors of all ages to meet, reflect and play.

ACTION ITEM: Transform MFCDC pocket parks & public spaces into valuable, accessible destinations.
Target Completion: 2016.