



VIBRANT MICHIGAN CITY

ECONOMIC PROSPERITY FOR ALL

BILL TAFT

SENIOR VP OF ECONOMIC DEVELOPMENT

LISC

Introduction and Overview of CCEI Process

Community-centered economic inclusion

CCEI helps cities better participate in their region's growth and prosperity by focusing intentionally on uplifting the assets of historically disadvantaged communities.

How does CCEI work?

Focuses investment on **specific business districts and adjacent residential neighborhoods** with disinvestment and limited opportunity.

Stakeholders use data and convenings to set **measurable, shared objectives in an Economic Inclusion Agenda** that guide focused investment into workforce, community, and economic development.

The agenda mobilizes funding, technical expertise, relationship networks, and cultural assets of the neighborhood, city, and region **to implement specific, shared action-items over a three-year period.**

WHAT IS IT?

An organizing approach that convenes local stakeholders to achieve shared economic, community, and workforce development goals.



How CCEI was created and brought to Indiana

- CCEI is built on the experience of hundreds of communities nationwide gathered through the long experience of LISC and the Brookings Institution.
- CCEI playbook created in 2021 was based on a pilot in Los Angeles, Indianapolis, and Philadelphia districts.
- Brookings and LISC recognized that a specific adaptation for small cities and rural areas is needed.



- The Indiana Economic Development Corporation is sponsoring the learning lab focused on three Indiana cities participating in the READI Initiative.

How is CCEI different from traditional planning?

Organizing

Method of **organizing and focusing the community's existing opportunities** and assets rather than designing a proposed future project or program.

Equity

It is focused on achieving greater economic inclusion for **historically disadvantaged people, small businesses, and places** by mobilizing them as economic assets.

Data

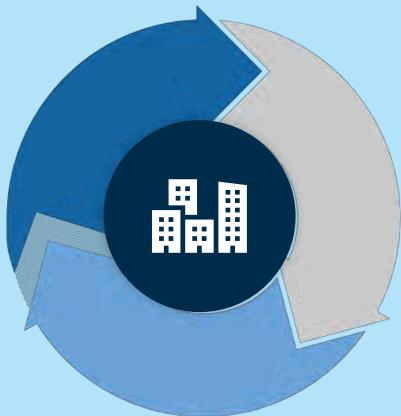
Priorities are based on **fresh and focused data analysis.**

Action

Only includes goals that a **local stakeholder has agreed to lead.**

All goals are linked to **action in three-specific years.**

It directly **connects and coordinates actions** to positively impact the neighborhood, the city, and the region.



Outcomes to expect from CCEI and the Learning Lab

Greater Understanding & Data Analysis

Greater understanding – rooted in data – of whether your city and your priority area(s) are effectively participating in regional economic opportunity, and if this participation is inclusive.

Consensus & Relationship Building

Local consensus on a few key actions to advance economic inclusion and the strength of relationships – with community, city, regional, and state actors – needed to execute on actions.

Common Agenda for Action

A common vision – and action plan – to promote locally, regionally, and nationally that will attract investment and better mobilize existing resources.

Shared Measures of Success

A shared way of measuring impact over time and promoting successes with the community and potential investors.



More reasons to be excited about CCEI and the Learning Lab

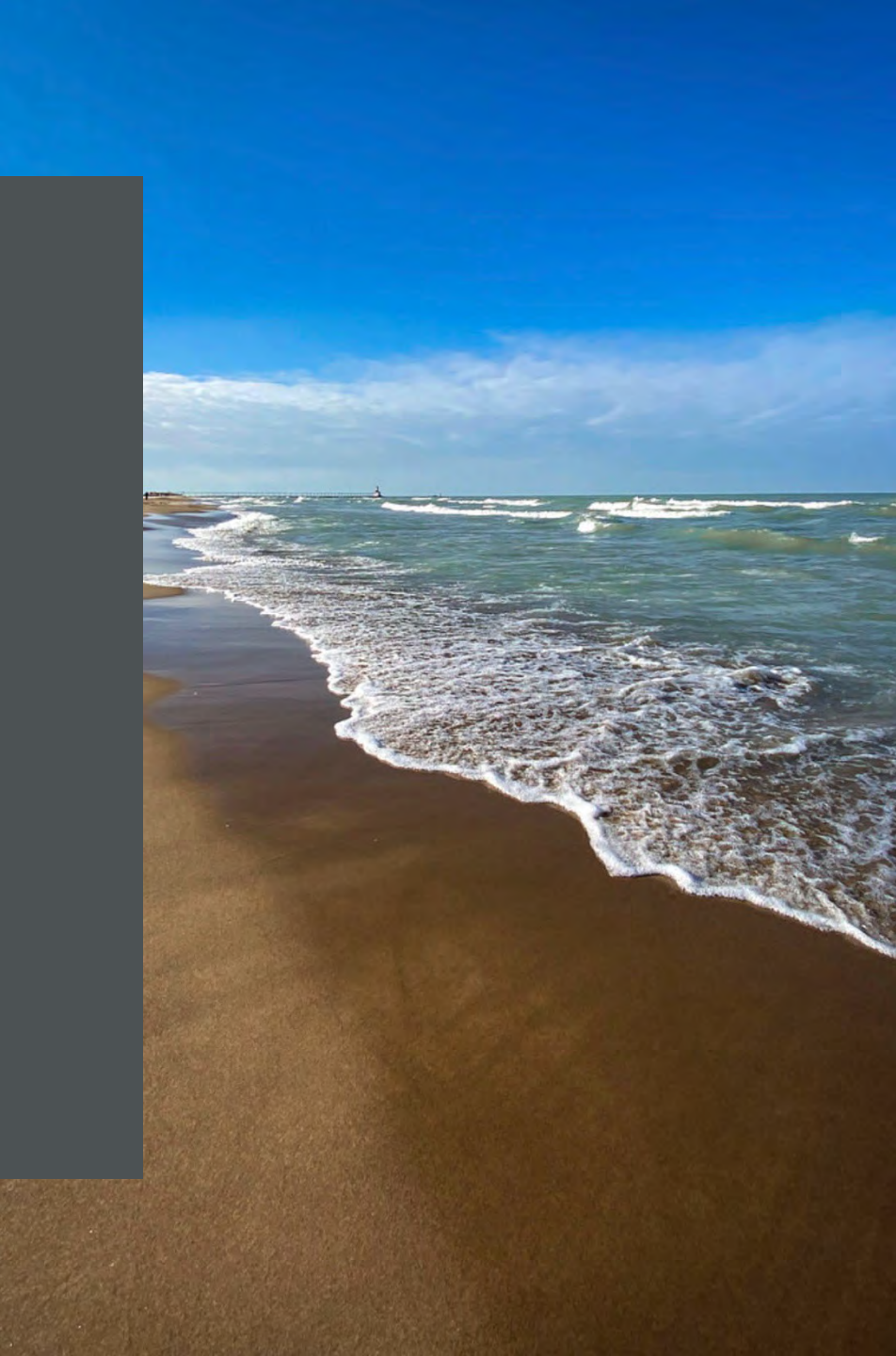
- Chance to **renew local and regional relationships** after a couple of isolating years.
- Way to build **new relationships with peers in other regions and State agencies.**
- Opportunity to get **community consensus** on key goals and organizational roles.
- Tangible method to **more explicitly center equity** in existing efforts.
- Tool to **bolster funding** for your community.
- Access to **national best practices and networks.**
- Your **work will be featured** in national economic development conversations
-

CLARENCE HULSE

**EXECUTIVE DIRECTOR
ECONOMIC DEVELOPMENT CORPORATION
OF MICHIGAN CITY**



Michigan City's Elevator Pitch



COMMUNITY-CENTERED ECONOMIC INCLUSION (CCEI)

WHAT IS CCEI?

THIS IS YOUR PLAN

Put briefly, this is a local effort to set a shared inclusive economic development plan of action for themselves, not a study by out-of-town organizations.

It's **INCLUSIVE** of historically disadvantaged communities

It's focused on **ECONOMIC DEVELOPMENT**

It's **ACTION-ORIENTED**, not an academic exercise or a plan that sits on a shelf



COMMUNITY-CENTERED ECONOMIC INCLUSION (CCEI)

HOW WAS IT DEVELOPED?

Brookings and LISC originally piloted the CCEI process in specific communities within three **LARGER CITIES** - South Los Angeles, North Philadelphia, and the Far Eastside of Indianapolis. Specific communities in other large cities have gone through this process with Brookings and LISC as well, with good outcomes. There is a playbook you can download to learn more about that process

See: <https://www.brookings.edu/essay/community-centered-economic-inclusion-a-strategic-action-playbook/>

We are part of a pilot to create a new and unique CCEI process for **SMALLER CITIES AND TOWNS**

IEDC is funding this effort, to help three Indiana cities – Michigan City, Seymour, and Warsaw – craft their own CCEI plans. IEDC chose us for strategic reasons - our demographic, economic, and cultural diversity and the assets we have that can be invested in to uplift disadvantaged communities.

IEDC hopes this process will help us tie into a potential second round of READI funding



COMMUNITY-CENTERED ECONOMIC INCLUSION (CCEI)
IS A MOUTHFUL

We needed to develop our own name and make this our own

We've initially decided to call our agenda

**VIBRANT MICHIGAN CITY -
ECONOMIC PROSPERITY FOR ALL**

We'd love to get your feedback on the name once you've heard more about the process



COMMUNITY-CENTERED ECONOMIC INCLUSION (CCEI)

WHY IT'S IMPORTANT?

INFORMED BY DATA

Brookings helped us analyze economic and demographic data to understand our key challenges, assets, and opportunities to help us identify the priority areas in the city on which to focus this effort.

A SMALLER GEOGRAPHIC AREA (NOT THE WHOLE CITY)

These efforts will focus on specific priority communities that we hope to engage and reactivate as catalysts for inclusive local prosperity. We used the results of this data to decide that our study area should include the West Side, Midtown, and the East Side.

CHALLENGES WE ANTICIPATE + WHY WE NEED THIS WORK

Lack of community trust / Historic disinvestment and racial inequity
Engagement from the impacted and minority communities
Lack of unified vision/approach to acquire funding
Infrastructure improvement / Resources for developing entrepreneurship
Disconnect with economic development & opportunities / Lack of affordable housing
Limited access to jobs & training / Food insecurity (no grocery store)
Concerns of community safety / Older homes needing repairs & maintenance
High percentage of rentals / Lack of local leadership

MT BALDY

WEST SIDE

NIPSCO
POWER
PLANT

LIGHTHOUSE
PLACE
OUTLETS

SHERIDAN AVE
INDIANA
STATE
PRISON
WOODLAWN AVE

W 4TH ST

W 10TH ST

WILLARD AVE





POWER PLANT

LIGHTHOUSE PLACE
OUTLETS

BLUE CHIP
CASINO

INDIANA
STATE
PRISON

MIDTOWN

11TH STREET
STATION

W 11TH ST

OLIO ST

MANHATTAN ST

WABASH ST

WASHINGTON ST

FRANKLIN ST

PINE ST

W RIPLEY ST

FRANCISCAN
HEALTH

YMCA &
ELSTON MS

MARSH
ELEMENTARY
ZILLA PARK

OLIO ST

W GARFIELD ST

AMES FIELD

OAK ST



EAST SIDE

POTTAWATTOMIE
COUNTRY CLUB

N CARROLL AVE

E 8TH ST

EAST MICHIGAN BLVD

HOLIDAY ST

EAST MICHIGAN BLVD

POLICE
DEPT

CLEVELAND
PARK

GREENWOOD
CEMETERY

EAST PARKER AVE

PEARL ST

MAPLE ST

YMCA &
ELSTON MS

11TH STREET
STATION



Brookings Metro
25 YEARS OF IMPACT



COMMUNITY-CENTERED ECONOMIC INCLUSION (CCEI)

WHY NOW?

2ND ROUND OF READI?

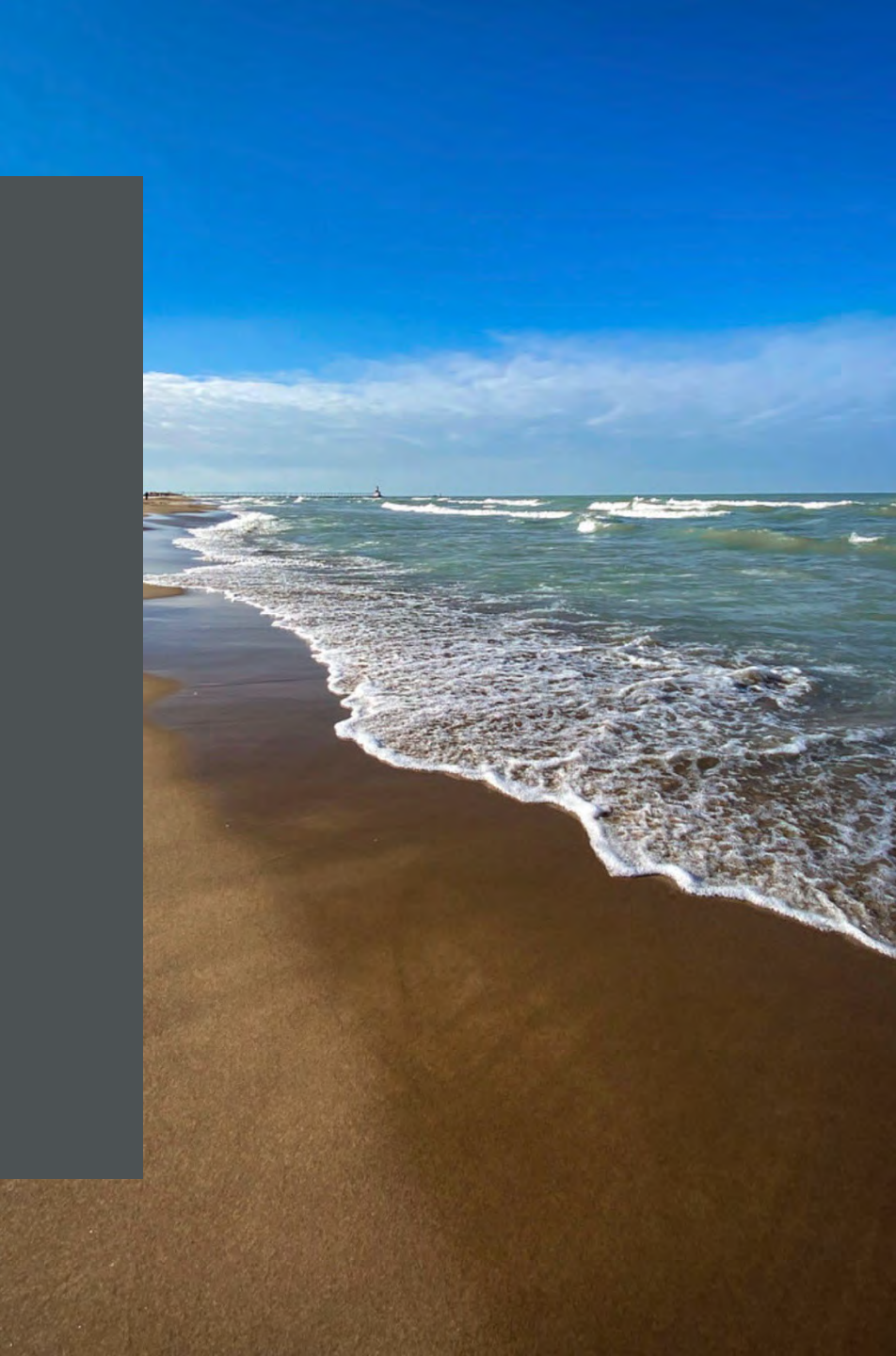
At the end of 2021, IEDC awarded \$500 million dollars to the 17 READI regions, with totals up to \$50 million per region. The State of Indiana is in the process of considering a second round of funding. The time to have a strong plan is now.

WORKING WITH EXPERTS IN THE FIELD

This also allows us the chance to work with two of the nation's strongest brands related to inclusive economic development in Brookings and LISC. We also have Anderson + Bohlander on board, an award-winning Planning and Urban Design firm.

NATIONAL STAGE

This is a pilot program with three Indiana cities. At the end of the process, Brookings will develop a playbook based on what is learned from us that will have a national audience as it is replicated in smaller cities and towns.



COMMUNITY-CENTERED ECONOMIC INCLUSION (CCEI)

OUR BROAD VISION

WHAT IS THE INTENDED IMPACT IN OUR COMMUNITY?

Empowering People
Increasing Prosperity
Enhancing Places

WHAT DOES SUCCESS LOOK LIKE AT THE END OF 3 YEARS?

Inclusion & Social Justice
Community Equity & Equality

COMMUNITY-CENTERED ECONOMIC INCLUSION (CCEI)

PROCESS + ROLES

~~OCT-DEC 2022~~
COMPLETE!

PRE-WORK + KICKOFF

- Analyze Data + Select Priority Area
- Put together a Core Team + an Advisory Coalition

ROLE:
CORE TEAMS WITH
BROOKINGS + LISC + AB

**JAN-JULY
2023**

LOCAL CCEI PROCESS

- Engagement Period
- Work together on the CCEI agenda
- AB Create a document

ROLE:
CORE TEAMS + ADVISORY COALITION
WITH BROOKINGS + LISC + AB

LEARNING LAB

- Convene monthly to share insights and test ideas

ROLE:
CORE TEAMS WITH
BROOKINGS + LISC + AB

FALL 2023

PUBLISH PLAYBOOK

- Brookings + LISC
- Publish Lessons Learned to National Audience

ROLE:
BROOKINGS + LISC

2023-2026

IMPLEMENT AGENDA 3-years to complete

ROLE:
CORE TEAM + ADVISORY COALITION
EACH AGENDA TASK IS ASSIGNED A
LEAD



VIBRANT MICHIGAN CITY

ECONOMIC PROSPERITY FOR **ALL**

HANNA LOVE

SENIOR RESEARCH ASSOCIATE

Brookings Metro
25 YEARS OF IMPACT

Data and Boundary Selection



Community-Centered Economic Inclusion in Michigan City:

How Data Informs the Approach

February 2023



ANNE T. AND ROBERT M. BASS CENTER FOR
TRANSFORMATIVE PLACEMAKING

LLSC LOCAL INITIATIVES
SUPPORT CORPORATION



About Brookings



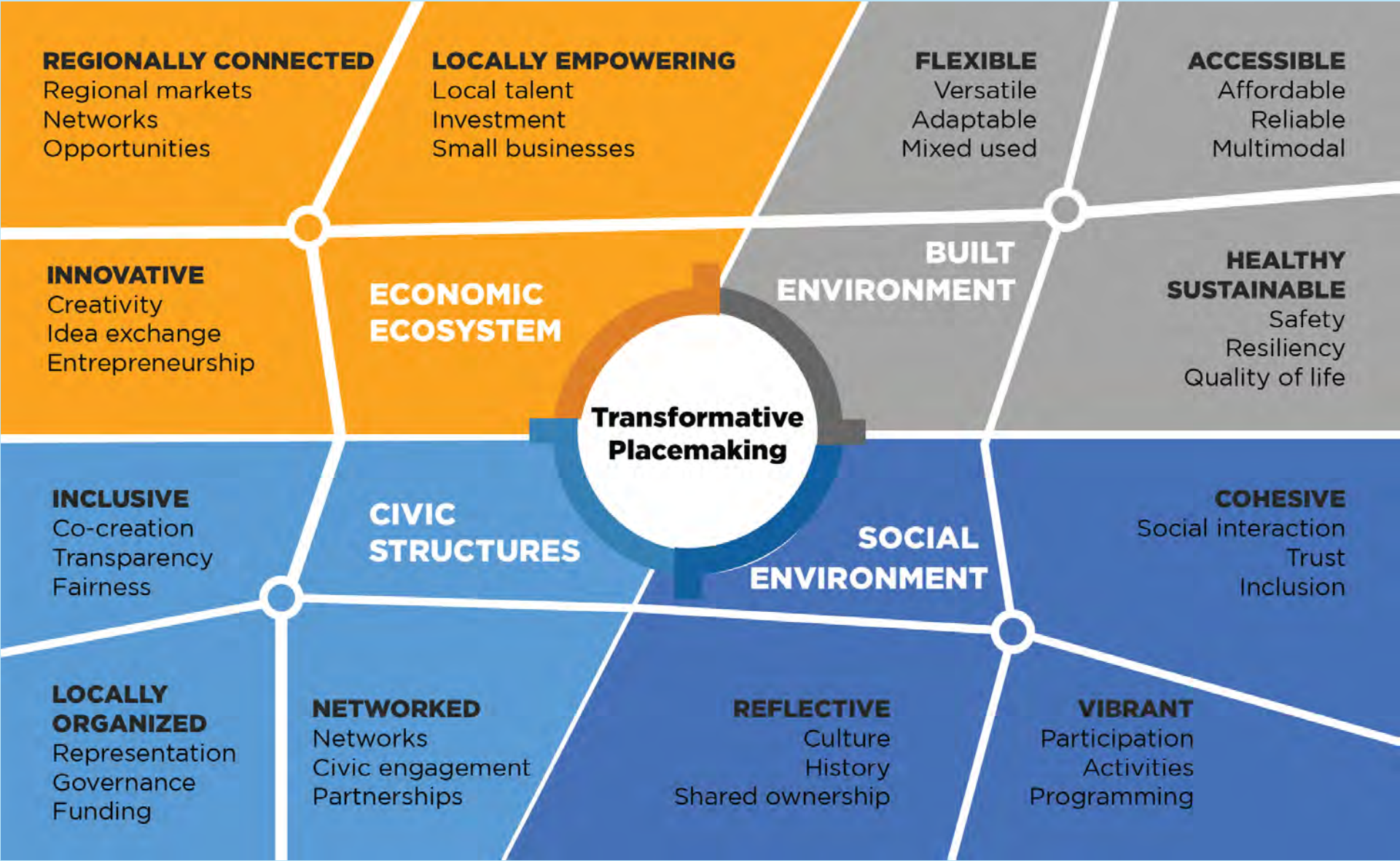
**Build wealth
and opportunity**
within more
communities



**Connect more
communities**
to their city and
regional economies

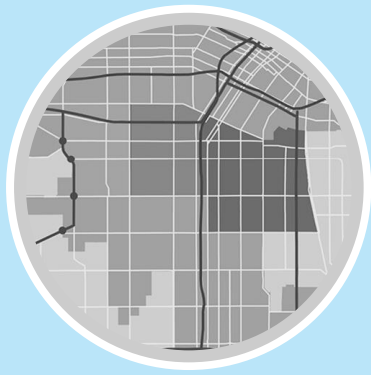
Support
equitable and
resilient cities and
regions

Our theory of change





Why Michigan City?



Why Michigan City's priority areas?

TARGETED, STRATEGIC SCALE:

CCEI focuses investment on **specific business districts and adjacent residential neighborhoods** with disinvestment, as well as undervalued strengths.

The Brookings Institution analyzed local and regional data- and incorporated local knowledge from Michigan City's core team- to identify potential priority areas with the following characteristics:

Documented inequities

(Such as high poverty-rates and low-educational attainment)

Assets and strengths

(Such as job and population density)

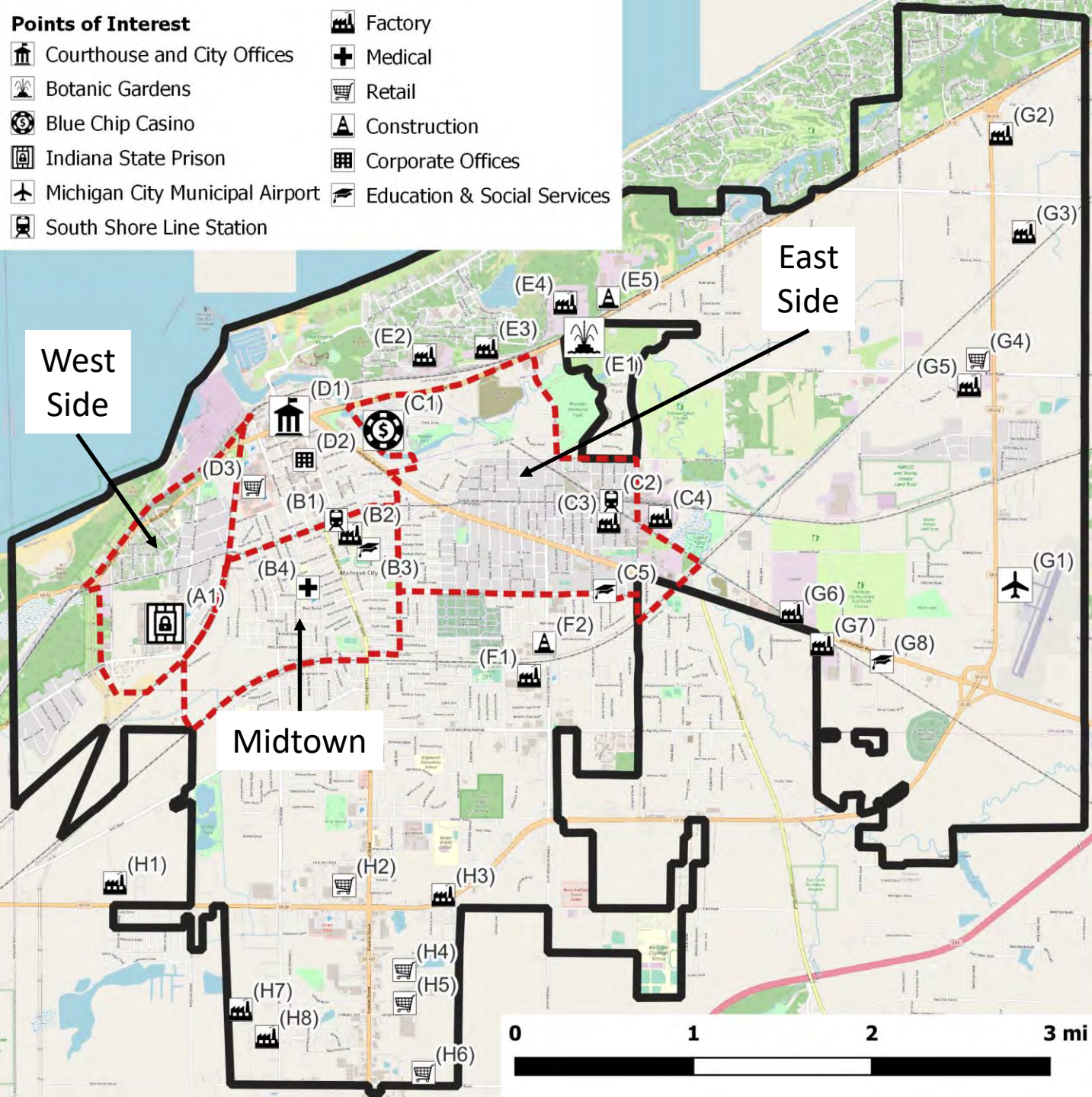
Regional significance

(Including a large share of the city's/region's workforce & employment)

Community capacity and buy-in

(As understood from local knowledge)





How Michigan City selected its priority areas

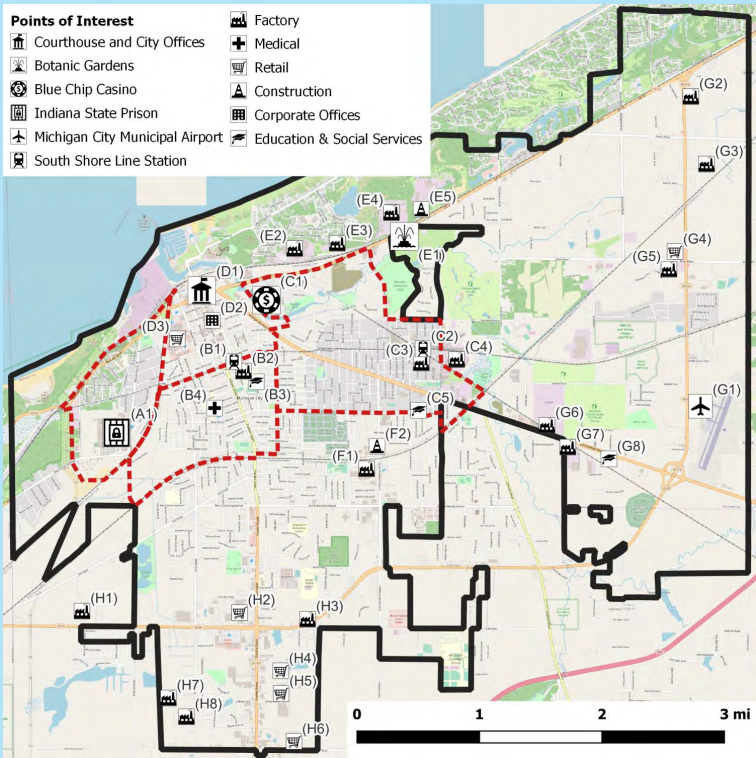
Demographics and Need :

- **Population:** Priority areas are home to 33% of city's population
- **People of color** share from 39% (Midtown) to 55% (East Side) to 60% (West Side), compared to 43% in the city
- **Share of adults with BAs** from 8% (West Side) 11% (East Side) to 18% (Midtown), compared to 16% in the city
- **Poverty** from 39% (West Side) to 27% (East Side) to 25% (Midtown), compared to 16% in city

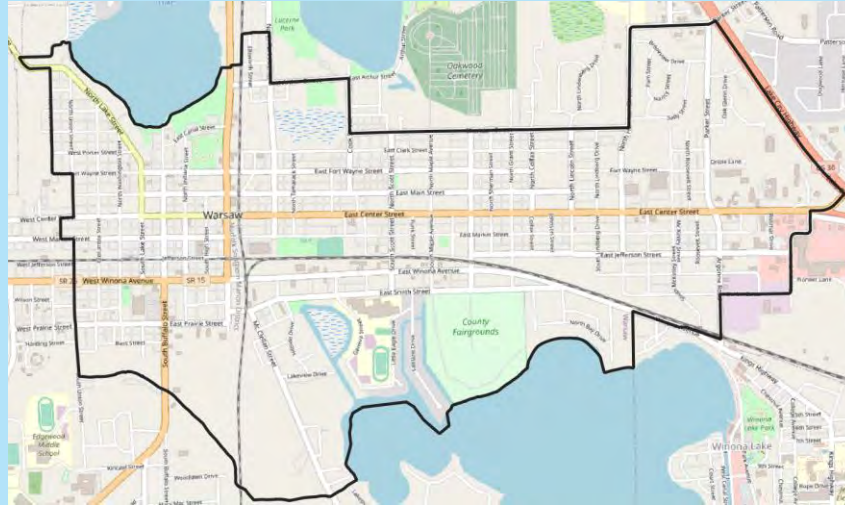
Economic Assets:

- Home to 26% of the city's jobs
- 22% to 45% of jobs pay \$40,000/year or more
- 31% to 45% of jobs do not require college

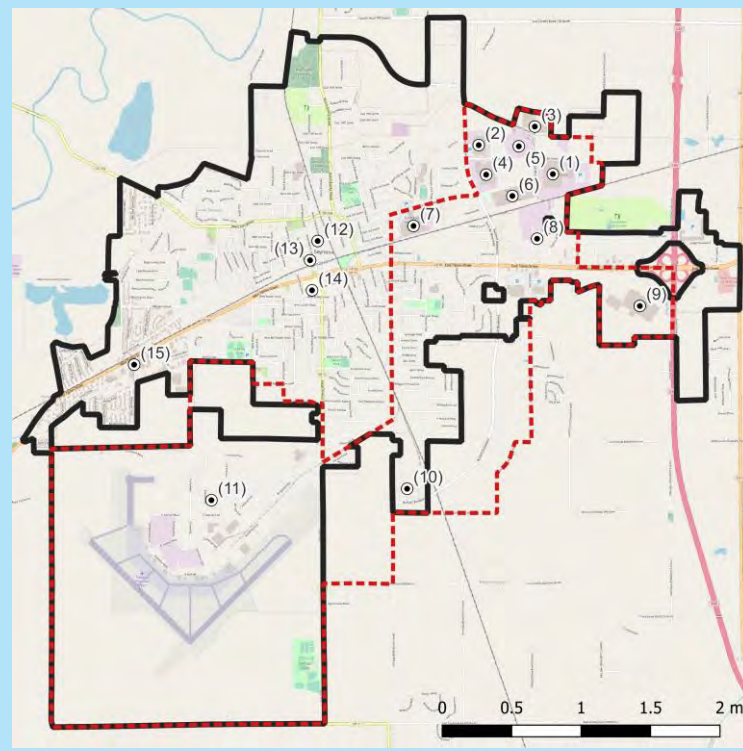
Across the three cohort cities participating in the Lab, Michigan City sticks out for having more than one priority area



**Michigan City's Priority Areas:
West Side, Midtown,
East Side**



**Warsaw's Priority Area:
Warsaw-Winona Interurban
Area**



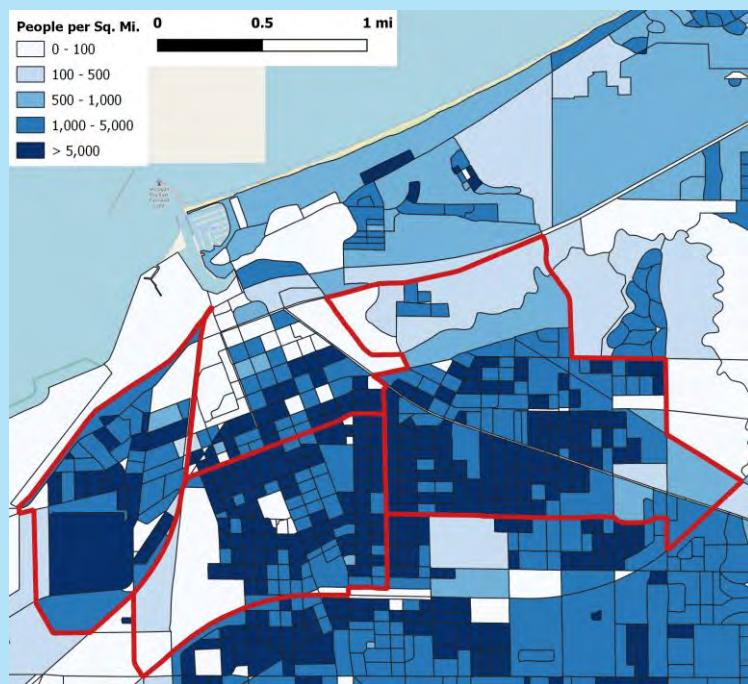
**Seymour's Priority Area:
SE Seymour/ Burkart South**



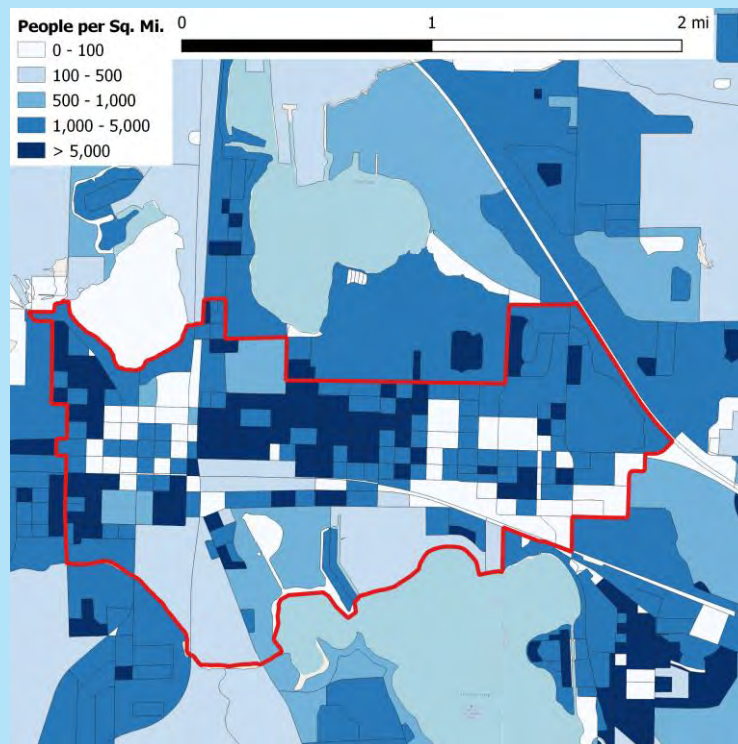
Demographics



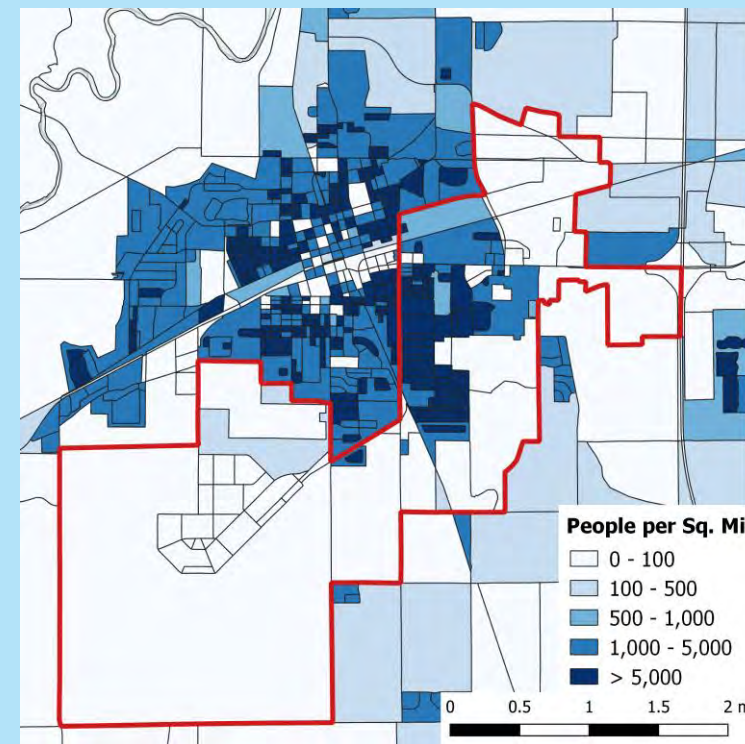
Priority areas were chosen, in part, for their high population density relative to the city as a whole



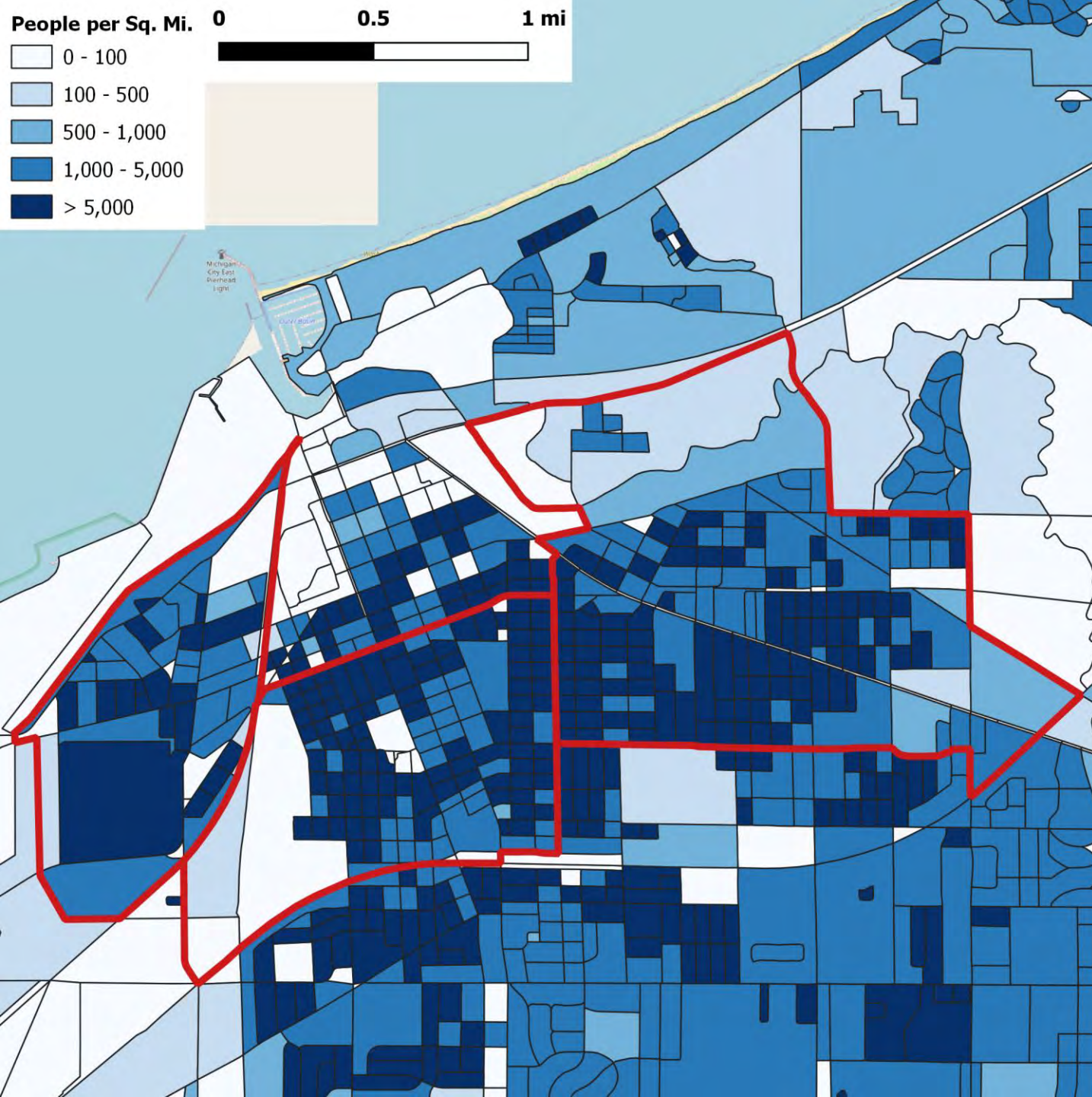
**Michigan City:
West Side, Midtown,
East Side**



**Warsaw:
Warsaw-Winona Interurban
Area**



**Seymour:
SE Seymour/
Burkart South**



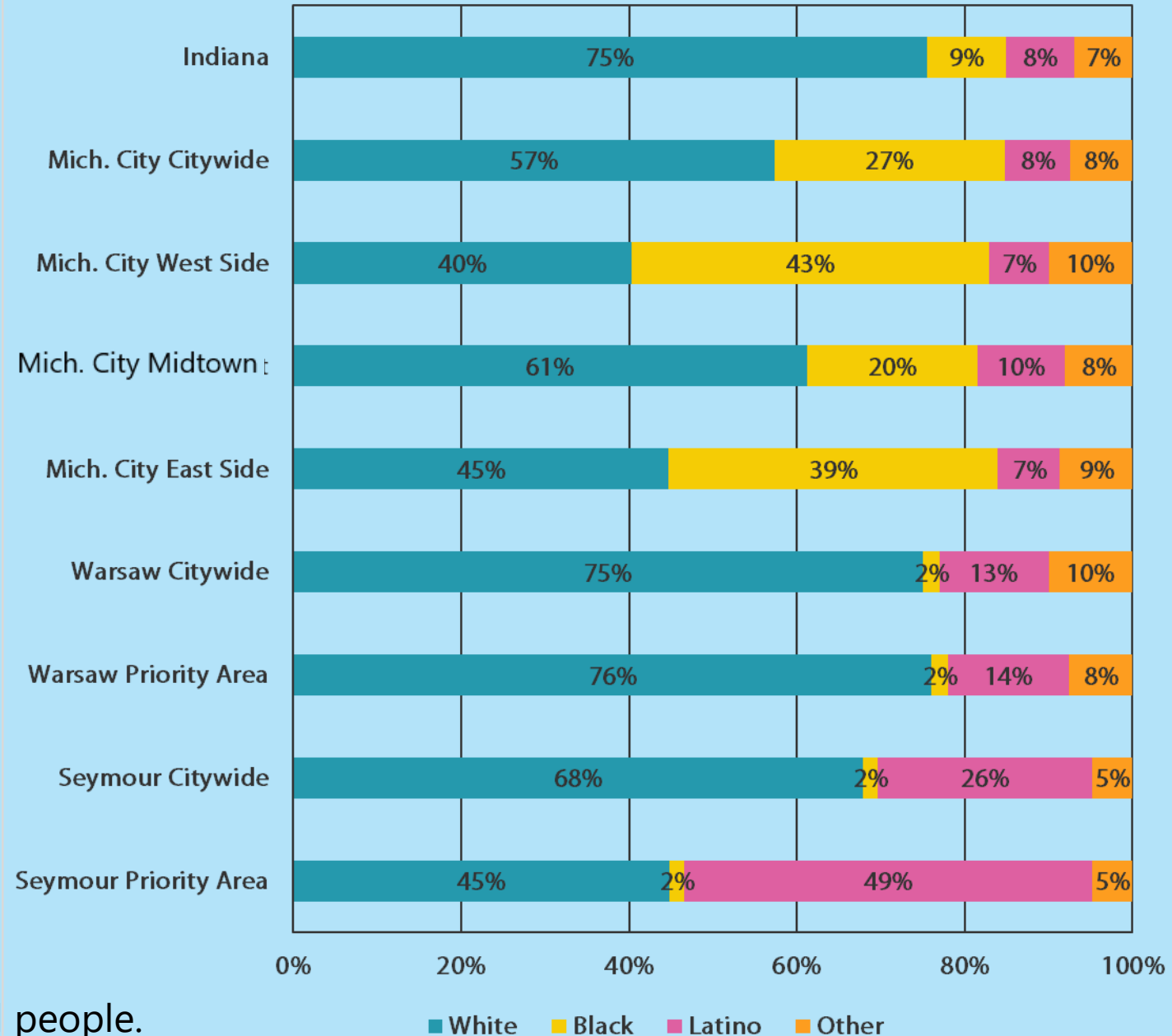
Michigan City's priority areas include some of the city's most dense neighborhoods (by population)

- Taken together, Michigan City's priority areas include 33% of the city's population.
- The majority of all housing in each priority area is detached single-family housing
 - 80% of units on East Side and West Side
 - 60% of units in Midtown
 - In each case, remainder are 2-4 unit buildings.

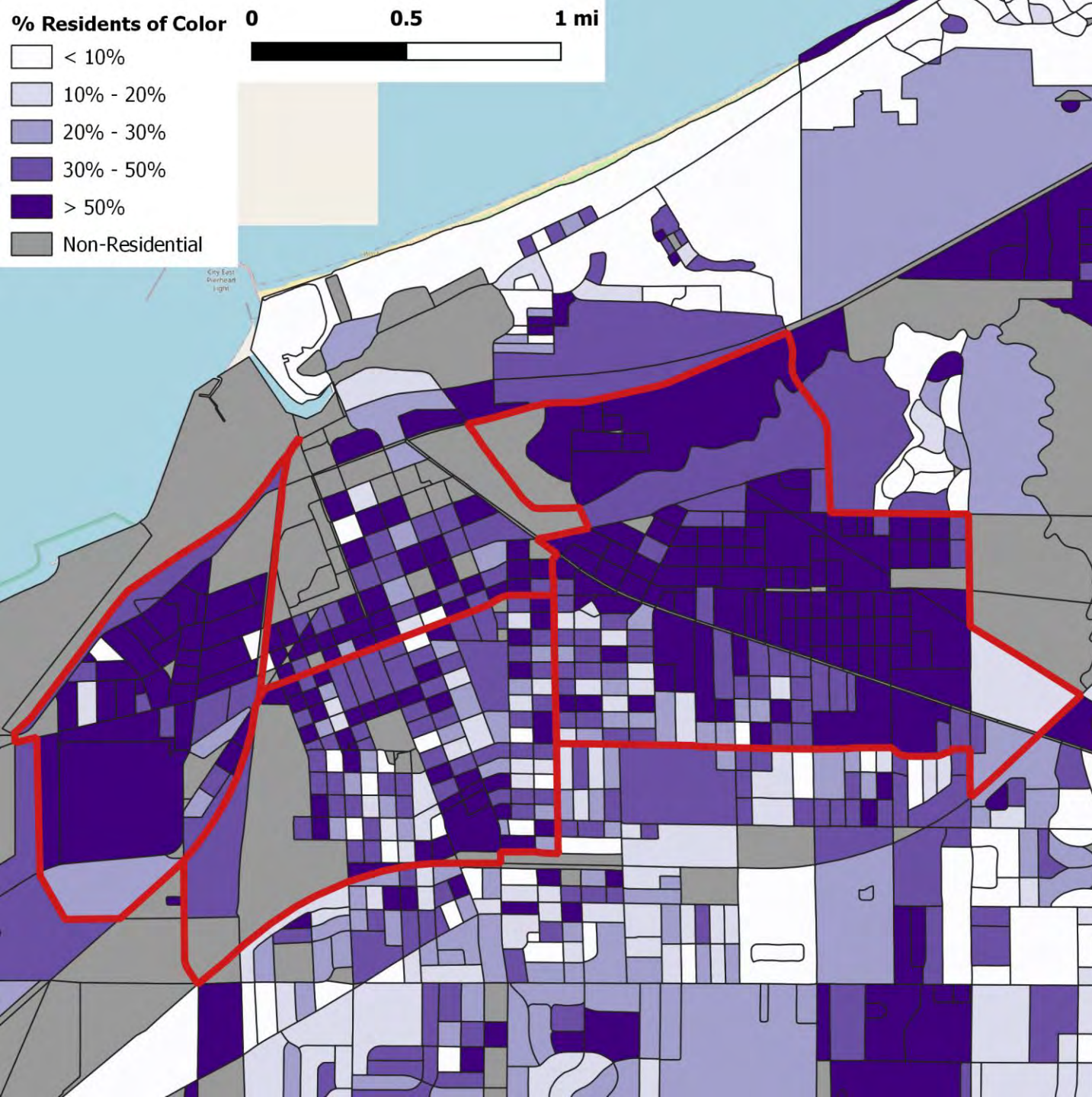
Priority areas were also chosen for their racial and ethnic diversity

- Two of **Michigan City's** priority areas—the West and East Sides— have **larger Black populations than the city** (43% and 39% respectively) .
- **Seymour's** priority area is **majority people of color** (55%), driven by the Latino population (49%)
- **Warsaw's** priority area is **similar to the demographics of the city** as a whole.

Racial and Ethnic Makeup of Cities and Priority Areas



Note: West Side stats do not include incarcerated people.



Michigan City's priority areas capture the most racially and ethnically diverse large neighborhoods of the city

- Michigan City's three priority areas capture the most racially diverse large areas of the city and context area.
- West and East Sides have larger Black populations than the city (43% and 39% respectively) and are majority POC at (60% and 55% respectively).
- Midtown is 39% people of color, comparable to the city, but has a smaller Black population (20%).

Note: West Side stats do not include incarcerated people.



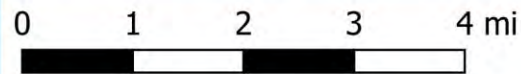
Economic Health

Michigan City

Jobs per Square Mile



Source: Brookings analysis of 2019 LEHD data.



Warsaw

Seymour

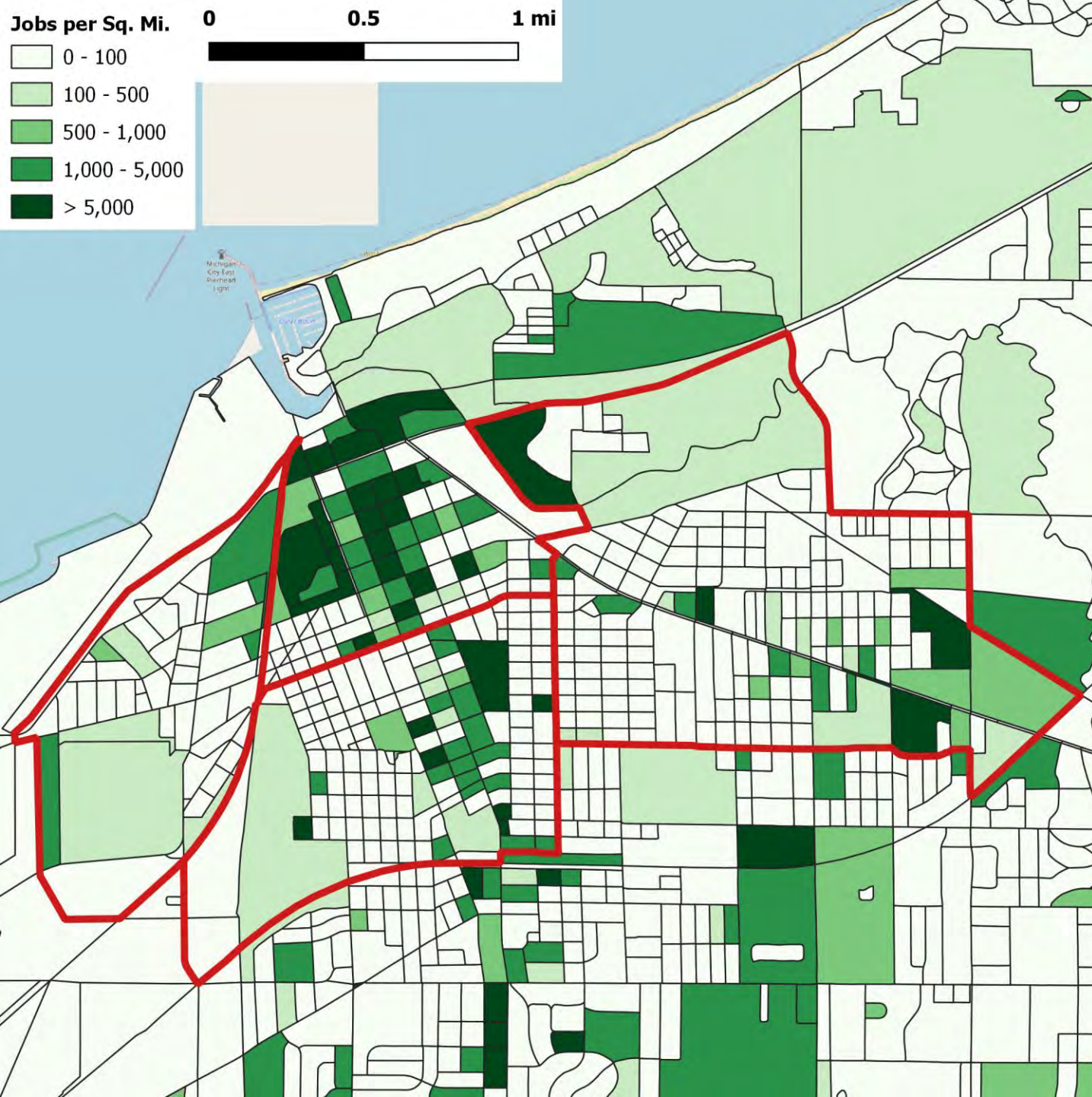
Priority areas were chosen for their potential to connect residents to economic opportunity

Michigan City's priority areas have **lower job density** (26% of the city's jobs and 22% of context area's jobs) but contain important sites for **redevelopment and connectivity**.

Seymour's priority area has **66% of city's jobs and 51% of context area's jobs**.

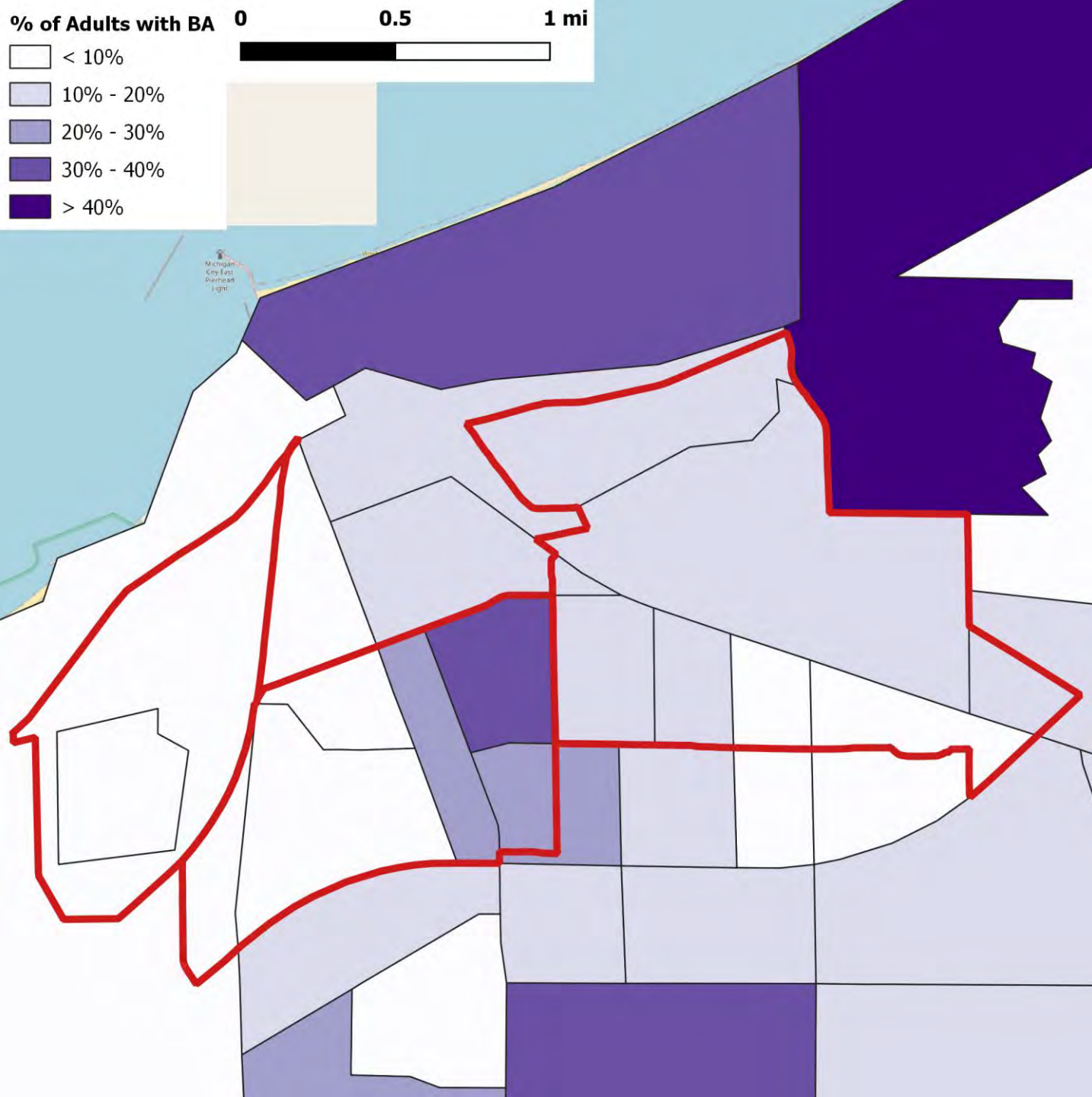
- The jobs are also relatively "good and accessible:" 53% of jobs pay \$40,000/year or more and 38% of jobs do not require college

Warsaw's priority areas has **24% of city jobs**, concentrated in downtown and on eastern end.



Michigan City's priority areas are not the most job-dense in city, but are important sites to connect residents to opportunity

- The largest area with concentrated jobs in Michigan City is downtown.
- Michigan City's priority areas include 26% of the city's jobs.
- But each of the priority areas contains some smaller job concentrations:
 - West Side has jobs at the state prison and industrial jobs bordering the downtown area.
 - East Side has the majority of its jobs at the Blue Chip Casino, but also has industrial facilities at its eastern end
 - Midtown has job concentrations along Franklin Avenue.

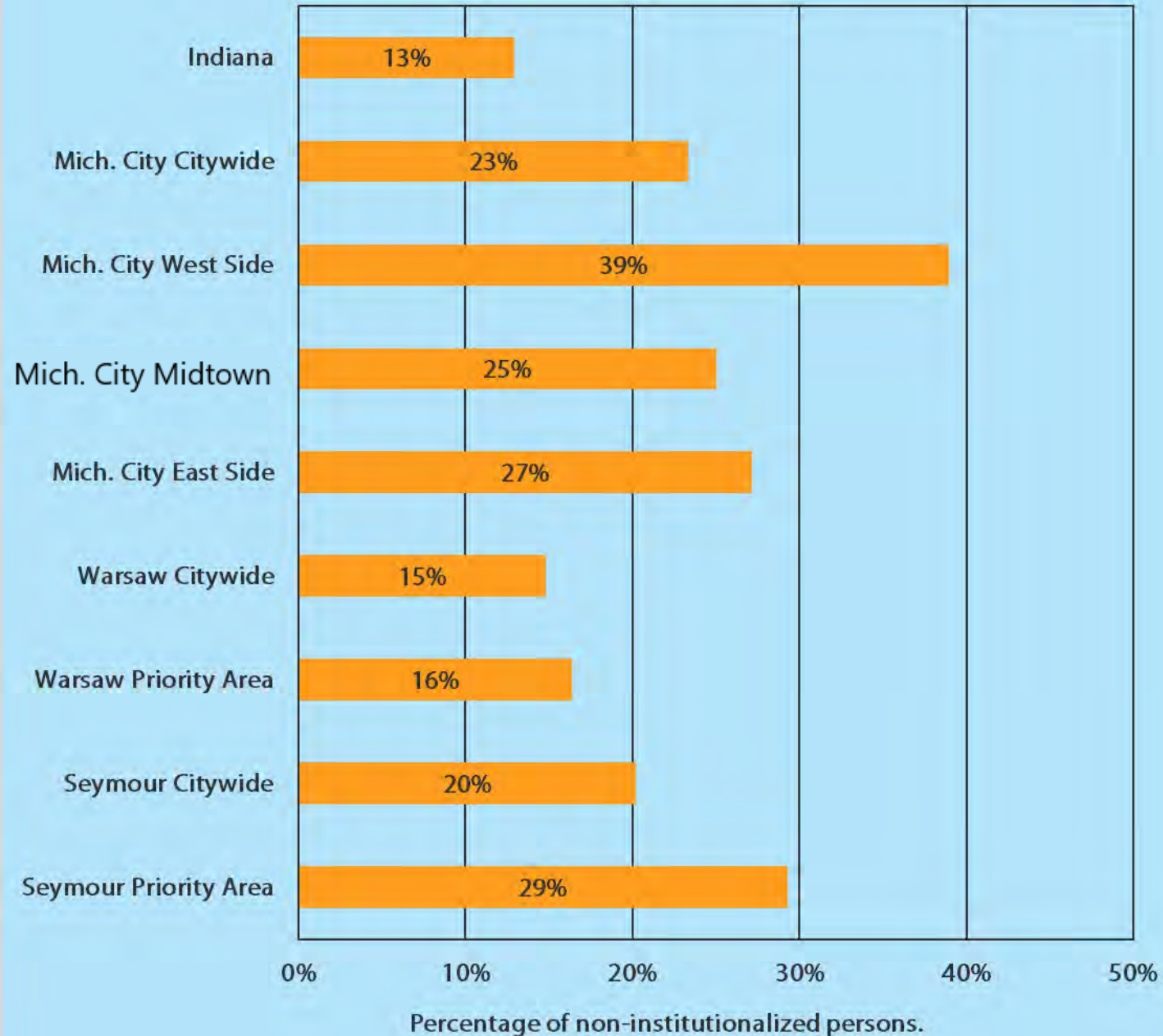


West Side and East Side residents have lower rates of educational attainment than the city

- Residents of Midtown have similar rates of BAs (18%) as the city (16%)
- Adults living in the West Side priority area are much less likely (8%) to have college degrees than those in the city (16%)
- The same is true of adults on the East Side, where 11% have college degrees, with lower numbers farther east.

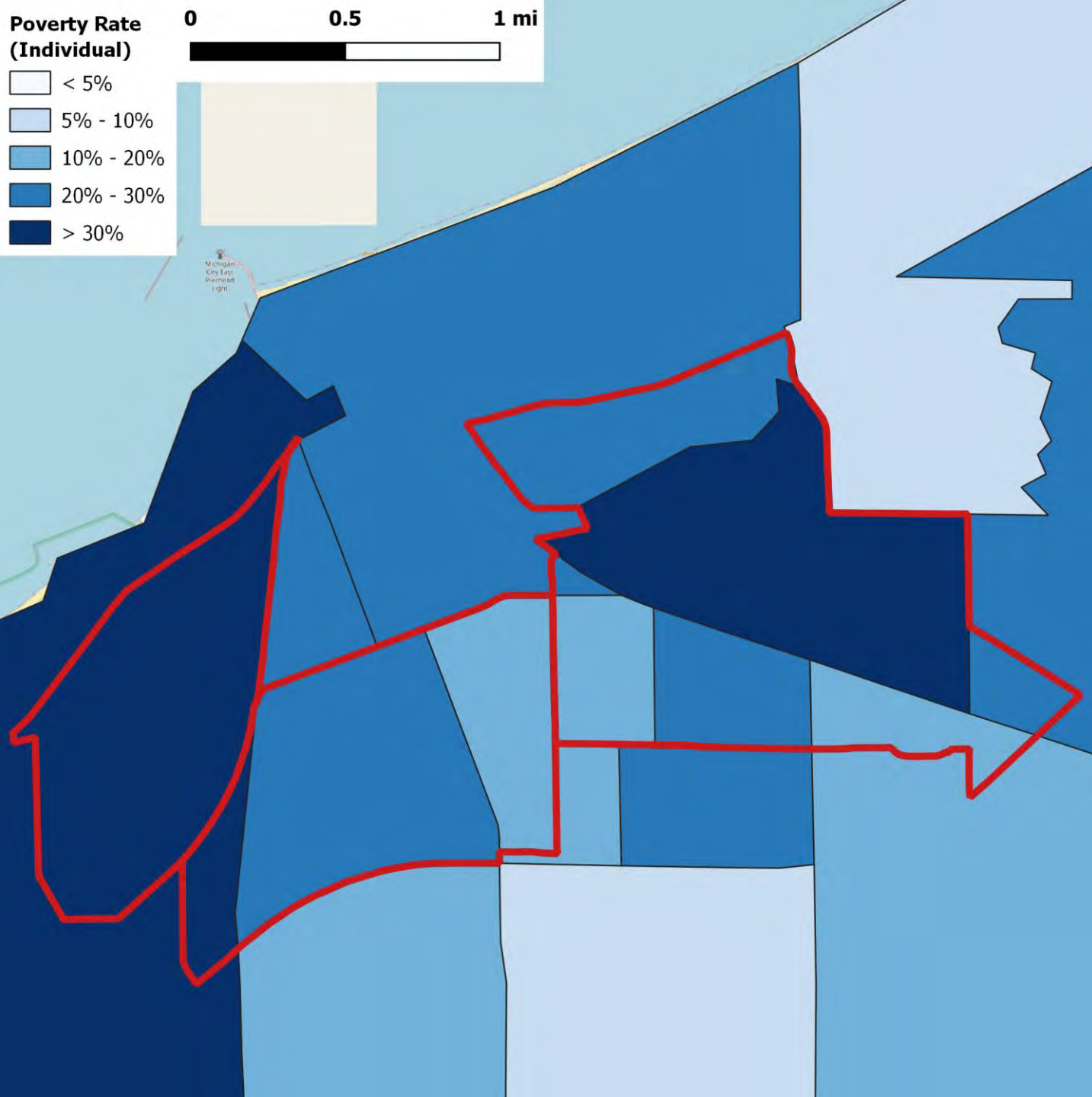
Note: West Side stats do not include incarcerated people.

Poverty Rate in Cities and Priority Areas



Priority areas were also chosen for high rates of economic disadvantage

- **Michigan City's West Side has the highest poverty rate at 39%.** The East Side (27%) and Midtown (25%) have slightly higher poverty rates than Michigan City's overall 23% rate.
- Seymour's residential portion of the priority area **has the highest poverty rate in the county (29%).**
- **Warsaw's** priority area is **has a similar poverty rate to the city as a whole, 16%** but is slightly higher than the statewide average.



Michigan City's priority areas' poverty rates are higher than the city as a whole, particularly the West Side's

- Each priority area has a higher poverty rate (39% on West Side, 25% for the other two) than the 23% poverty rate for Michigan City.
- Individual poverty rates are especially high on the West Side and in the portion of the East Side north of East Michigan Boulevard.

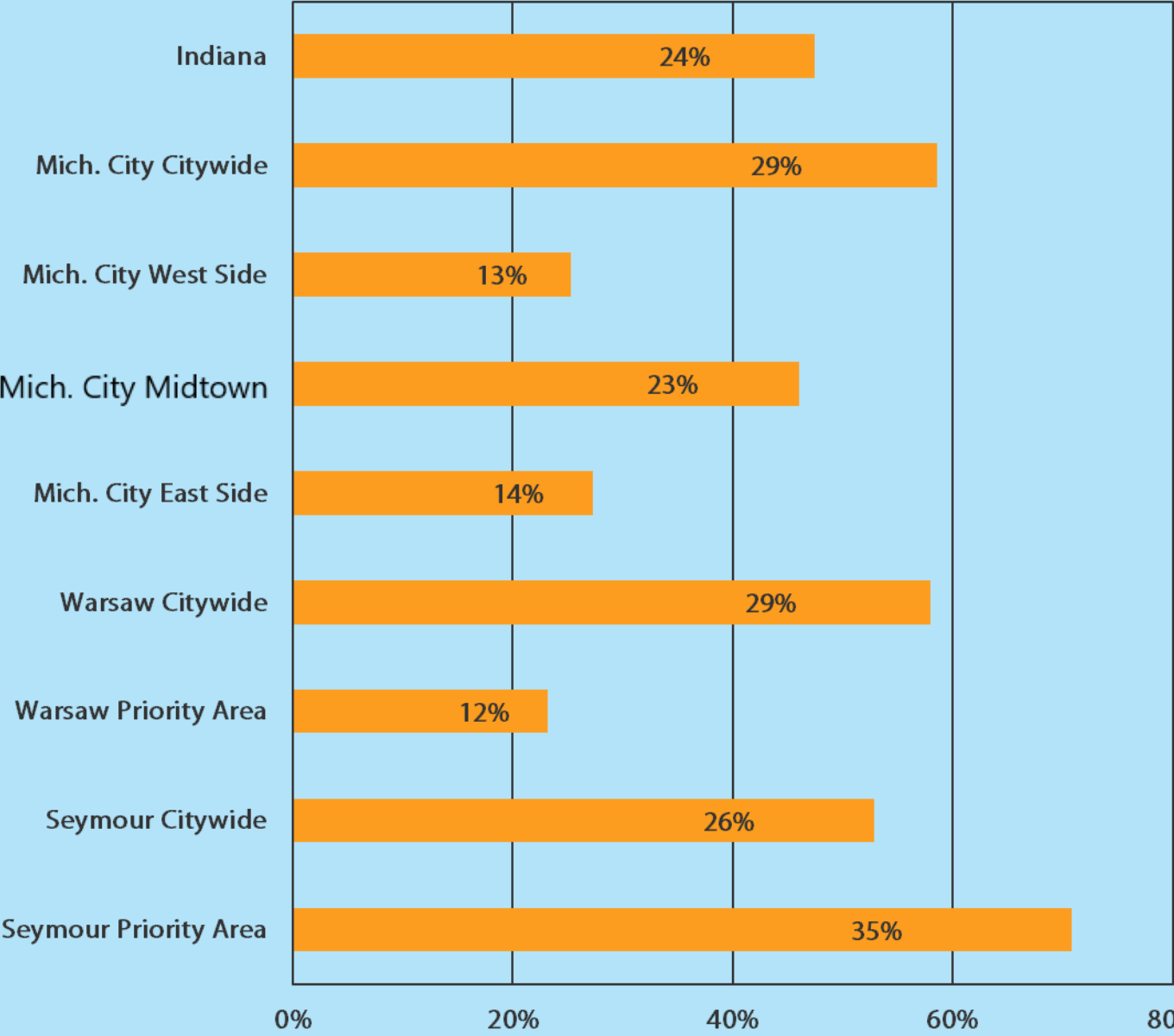
Note: West Side stats do not include incarcerated people.



Housing



Cost-Burdened Housing in Cities and Priority Areas



Percentage of households spending greater than 30% of income on housing.

Rate of cost-burdened households in priority areas

- 24% of Indiana households are cost-burdened by housing.
- Michigan City and Warsaw (both 29%) and Seymour (26%) have higher shares of cost-burdened household, while in Seymour’s priority area, 35% of households are cost-burdened.
- These rates are substantially lower on Michigan City’s West Side (13%), East Side (14%), and Warsaw’s priority area (12%), presumably due to cheap (but relatively distressed) housing in these areas.

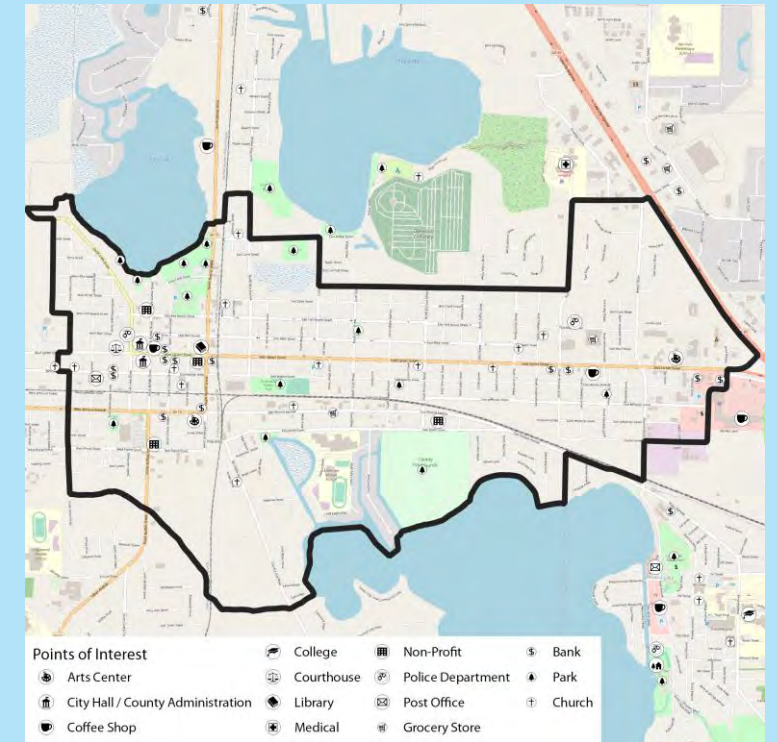
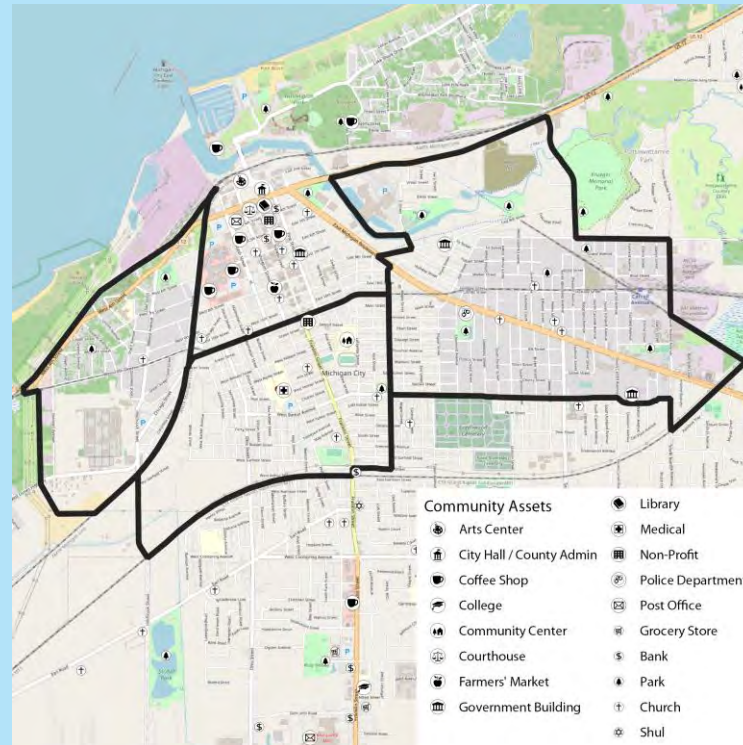
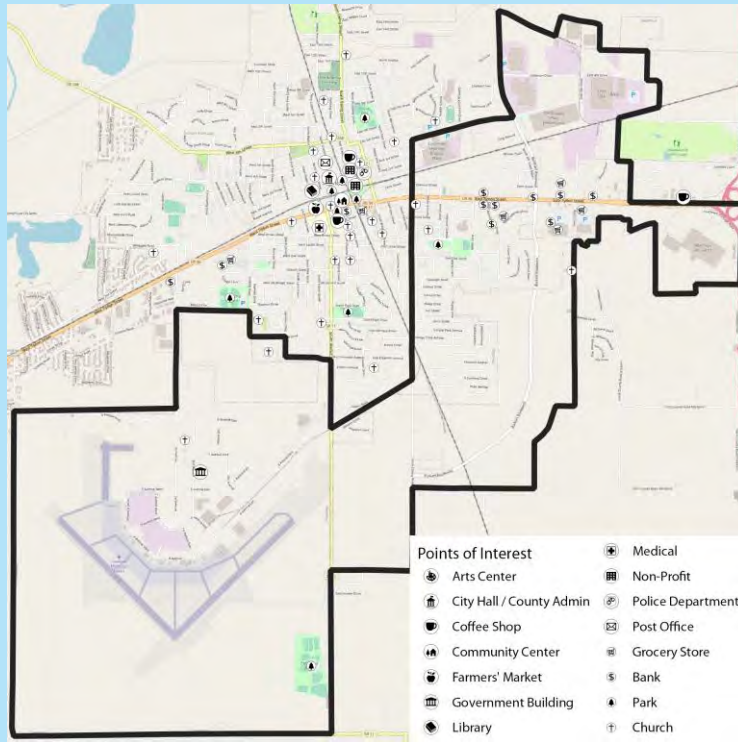
Future analysis will examine residents' access to fresh food, safe streets, and outdoor spaces



We will also examine social and civic well-being



Such as access to “third places” and cultural assets



For instance, Michigan City's priority areas lack access to banks, grocery stores, and coffee shops.



As well as the presence of community-based organizations and other indicators of social well-being, such as crime and safety



Key takeaways:

- A **targeted, strategic scale** is critical for the success of community-centered economic inclusion.
- Cities' priority area(s) are characterized by both **severe needs and undervalued assets**.
 - Michigan City's priority areas have high residential and job density, as well as racial diversity.
 - They are also characterized by significant economic need, including high poverty rates.
- Each priority area offers a unique – and promising– **avenue to connect residents to opportunity**.
 - In Michigan City, the West and East Sides are characterized by the highest economic need, whereas Midtown has the most assets and greatest connectivity.
- The following **barriers should be considered when engaging residents** of priority areas:
 - Cultural competency
 - History of discrimination
 - Economic barriers (childcare, job times, etc.)
- Many more **complex issues must still be interrogated** – including crime and safety, neighborhood cohesion, entrepreneurial spirit, etc.



For more information:

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JOSH ANDERSON

LEAD PLANNER



Creating the Agenda + READI Funding

COMMUNITY-CENTERED ECONOMIC INCLUSION (CCEI)
THE AGENDA – FOUR TOPICS

**ECONOMIC
IDEAS**

EXAMPLES

- Addressing barriers of residents to quality jobs
- Supporting local businesses and entrepreneurs
- Healthier commercial nodes + corridors

**BUILT
ENVIRONMENT**

EXAMPLES

- Transit
- Safe and inviting streetscapes
- Trails and bike lanes
- Parks and Public spaces
- Mixed-use development
- Quality of life enhancements

SOCIAL IDEAS

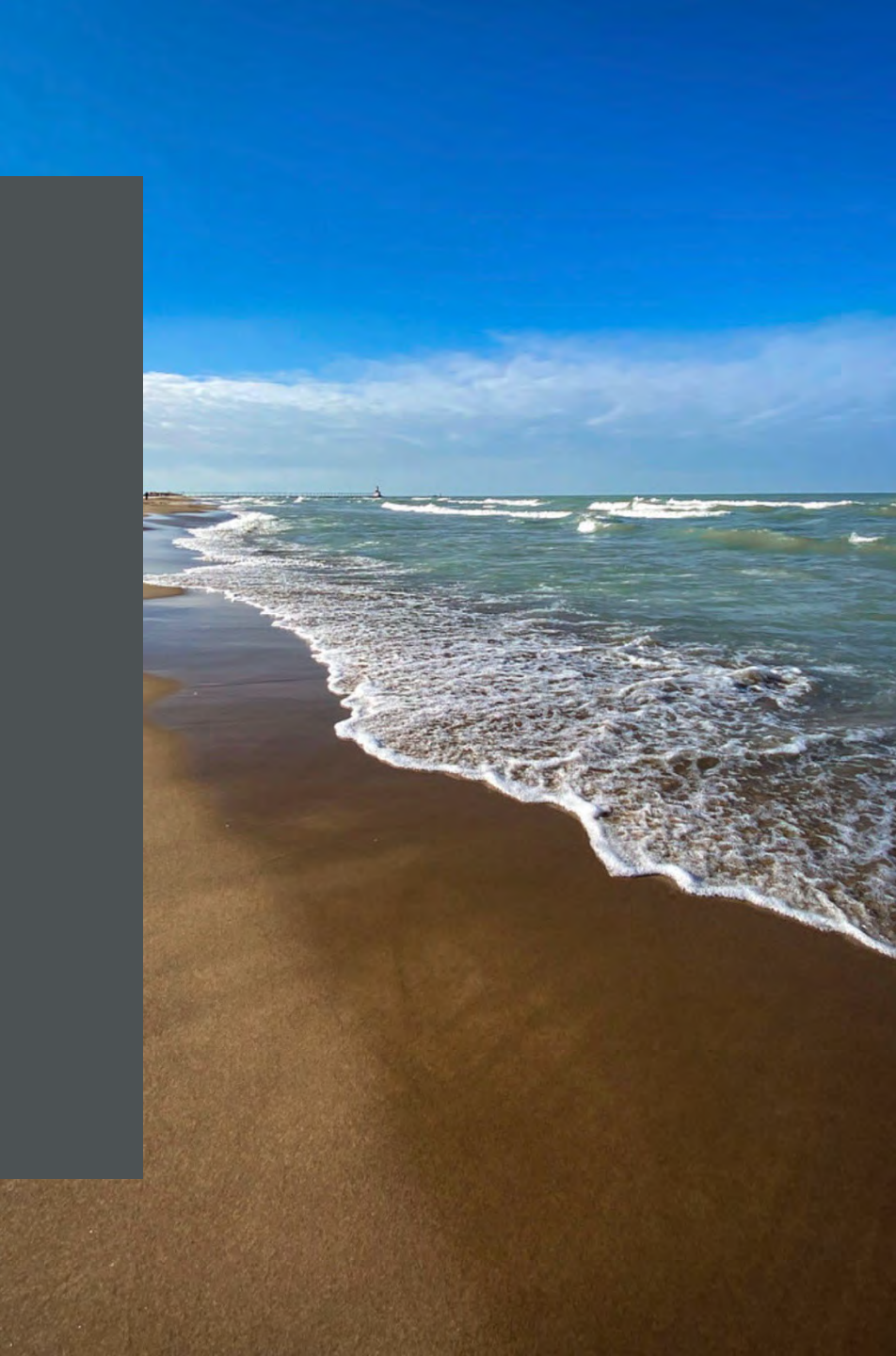
EXAMPLES

- Community safety
- Celebrating existing local culture
- Creating event venues
- Encouraging more events and celebrations
- Telling stories of the neighborhood
- Engaging local youth

CIVIC IDEAS

EXAMPLES

- Creating or supporting neighborhood associations
- Identifying and supporting local leaders
- Helping to better connect residents with local government



CCEI AGENDA ITEMS

EXAMPLES FOR REFERENCE

EXAMPLE FROM SOUTH LA

GOAL: Elevate Career Pathways into Emerging Industries

- Engage youth in career opportunities at the intersection of virtual tech, design, and entertainment.

EXAMPLE FROM CITY HEIGHTS (SAN DIEGO)

GOAL: Foster Social Cohesion

- Support the development and maintenance of gathering spaces in City Heights. (Build upon existing and support New Projects)

EXAMPLE FROM MILWAUKEE JUNCTION DISTRICT (DETROIT)

GOAL: Utilize surplus public land to create accessible public open spaces at strategic locations



CCEI AGENDA ITEMS

HOW DO WE GET THERE

DON'T HAVE TO REINVENT THE WHEEL

- What are we already working on in the community?
- What ideas or planned work is still relevant that we can support

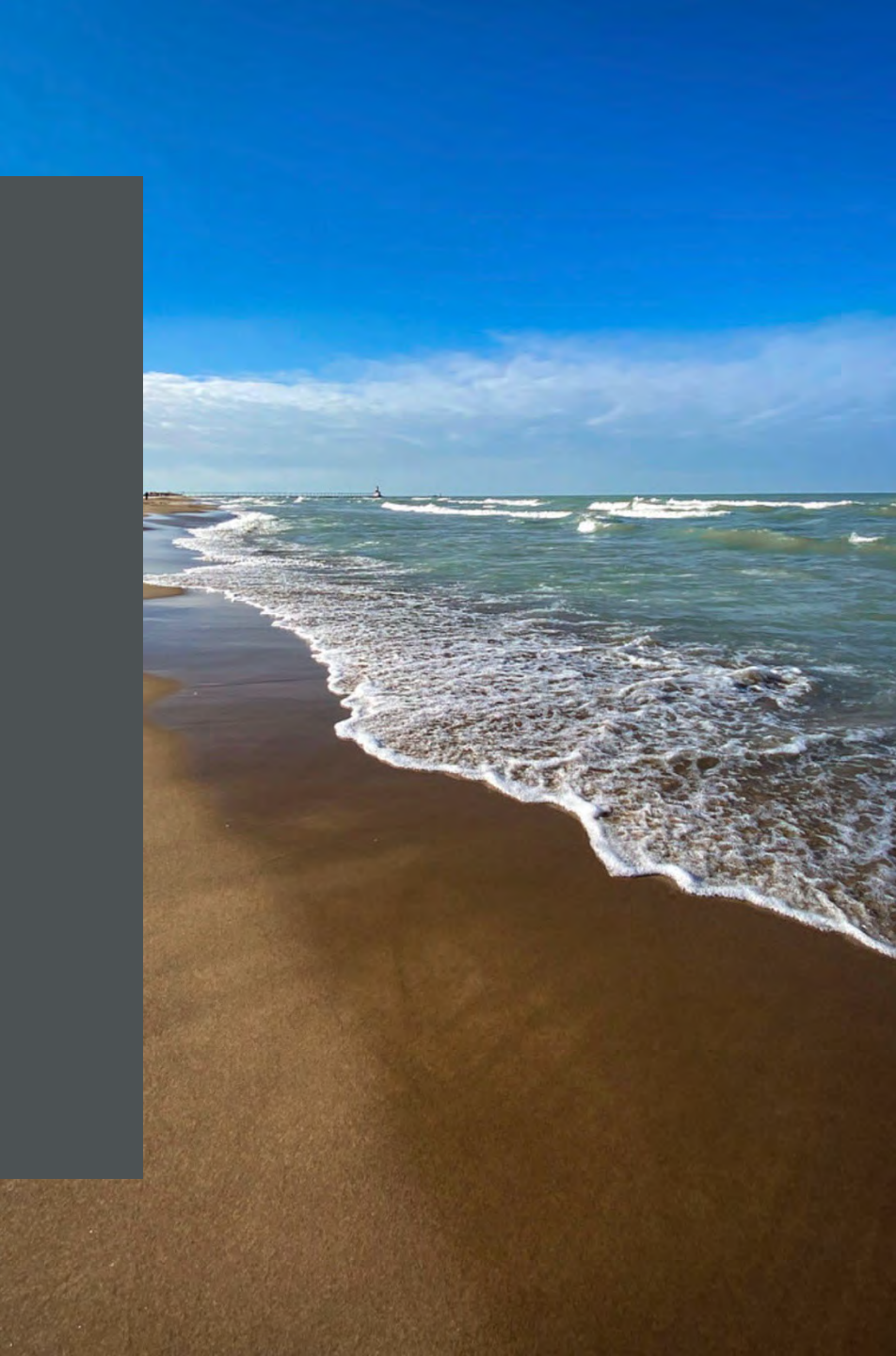
GENERATING IDEAS - MARCH + APRIL MEETINGS

- We will break out into focus tables at both the March and April meetings focused on the Agenda
- March will focus on idea generation
- April will push us to identify leaders / lead organizations to implement these ideas

AGENDA ITEMS

- Prioritize items (Near term – 12 months vs. Long term – 3 years)
- Next steps
- Identify the leader
- Potential funding sources

AFTER JULY - IMPLEMENTATION (3 YEARS)



CCEI AGENDA ITEMS

READI ROUND 2

WHAT WE DON'T KNOW

- A final determination on a Round 2 for the READI program won't be public until March
- We don't know the extent of the funding

WHAT WE DO KNOW

- IEDC chose the three pilot communities specifically
- They want this effort to bolster your community's requests for a next round of READI funding

KATY RENN

LEAD FACILITATOR

Engagement Overview



COMMUNITY-CENTERED ECONOMIC INCLUSION (CCEI)

ENGAGEMENT

WHO SHOULD BE AT THE TABLE?

- **Community Stakeholders (residents, employees)**
- **City Stakeholders (elected officials/city staff, partner organizations)**
- **Regional Stakeholders (funders, economic development groups, anchor institutions)**
- **Non-traditional: newcomers, new and long-time residents, employees**



ENGAGEMENT

ADVISORY COALITION

EXPECTATIONS

- Monthly Meetings (Feb-July)
- Speak from experience
- Build Consensus
- Ready to help implement

POTENTIAL ROADBLOCKS

- Power dynamics
- Conflicts: our goal is to build consensus
- Time
- Participation



ENGAGEMENT

LOCAL RESEARCH MEETINGS

BUSINESS LEADERS MEETINGS

March 17 and TBD

NEIGHBORHOOD RESIDENTS MEETING

We'll need your help identifying neighbors!

OTHERS TBD



ENGAGEMENT INTERVIEWS

WE PLAN TO INTERVIEW UP TO 5 INDIVIDUALS WHO MAY NOT HAVE THE TIME TO DEVOTE TO THE ADVISORY COALITION.

Some of these may come from the business leaders meeting.

Others may be people who have particular expertise or experience on issues that arise through our discussions



ENGAGEMENT

COMMUNITY EVENTS

NEIGHBORHOOD OR COMMUNITY MEETINGS

COMMUNITY INPUT SESSION

We will hold a community input session on April 20 following the Advisory Coalition meeting.

OTHER COMMUNITY EVENTS?

STRENGTHS-WEAKNESSES-IDEAS

DOTS + COMMENTS

Pink – Strength


Red – Weakness

Burgundy– Ideas

Post-its for commentary


STRENGTHS OF MIDTOWN

- Community is very engaged, sees visions for the future
- Location in the city — to downtown, surrounding neighborhoods, zoo
- The city-owned sites are a "blank canvas" for more opportunities
- Church Street acts as a gateway towards downtown
- Rich history here, with Black-owned businesses, cultural events, etc.
- High visibility to cars passing by to show off the great aspects of this area
- Great businesses, parks, and institutions nearby (YMCA, Zoo, Lafayette Park, all of the retailers on Granby Street)
- The industrial atmosphere sets this area apart from other parts of Norfolk
- Cultural events/performances have organically grown and flourished here




WEAKNESSES OF MIDTOWN

- Cars speed on 26th, 27th, Church, and Monticello Streets
- Streets are unsafe for drivers, pedestrians, bicyclists, etc.
- Sidewalks need maintenance, don't feel protected from car traffic
- Lack of clear, coherent boundaries/image of the area
- Not a lot of parking near this area for events, retail, etc.
- Only one crossing (on Monticello Street) is available when the train stops
- Reputation of this area from other parts of Norfolk
- The aesthetic/cleanliness of some buildings doesn't help the reputation
- Lack of trees, landscaping, lighting
- Displacement has already started, must make sure to retain existing community



VISIONS FOR MIDTOWN

- Lots of land owned by the City that can be repurposed and better adapted to serve this community with big impact
- Continue creating a mixed use neighborhood
- Increase density to provide enough housing to support strong retail district
- Safe, family-friendly, attractive atmosphere
- Opportunity to become an anchor for the region
- Need to address historical inequities and economic disadvantages
- Homeownership opportunities, affordable housing, live-work opportunities
- Grocery store, hardware store, farmer's markets, pharmacy, service-oriented retailers
- Connect to existing parks/trails, provide a space for community events
- Provide public spaces and activities for teens
- Opportunity to create job training programs for existing community through partnerships with industrial businesses
- Create a national model for inclusive development





NEXT MEETINGS

ADVISORY COALITION

All meetings at H.O.P.E. Community Center
Dinner served at each meeting

MEETING 2

Thursday, March 16, 4:00-7:00p.m.

MEETING 3

Thursday, April 20, 4:00-5:30p.m.

MEETING 4

Thursday, May 18, 4:00-7:00p.m.

MEETING 5

Thursday, June 15, 4:00-7:00p.m.

MEETING 6

Thursday, July 20, 4:00-7:00p.m.