

MEMORANDUM OF UNDERSTANDING (“MOU”) BETWEEN INDY ECONOMIC DEVELOPMENT, INC. (“IEDI”) AND JOHN H. BONER COMMUNITY CENTER, INC. (“BONER CENTER”) FOR THE IMPLEMENTATION OF THE INDYEAST ECONOMIC MOBILITY DISTRICT (“IEMD”)

This Memorandum of Understanding (“MOU” or “Agreement”) is entered into by and between Indy Economic Development, Inc., a nonprofit entity organized and existing under the laws of the State of Indiana (“IEDI”), and the John H. Boner Community Center, Inc., doing business as John Boner Neighborhood Centers, an Indiana nonprofit corporation (“Boner Center”), collectively referred to as the “Parties,” for the purpose of outlining the terms and responsibilities related to the implementation of the IndyEast Economic Mobility District (“IEMD”).

RECITALS

WHEREAS, the federal government made a ten-year designation of the IndyEast Promise Zone, which is designed to improve education, increase the availability of affordable housing, create jobs, promote economic development and improve public safety;

WHEREAS, the State of Indiana and the U.S. Department of Treasury have made a designation of certain tracts as Opportunity Zones, which are designed to offer federal tax breaks to those who invest in projects located in the designated tracts;

WHEREAS, the State of Indiana has made a designation of the IndyEast Promise Zone as a 21st Century Talent Region, which is designed to attract, develop and connect talent by implementing a plan to increase educational attainment and raise household income;

WHEREAS, the named implementation partners of the IEMD have studied and determined that innovative systemic and structural changes are necessary to address the economic stability, recovery, and mobility of residents within the combined IndyEast Promise Zone and Opportunity Zone geographies;

WHEREAS, decreased unemployment and increased household income for unemployed or underemployed neighborhood residents is one of the main goals of the IndyEast Promise Zone designation;

WHEREAS, there are currently and anticipated to be future funding applications that will provide resources to support the IEMD; and,

NOW, THEREFORE, in consideration of the mutual promises and covenants set forth herein, the Parties agree as follows:

Section 1: Vision of the IndyEast Economic Mobility District

The IEMD's vision is a vibrant, inclusive and welcoming community in which all families have access to the tools, support, and resources to achieve economic mobility and to build generational wealth.

Section 2: Theory of Change

The IEMD was created to ensure every Eastside neighbor has the opportunity to build wealth that stays local and lasts for generations. Our work aims to stabilize and strengthen neighborhoods, and to bring investment and employment back to long-neglected corridors. Together, we're aligning resources, reimagining vacant properties, and advancing strategies that remove barriers and expand opportunities. Our place-based approach is grounded in decades of collaboration and guided by the voices of our neighbors, reflecting a proven track record of success in making our District a great place to live, work, and learn. The IEMD is creating a foundation for lasting, shared prosperity – built by and for the people who live here.

Section 3: Theory of Action

The IEMD theory of action is a shift in thinking, planning and implementation of economic, housing, and social supports to improve opportunities for individuals and families residing in the IEMD. Based upon the results of consistent, data-driven evaluation and assessments and community engagement, strategies in the IEMD will guide residents along a pathway of economic mobility. Results-driven, evidence-based strategies will center on seven core components:

1. Asset Building;
2. Entrepreneurship and Business Enterprises;
3. Workforce Development;
4. Social Enterprise;
5. Housing Innovations;
6. Resident Engagement, and;
7. Lifelong Education.

Through engagement in IEMD strategies, residents of the IEMD will work together to promote changes in systems and neighborhood dynamics to support these pathways out of poverty.

In respect to Economic Development, the IEMD shall advance a coordinated approach to business attraction and retention, workforce development, real estate investment, and small business support. Strategies shall be informed by data and resident engagement.

Section 4: Definition of the Target Area

The footprint of the IEMD target area resides within the Eastside and Southeast side communities of Indianapolis and includes the areas commonly known as Martindale-Brightwood, the Near Eastside, Fountain Square, Twin Aire, and parts of the Near Southeast side. This ~15.8 square mile area is the home of approximately 60,327 residents (as of the 2023 U.S. Census Bureau ACS 5-Year Estimates) and follows the following

boundaries: I-65/70 and the Monon Trail to the west, Raymond Street to the south, Emerson Avenue to the east, and 30th Street to the north – inclusive of parcels along both sides of each boundary street and avenue. The target area encompasses the total area of the IndyEast Promise Zone, superimposed Opportunity Zones, and surrounding neighborhoods.

Section 5: Partners

A broad Consortium of partners has been selected to ensure that strategies may be successfully implemented across a broad geography:

- a. *Neighborhood Center Partners:* John Boner Neighborhood Centers, Edna Martin Christian Center, Southeast Community Services
- b. *Community Development Partners:* Edna Martin Christian Center – Community-Based Development Organization Subsidiary, Englewood Community Development Corporation, Near East Area Renewal, Southeast Neighborhood Development, Martindale Brightwood Community Development Corporation, Shepherd Community Center, Habitat for Humanity of Greater Indianapolis, Home Repairs for Good
- c. *Data and Evaluation Partners:* CityStrategies, LLC; United Way of Central Indiana
- d. *Systems Partners:* Intend Indiana, EmployIndy, Indianapolis Neighborhood Housing Partnership, Indy Economic Development, Local Initiatives Support Corporation Indianapolis, Prosperity Indiana, United Way of Central Indiana
- e. *Local Government Partners:* The City of Indianapolis

Section 6: Governance

- a. **Partner Consortium:** The Partner Consortium shall be composed of representatives of each of the IEMD partners. The Consortium shall hold meetings at least semiannually in which members provide guidance, support, and strategic direction pertaining to programs and initiatives, their implementation, and other matters necessary and proper for the functioning of the IEMD. In addition, the Partner Consortium shall ensure that relevant data is collected and that systems are being built and utilized.
- b. **Neighborhood Center Alliance:** Whereas the IEMD is an initiative arising from the planning grant application submitted by the John Boner Neighborhood Centers, Edna Martin Christian Center, and Southeast Community Services, the IEMD shall maintain a Neighborhood Center Alliance composed of the directors of these three organizations and designated members of IEMD permanent staff. The purpose of this Alliance shall pertain to advancing the mission, vision, and goals of the District in accordance with agreed-upon shared values. The Alliance shall serve as a permanent standing Committee with an advisory role towards, but not authority over, the Partner Consortium. To foster increased collaboration, cross-membership on Alliance members' boards of directors shall be encouraged. The Alliance shall meet at a frequency of its choosing, and decisions of the Alliance shall be made by unanimous consent of its members.
- c. **Committee Engagement:** The expanded work of the IEMD may occur within

Committees, each of which shall have discretion to create subgroups for specific initiatives, strategies, or activities as determined by the Committees. Committees and subcommittees shall meet at a frequency of their choosing. Members of the Partner Consortium may form and dissolve Committees on an ad hoc basis.

d. **Resident Engagement:** Core to the establishment of the IEMD are the principles of community organizing, resident engagement, and asset-based community development principles. The strategies comprising the IEMD were developed from a variety of community planning processes conducted throughout the District. The following are the key plans that form the basis of the District and the proposed strategies being employed:

- i. East Washington Street Vision Plan;
- ii. Sherman Park Redevelopment Plan;
- iii. Twin Aire Comprehensive Redevelopment Plan;
- iv. Eastside RDA Designation;
- v. Greater Martindale-Brightwood RDA Designation;
- vi. Norwood RDA Designation;
- vii. IndyEast Promise Neighborhood Strategic Framework; and,
- viii. Quality of Life Plans for Martindale-Brightwood, Southeast, and Near Eastside.

Section 7. Mutual Commitments

This Agreement shall become effective as of [Insert Date] and shall remain in effect for a period of five (5) years, or for the duration of relevant grant funding, whichever period is shorter, unless terminated earlier pursuant to the provisions of this Agreement.

Boner Center shall employ the Economic Development Manager (“Manager”) and provide all necessary salary, benefits, equipment, and programmatic funding. s

The Manager shall collaborate with IEDI business development team members on projects and initiatives in the District. The team shall focus on business expansion; real estate development strategy; and coordination with city departments and community stakeholders. The Job Description (Attachment A) contains the full scope of the Manager’s duties.

The Manager shall manage a shared project tracker and submit monthly reports to both Parties detailing key performance metrics, project updates, and qualitative success stories.

IEDI shall offer additional staff time to support the IEMD as appropriate, including but not limited to: Leadership, Business Retention and Expansion, Communications, and Ombudsman/Permitting Navigation Services.

IEDI and Boner Center shall jointly collaborate to integrate IEMD priorities into city-led economic development strategy, tools and processes as appropriate.

IEDI shall ensure that any outreach or engagement of companies within the IEMD will be communication to and coordinated with the Manager in advance.

IEDI shall ensure that Companies within the IEMD receiving city-led incentives are encouraged to adopt inclusivity plan components that reflect IEMD priorities, in lieu of a CBA. The full scope of this strategy is outlined in Attachment B.

IEDI shall help support and pilot new loan and incentive programs that would be coordinated by the Manager on behalf of the IEMD. Attachment C outlines such programs.

Section 8. Goals And Metrics

The Parties shall determine mutually agreed-upon performance metrics within ninety (90) days of the Manager's hire. The goals of the partnership shall include:

- Increasing capital investment within the district;
- Creating and retaining jobs that pay a living wage;
- Strengthening the ecosystem of small and locally owned businesses;
- Raising household income and building community wealth;
- Supporting new building construction and rehabilitation projects;
- Reducing the number of vacant industrial and commercial properties;
- Promoting the development of diverse, mixed-income housing;
- Ensuring equitable implementation of City tools and processes;
- Elevating the District in the context of regional economic development strategies.

Section 9. Communication

The Parties agree to maintain open and consistent communication throughout the duration of this Agreement. IEDI shall hold one (1) seat on the IEMD Steering Committee or it's related economic development committee [insert additional governance detail].

Designated contacts for the purposes of implementation, reporting, and communication shall be:

Boner Center/IEMD Leadership: Elizabeth Nash, IndyEast Economic Mobility District Director

IEDI Leadership: Turae Dabney, Vice President of Community Relations & Initiatives

The Parties shall convene monthly check-in meetings and collaborate on shared initiatives and reporting requirements.

Section 10. Reporting and Evaluation

The Manager shall provide written monthly updates to both Parties related to economic development activity. Reports shall include updates on key performance indicators,

qualitative success stories, and a summary of activities noted in the shared project tracker.

Section 11. Branding and Data Ownership

All public-facing deliverables of joint projects shall be co-branded with IEMD and IEDI logos.

All data, reports, and programmatic materials developed as a result of this partnership shall be considered jointly owned by Boner Center and IEDI, unless subject to confidentiality or non-disclosure agreements (“NDAs”) required by external partners. NDAs shall take precedence only where terms are not in conflict with the stated values of this Agreement.

Section 12. Amendments and Termination

This Agreement may be amended only by mutual written consent of both Parties. Either Party may terminate this Agreement upon thirty (30) days’ written notice in the event of: (a) material failure to adhere to the goals outlined herein; (b) continued underperformance in relation to the agreed-upon metrics; (c) breakdown in communication or cooperation; or (d) inability to provide appropriate staff support or programmatic oversight.

Section 13. Execution

IN WITNESS WHEREOF, the Parties hereto have executed this Memorandum of Understanding as of the date set forth below.

Indy Economic Development, Inc.:

Name: _____

Title: _____

Date: _____

Boner Center / IEMD:

Name: _____

Title: _____

Date: _____