

Build Back Better: Central Indiana Initiative

Overarching Narrative

Synopsis

The Build Back Better Central Indiana Initiative (BBBCII) is the result of the alignment of industry, government, nonprofit, academic, and philanthropic partners around a strategic vision to transform the regional economy. Together, these partners have developed a set of integrated and innovative projects to address critical gaps in Central Indiana's food processing and manufacturing cluster. Through these projects, the BBBCII Coalition will create over 3,400 jobs, improve equitable outcomes in employment and entrepreneurship, and accelerate growth in the cluster to drive the region's economic recovery. For years, the Coalition has worked to bring opportunity to the region, and its robust plan leveraging assets and partnerships unique to the Central Indiana region promises to build shared economic prosperity.

BBBCII Coalition members include the City of Indianapolis, Flanner House, 16 Tech Community Corporation (16TCC), and Indiana University Health (IU Health). As lead institution, the City of Indianapolis will convene the Coalition and leverage its resources and capacities to drive progress. As a social services agency and community development anchor in the Northwest Area, Flanner House will leverage its employment, economic development, and food justice programs to ensure equitable growth in partnership with residents and stakeholders. 16TCC was formed to develop the 50-acre 16 Tech Innovation District into a globally-competitive community for research, innovation, and entrepreneurship focused on bioscience, technology, and advanced manufacturing; it will leverage its array of partnerships and facilities to empower the Coalition. As Indiana's largest health system, IU Health is investing \$1 billion into its Health District; it will align its district development plan with the Coalition's plan to drive growth in the regional cluster.

The Coalition will work with key partners to achieve progress, including: Local Initiatives Support Coalition (LISC), Central Indiana Corporate Partnership (CICP), Conexus, Ivy Tech Community College, Emerging Manufacturing Collaboration Center (EMC2), the IndyEast Promise Zone (IEPZ), and others. Together, the Coalition and its partners have collectively invested over \$100 million in economic development efforts in Central Indiana, which have included a variety of blended funding sources such as private lending, tax increment financing, New Market Tax credits, state and federal grants, and philanthropic awards and which have resulted in an array of high-performance assets in the region which can now be enhanced through intentional efforts to connect and program them in a way that produces the Coalition's envisioned results. The Coalition is committed to expanding its partnerships to foster the long-term collaboration and alignment required to achieve its vision. For specific information, please see the attached letters of support provided by the Coalition members and their partners.

The Coalition will combine the sum of its assets, resources, and expertise to advance an initiative that is greater than the sum of its parts. To this end, the Coalition has aligned eight projects to catalyze growth, accelerate progress, and achieve inclusive outcomes in the food processing and manufacturing cluster:

1. The Coalition will build an effective and equitable networked Governance model for the BBBCII that utilizes robust project management structures and engagement processes to drive economic growth.
2. The Carrier Bryant Redevelopment will grow the regional cluster by redeveloping a brownfield site in one of the region's most distressed communities as a food production and processing site; this project features Public Works improvements, a Food Services facility, a Greenhouse Expansion, and industry employers on-site.
3. The Sherman Park Public Works project will redevelop an additional brownfield site in another one of the region's most distressed communities as a food processing and manufacturing site.

4. The Coalition's Talent Development project will create a Talent Development Pipeline that connects workers to opportunities in the regional cluster and include an aligned Healthcare Career Pathway.
5. The Supply Chain Integration project will provide advanced technologies education, targeted lending, and entrepreneurial support through the Urban Business Resource Center (UBRC) and Food Production Ecosystem.
6. The Coalition's 16 Tech Infrastructure improvements will connect residents, workers, and communities to the 16 Tech Innovation District, anchoring the BBBCII in a physical center to maximize success¹.
7. The Regional Transit Alliance will identify strategies to better connect historically excluded communities in the urban core and cluster employers located in rural and suburban areas of the region.
8. Finally, the Coalition's Revolving Loan Fund will support business development particularly among minority business owners; the Coalition anticipates an initial total investment of \$5 million in the Revolving Loan Fund, \$3.625 million from EDA funds, and \$1.375 million from Indy CDE.

The projects assembled above are the result of an intensive planning process the Coalition undertook in 2021. The Coalition began by reviewing a state-of-the-field analysis completed by Mass Economics in May 2021, which found: 1) that the food processing and manufacturing cluster was the second fastest-growing cluster in the region, outperforming the general economy and growing at a rate of 5% even during the height of the COVID-19 pandemic in March 2020, and 2) that this cluster is one of the most promising in the region for its potential to drive equitable growth. Using a variety of metrics including Location Quotients, job growth, average wages, on the job training rates, and percentage of XBE firms and BIPOC workers, the study showed that the food processing and manufacturing cluster offers unique potential to produce economic growth that is inclusive, resilient to downturns, and prosperous across the region.

In addition, the Coalition approached industry leaders, including CICP, sector-specific entities, industry employers and educators to identify critical needs in the cluster and strategized to address these needs in alignment with local plans, including the 2015 Central Indiana Regional Development Plan, Thrive Indianapolis Plan, King Commons Great Places and Near Northwest Quality of Life Plans, 16 Tech's Neighborhood Education and Workforce Plan, and the region's draft Comprehensive Economic Development Strategy (CEDS) plan, supported by EDA. Copies of the plans are available upon request.

The Coalition has organized its projects to actualize the four guiding principles in the CEDS, which include: 1) Partnerships and Regional Alignment to advance economic opportunity for all and build partnerships across the Central Indiana region, 2) Equitable Growth involving understanding, addressing, and dismantling the root causes of outcome disparity along with the historic and existing barriers to participation in the local economy, 3) Recovery and Resiliency involving targeting efforts that prepare the region to avoid, withstand, and recover from economic shocks and natural disasters, and 4) Connectivity, involving embracing the interconnectedness of Central Indiana and the underlying foundation tying economic development efforts together. The Coalition has also aligned with EDA investment priorities around equity, recovery and resilience, workforce development, manufacturing, and technology-based economic development, as these are inherently aligned with the Coalition's work.

Thus, in developing its eight projects, the Coalition has built a data-and-evidence based initiative that responds to critical challenges impacting the region's economy with aligned and integrated strategies and investments in the food processing and manufacturing cluster designed to drive regional growth. Each of the projects builds upon the activities and achievements of the next to advance the cluster's growth by

¹ Brookings, "Rethinking Cluster Initiatives," July 25, 2018, <https://www.brookings.edu/research/rethinking-cluster-initiatives/>.

furthering brownfield redevelopment, talent development, supply chain integration, infrastructure, access to employment and capital, and networked governance. In realizing its vision, the Coalition will create a functional, equitable ecosystem to produce deep impacts in the region's most distressed communities, which will be replicated and scaled across broader geographies as the Coalition works to build out urban-rural linkages. This ecosystem represents a new and transformational way of engaging partners across sectors and geographies and aligning assets and resources to produce tangible, inclusive outcomes for people, communities, and the cluster as a whole.

In alignment with its holistic approach, the Coalition has leveraged three complementary initiatives in support of the BBBCII: the IEPZ, Sherman Park Area-Wide Plan (AWP), and IU Health District. The IEPZ was designated in 2015 and is a high-poverty, high-capacity community in which the federal government works with local leaders to achieve local goals; IEPZ partners, including the City of Indianapolis, have leveraged \$193,513,853 in federal funds to achieve objectives aligned with the BBBCII. The AWP was completed in 2018 with support from the EPA, and the IEPZ has partnered with the BBBCII to implement portions of this plan to redevelop the Sherman Park site. Finally, the IU Health District will bring \$1 billion in investment, diverse uses and world-class design to the new 44-acre medical campus expansion.

In implementing the projects and activities described above, the Coalition will be able to align leadership, enhance cluster performance, and achieve several economic impacts. Specifically, by September 2027, the Coalition will create 3,471 new jobs, with 9% of these jobs being union jobs and 64% of these jobs being well-paying jobs with good benefits; place 3,436 historically disadvantaged workers into good jobs; launch 110 small businesses; invest \$25 million in technology; raise \$277 million in private capital; leverage \$69 million in public funds; and spur 10 private development projects in the regional cluster, among other outcomes. These impacts will be transformative for people, communities, the cluster, and the region.

The Coalition will achieve the following set of milestones and deliverables in reaching its goals; it will:

October 2022: Begin seven of its projects: Carrier Bryant Redevelopment (Public Works and Food Services construction), Sherman Park Public Works, Talent Development (Talent Development Pipeline and Healthcare Technologies Career Pathway), Supply Chain Integration (Food Production Ecosystem), 16 Tech Infrastructure, Regional Transit Alliance, and Revolving Loan Fund.

March-April 2023: Begin its Governance project and UBRC construction and programming.

September 2024: Complete Food Services construction and begin Food Services programming.

February 2025: Complete Carrier Bryant Public Works.

June-July 2025: Begin sustaining its Regional Transit Alliance in and finish deploying all RLF funds.

September 2025: Complete Sherman Parks Public Works and begin sustaining its Talent Development Pipeline and Food Production Ecosystem.

December 2025: Complete UBRC construction.

March-April 2026: Complete 16 Tech Infrastructure and begin sustaining UBRC programming.

December 2026: Begin sustaining Food Services programming.

February 2027: Begin sustaining its Governance work.

In participating in the Build Back Better Regional Challenge, the Coalition sought to harness this unique opportunity to bring a broad coalition of partners, stakeholders, and investors together to tackle the greatest economic challenges of our time. Together, the Coalition partners have created a vision to transform Central Indiana's regional economy by ensuring that the food processing and manufacturing cluster becomes an engine that drives shared economic prosperity across the region. This Coalition is uniquely prepared to align investments, integrate initiatives, implement projects, and secure and leverage resources to improve economic outcomes in the regional cluster and its communities. With an initial investment from

the EDA, the Coalition will be able to unlock the development potential of significant sites in the region after years of planning and to greatly accelerate the rate at which it achieves transformative outcomes as it positions itself and the region for long-term success.

Project Location & Region

Central Indiana faces challenges as it seeks to recover from the COVID-19 pandemic. This region roughly aligns with the Indianapolis-Carmel-Anderson combined statistical area (MSA) and contains all the counties included in the MSA with the exception of Shelby County. These counties include: Marion (FIPS: 18097), Hamilton (18057), Hendricks (18063), Johnson (18081), Madison (18095), Hancock (18059), Morgan (18109), Boone (18011), Putnam (18133), and Brown (18013) counties.

Like others across the country, the region's 24-month unemployment rate nearly doubled from 2019 to 2021, increasing from 3.14% to 5.13%. More importantly, the region is one in which great inequity exists. While the region as whole mirrors national economic conditions, communities in the region struggle significantly. To illustrate, the Northwest Area in Indianapolis had a 10% unemployment rate in 2019, compared to the metro area's 4.8% rate. Similarly, its per capita income was \$18,922 in 2019, compared to \$57,629 in the region, and its life expectancy was 71.4 years, compared to 83.7 years just 10 miles north, across the Marion County line. Likewise, the IEPZ had a 16% unemployment rate in 2019, and its median household income that year was \$25,845, compared to \$62,502 in the MSA. Together, these communities show the inequitable distribution of poverty and prosperity in the region.

The COVID-19 pandemic has only exacerbated these issues; in fact, a recent report by the Polis Center through their Social Assets and Vulnerabilities tool revealed that the Northwest Area is second highest scoring area in Marion County in terms of the negative impact of the COVID-19 pandemic on residents and the economy; the north end of the IndyEast Promise Zone is the highest scoring². Much of this impact is driven by severe, pre-existing socioeconomic vulnerability, evidenced by the areas' high poverty rates and high percentages of residents who are people of color (78% and 35%). These facts illustrate the role racial inequities have played in the economic inequities that impact these areas today. Addressing this issue so that these communities and others like them are able to fully and equitably participate in the region's economic recovery is a priority for the Coalition as it seeks to create the conditions for shared prosperity.

In engaging stakeholders across the region, including residents of the communities described above, the Coalition has identified ways to bridge and create synergies between four broad sets of assets to advance the regional growth cluster, accelerate the region's economic recovery, and foster greater resilience to future disruptions. These sets of assets include: 1) more than \$3.5 million in recent investments in the Northwest Area's quality of life goals, 2) over \$1 million in investments already made and an additional \$400+ million anticipated by 2030 in the 16 Tech Innovation District, a globally competitive district in the Northwest Area, 3) investments made by IU Health adjacent to the Northwest Area, as it works to build out its \$1 billion Health District, and 4) \$5 million in talent, firm, and supply chain investments to be made by regional and state entities to improve skills alignment and digital adoption in the regional cluster. In doing so, the Coalition will be able to address gaps that have been consistently identified by industry leaders as impediments to productivity, wage growth, job quality, and economic impact while elevating human beings and their enterprises as the key assets the Coalition must bring to bear, support, develop, and honor.

Private Sector Participation

² https://www.savi.org/feature_report/health-and-economic-impact-of-covid-19-on-neighborhoods/

The Coalition's networks are dense, active, and diverse and include corporate, innovation, philanthropic, academic, nonprofit, government, neighborhood partnerships. Engagement of and participation in these networks has already facilitated the ability of the Coalition to achieve measurable impacts, and the Coalition will continue to build upon its networks to engage private stakeholders in functional and impactful ways. To illustrate, the Coalition has partnered with the following private sector entities:

Central Indiana Corporate Partnership was formed in 1999 to bring together the chief executives of Central Indiana's prominent corporations, foundations and universities in a strategic, collaborative effort dedicated to the region's continued prosperity and growth. To advance this mission today, CICP sponsors six key talent and industry cluster initiatives: Agrinovus, Ascend, BioCrossroads, Conexus, Energy Systems Network, and Techpoint. These cluster initiatives address challenges and opportunities in agbiosciences, talent and workforce development, life sciences, advanced manufacturing and logistics, advanced energy technology and transportation and technology to drive regional growth for global competitiveness.

CNTNR has pioneered a manufacturing process to produce smart structures utilizing repurposed steel shipping containers. Their proprietary methods form the backbone of an eco-friendly building solution that cuts construction timelines by half and results in structurally superior finished products such as dwelling units, medical modules, and vertical farming pods, all of which are aligned with the Coalition's investment strategy. CNTNR has been engaged with Flanner House over the last two years and intends to locate its first North American facility of 100,000 square feet on the Carrier Bryant site, employing 800 neighbors in their facility within five years. Their commitments are included in the attached letter of support.

Kingmaker Foods empowers people through food and uses its innovative, state-of-the-art manufacturing facilities to produce safe, quality, fresh food products with consistent taste and innovative flavors. Since 2015, Kingmaker Foods has grown by 10% annually, and since 2020, the company has been in active coordination with the City of Indianapolis regarding its desire to expand its operations beyond its current locations in Johnson and Marion Counties. The Kingmaker Foods expansion is currently in the City's New Market Tax Credits pipeline (for EDA-ineligible expenses) and is a prioritized project that will create 128 jobs in the regional cluster. Kingmaker also intends to strategize with the Coalition around workforce development needs and training programs, connecting supply chains with markets, and addressing industry trends impacting the cluster's growth. Their commitments are included in the attached letter of support.

Revolution Foods is a B Corp that designs, produces, and delivers over two million, federally reimbursable, nutritionally balanced, culturally relevant school and community meals per week nationwide. Revolution Foods intends to become an anchor tenant on the Carrier Bryant site, building an 83,000 square-foot food processing, packaging, and distribution facility that will employ 113 residents within five years. Revolution Foods has been engaged with Flanner House for over a year and will play an active role in the site's redevelopment. Their commitments are included in the attached letter of support.

The Coalition will work with the partners above and others not only to implement its proposed projects but also to achieve the alignment of assets and systems the Coalition envisions. In particular, the Coalition's Industry Advisory Council will be an important asset that will align and engage private sector partners to build financial and political resources to advance the Coalition's work. The Coalition's progress thus far in aligning and mobilizing partners, securing resources, and developing a transformative vision and solid plan has positioned it well for implementation, and the Coalition is well-prepared to leverage these networks, partnerships, and commitments to drive growth throughout the regional cluster.

Plan for Sustainability

The Coalition has the support of a variety of private and public entities operating at local, state, and national levels. Previously, Citizens Energy, the W. K. Kellogg Foundation, the State of Indiana, and the U.S. Departments of Health and Human Services and Urban Development and others have collectively invested over \$100 million into the Coalition's regional economic development efforts contributing to the BBBCII, including workforce development programs, infrastructure improvements, and other investments. Currently, several public, private and governmental entities have collectively invested \$20.5 million into the Coalition's proposed projects as committed match funds.

In addition to securing the above investments in the region, the Coalition has developed a sustainability plan based on five key strategies for attracting and maintaining local, state, federal, and private support for its work during the post-award period. These strategies include:

Ensuring excellent performance: The Coalition intends to meet and exceed its performance and impact goals to ensure the BBBCII remains an attractive initiative in which to invest and with which to align.

Attracting and leveraging Federal support: The Coalition has many years of experience leveraging federal awards to create blended funding stacks for some of the region's most impactful projects, such as the 16 Tech Innovation District, the Health District, the Sherman Park and P.R. Mallory developments, and others; the Coalition will utilize this expertise to ensure ongoing support and to secure aligned investments.

Building relationships with national foundations: The Coalition has a number of long-term relationships with national foundations such as Lilly Endowment, Inc. and the W. K. Kellogg Foundation. These philanthropic funders have been important contributors to the Coalition's success and form a foundation on which to grow. As the Coalition continues to expand, it is working diligently to develop relationships with additional funders, such as the Ford and Rockefeller Foundations, to inform them of the Coalition's plan and of the ways in which they could invest in the Central Indiana region's growth.

Fundraising collectively: The Coalition is working as part of its Phase I planning grant to develop a comprehensive, collective fundraising strategy to support its work and has engaged a Sustainability Strategy Consultant under this award to support this effort. Upon completion of this funding plan, the Coalition will implement the plan and review its progress in achieving the planned funding goals annually.

Engaging the private sector: The Coalition will harness its expertise in engaging the private sector, including food processing and manufacturing cluster leadership, industry employers and CICP, to secure ongoing commitments in support of the Coalition's vision. Through its commitments, the private sector will play a significant role in ensuring the long-term success and sustainability of the cluster.

Committed support for the BBBCII, along with the Coalition's plan for sustainability, will ensure that the Coalition is able to attract and maintain support from a variety of diverse entities now and in the future. Together, the partners, investments, and strategies above will support the Coalition in driving the cluster's economic growth and shared prosperity in the region in the years following an award from the EDA.

Community Engagement Plan

Central Indiana has strong industry clusters, a growing entrepreneurial culture, and a rich nonprofit sector; yet, this vibrancy seldom benefits low-income residents without an intentional structure to include them. In

Indianapolis, a child born into poverty has less than a five percent chance to achieve substantial, upward economic mobility. That ranks Indianapolis 47th out of 50 cities for inclusive economic mobility. Across the region, upward mobility rates are substantially different in different places; as such, inequality is strongly inherited, and place matters.

The Coalition recognizes that robust community outreach and stakeholder engagement is a fundamental driver of its success in actualizing its plan for regional and equitable economic growth. Accordingly, the Coalition's community engagement strategy is keenly centered on equity and inclusivity, and it embeds engagement of individuals who are intended to directly benefit from the aligned investments described in this proposal in the design, implementation, evaluation, and development of solutions to challenges they face themselves – that is, challenges in which they have expertise. To this end, the Coalition will lean on Flanner House and their 123-year history working alongside residents in the Northwest Area; the 16TCC Street Team, which is made up of neighbors serving as key points of connection to/from neighborhoods adjacent to the 16 Tech Innovation District (including the Northwest Area); the IU Health Fellows at Crispus Attucks High School in the west/northwest neighborhoods, Healthcare Technologies Career Pathway participants, and the Food Production Ecosystem satellite site owners; the IndyEast Promise Zone community action teams; and St. Joseph's College, Marian University, and Ivy Tech students from these target neighborhoods. Together, these groups will help the Coalition to meaningfully engage neighbors.

As the Coalition expands its work across the region, this model will then be replicated with other nonprofit anchors, organizations, schools, universities, and individuals in communities outside of Marion County. In doing so, the Coalition will partner with other organizations like those named above with deep, lasting connections in the communities they serve. The Coalition will then leverage these relationships and engagement networks to create the conditions in which residents and communities are leaders in the work to build and maintain inclusive economies.

Included in this strategy for equitable outreach and engagement is the engagement of community-based organizations and labor unions as well as the incorporation of strong labor standards and economic benefits for local residents. To illustrate, the Coalition has developed inclusive participation policies with which all bidders must comply; these include 15% MBE, 8% WBE, 3% VBE, 1% DOBE participation and 15% racial minority, 8% female, and 25% local worker utilization. The Coalition has also utilized 90+% Union contractors in 16 Tech's construction and has raised community benefit funds using an assessment on space occupied by tenants. Per Federal requirements, all projects will require prevailing wages, and the Coalition will continue to develop its goals and standards for inclusion over the Phase I Planning period.

Equity Plan

Generating equitable growth is central to the mission of the BBBCII. As such, the Coalition developed an equity plan to ensure equitable access, engagement, and outcomes among those who have been historically excluded. This plan is based on five key strategies, as illustrated below.

Equity in leadership, staffing and decision-making: The Coalition understands the value of inclusive representation. Accordingly, the Coalition will strive to ensure that the composition of the Coalition and its governing bodies, staff, and partners reflect the residents in the communities impacted. To this end, the Coalition is working as part of its Phase I planning effort to develop a robust strategy to recruit participants from the Northwest Area and IEPZ to begin and from similar communities across the region as the cluster expands; these participants will represent historically excluded groups and have high cultural competency.

Inclusive and equitable practices: The Coalition is committed to integrating inclusive and equitable practices throughout its strategy to grow the regional cluster. These include: 1) surveying residents and stakeholders regularly to identify specific needs and collaborating to meet them, 2) ensuring that all BBBCII materials and communications are available in diverse, accessible formats, 3) hosting events in locations that are easily accessible by public transportation and that offer ADA access, 4) utilizing procurement procedures as an opportunity to identify and elevate local talent, 5) investing in the development of leadership capacity among residents and stakeholders, and 6) integrating into existing engagement forums.

An equity-driven growth model: PolicyLink’s “Economic Inclusion: Advancing an Equity-Driven Growth Model” states, “People of color represent the fastest-growing segments of the American workforce, yet communities of color, low-income communities, and workers of all races without advanced degrees have lost ground for decades, were hit hardest by the economic downturn, and have regained employment, income, and wealth more slowly—or not at all—through the recovery.” In response, the Coalition has embraced an evidence-based model to embed equity into its regional growth strategy. This model has four pillars which form a solid foundation for long-term shared economic growth: 1) growing “high-opportunity” industry sectors, 2) leveraging the economic power of anchor institutions, 3) starting and expanding minority-owned businesses, and 4) maximizing job creation through public investments.

Equitable community impacts: Much of the strength of the Coalition’s equity plan comes as a result of its intentional focus on producing tangible results in historically excluded communities across the region. In partnering with community-based organizations in the Northwest Area and IEPZ, the Coalition has built a powerful mechanism to ensure the benefits of the regional growth cluster flow first to residents in the communities that have been hardest hit by the COVID-19 pandemic. As the Coalition grows, it will replicate this success in additional communities, producing deep impacts and broad collaborations across them.

Equity in practice through data: The Coalition’s evaluation strategy includes a focus on disaggregating data and analyzing it within the context of resident and stakeholder feedback to ensure equitable outcomes. In doing so, the Coalition will be able to obtain and make available valuable data about its progress, including the extent to which historically excluded groups are benefitting from the regional cluster’s growth. As part of the Coalition’s holistic equity plan, these five strategies will ensure the benefits of the proposed projects and the broader cluster are shared equitably across all affected communities in the region.

Impact of the Regional Cluster Strategy

The BBBCII Coalition has assembled a comprehensive evaluation plan that will measure and report the results of its aligned investments in the regional growth cluster. This plan relies upon a variety of quantitative and qualitative collective impact metrics that will demonstrate the measurable outcomes of the Coalition’s work. While each of the Coalition’s proposed projects have their own set of performance indicators, which can be seen in their Project Narratives and will be reported to the Coalition’s Project Teams for project management purposes, the collective outcomes the Coalition will achieve will reveal its impact in three key areas, as illustrated below.

Aligned leadership: The Coalition will measure the impact of its work to align partners, assets, and investments to grow the regional economy. To this end, Coalition activities will result in the implementation of 13 aligned projects contributing to regional recovery and resilience, 60 residents being trained and engaged as leaders in the Coalition’s work and \$57 million of private investment being spurred by the Coalition’s activities by September 2027. Together, these indicators will link the Coalition’s work to the projects, leaders, and investments that would never have come to exist but for its work.

Cluster performance: The Coalition will complete a study to evaluate the performance of the food processing and manufacturing cluster from 2023-2027; this study will show the impact of the Coalition's activities, coupled with sustained national economic recovery efforts, on the cluster. While there are multiple interdependent factors impacting the cluster's performance, the Coalition anticipates a 20% improvement in the employment rate in the cluster, an 20% improved regional job growth rate, an 20% increase in the proportion of jobs providing medium-to-long-term on the job training, and a 25% increase in regional GDP growth. These metrics will demonstrate the performance of the cluster in terms of its long-term growth, job quality, and job accessibility.

Economic impact: The Coalition's economic impact outcomes will illustrate the overall economic growth and recovery that occurs as a result of the Coalition's work and the EDA's investment in the regional cluster. By September 2027, the Coalition will create 3,471 new jobs, with 9% of these jobs being union jobs and 64% of these jobs being well-paying jobs with good benefits; place 3,436 historically disadvantaged workers into good jobs; launch 110 small businesses, with 57% of these small businesses being launched by historically disadvantaged entrepreneurs; invest \$25 million in technology, raise \$277 million in private capital; leverage \$69 million in public funds; and spur 10 private development projects in the regional cluster. The Coalition will track these metrics for the Northwest Area, IEPZ, and additional community geographies as the BBBCII grows as well as for the Central Indiana region as a whole.

To further support the implementation of its plan, the Coalition will rely on resident and stakeholder engagement, including private sector engagement, and will create a public dashboard to share information about its impacts. These actions will assist the Coalition in interpreting data and results and making improvements to drive greater performance. The metrics described above will be collected, reviewed, reported quarterly to the Coalition and annually to the public. The Coalition will use the annual data to make strategic choices about ongoing activities and investments for the coming year.

Progress in Phase I

Since the Coalition submitted its Phase I application, it has made significant progress, as shown below.

Expanding the Coalition: The Coalition has added 12 new key partners, including Ivy Tech Community College, Eskenazi Health, Clif, RecycleForce, Keys2Work, John Boner Neighborhood Centers, Conexus, Agrinovus, Ascend Indiana, Indiana Economic Development Corporation, IndyGo, and the Labor Institute for Training, and has expanded its partnership with Indy Chamber and Indy Partnership. These partners will expand and deepen the Coalition's work to grow the cluster and drive regional growth.

Identifying and aligning new assets: As the Coalition has expanded, it has identified and aligned new assets, including dedicated funds for Kingmaker Foods' expansion, the IndyEast Promise Zone's powerful community engagement structure, RecycleForce's innovative workforce development model, and a public-private Food Hub development, among others. As a result, the Coalition has scaled to the IEPZ and added the Sherman Park Public Works Infrastructure project to its proposal in addition to making progress on its project implementation plans and developing a governance structure for the BBBCII.

Revisiting risks and mitigation strategies: Given its rapid growth, the Coalition has revisited its SWOT analysis; current anticipated risks include uncertainty due to the COVID-19 pandemic, potential changes to partner capacity and funding availability, and potential fatigue on the part of the supporters. To mitigate

these, the Coalition has developed thorough and flexible contingency plans, engaged the support of fund development staff in sustainability planning, and developed visible milestones to keep supporters engaged.

Lessons learned: Finally, the Coalition has documented two key lessons learned so far in its planning process. The first is that the EDA's Build Back Better Regional Challenge has created the conditions for unprecedented collaboration between partners in the region to deliver on cluster-based strategies for economic growth. The degree of urgency and level of prioritization of and commitment to this initiative among industry leaders, community-based organizations, government, academia, and philanthropy is unmatched and has provided the infrastructure to support a situation in which new partnerships and collaborations in a diverse range of sectors and communities are driving participation and growth in new ways. This lesson constitutes a change in the way the federal government and regions across the country can collaborate to spur investment and participation in regional initiatives.

The Coalition has also learned that bringing stakeholders together in new ways results in truly unique opportunities. As IU Health works to leverage its hospital network to drive shared economic growth, Flanner House collaborates with anchor institutions to support its residents, 16TCC creates new models for resident participation in globally-competitive Innovation District, and the City of Indianapolis collaborates across jurisdictions to drive regional progress, innovation is occurring daily. Through these new practices, structures, partnerships, and processes, the Coalition is creating a model for generating equitable growth outcomes never before seen in Central Indiana. As a result of coming together in new ways with equitable economic outcomes as the driving force to overcome clearly defined challenges and achieve measurable goals, the BBBCII promises to close the gaps impacting the region's food processing and manufacturing cluster and realize lasting economic growth and prosperity for historically excluded communities and the broader Central Indiana region.