



Community-Centered Economic Inclusion in Indiana

Learning Lab Kick-Off
December 2022



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

LISC LOCAL INITIATIVES
SUPPORT CORPORATION



Content

- 1 Indiana Community Centered Economic Inclusion Lab: An Overview (Bill Taft, Jennifer S. Vey, and Vincent Ash)**
- 2 Framework and five steps to implement community-centered economic inclusion (Teresa Garcia and Jennifer S. Vey)**
- 3 The “Where”: Data and local perspectives on cities’ priority areas (Hanna Love and Core Team Members)**
- 4 The “Who”: Best practices for building and convening advisory coalitions (Katy Renn)**
- 5 The “What”: Strategies for co-creating successful CCEI agendas (Josh Anderson)**

Closing Activity



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TRANSFORMATIVE PLACEMAKING**



Community-Centered Economic Inclusion:

**What is it and what can it help cities
achieve?**

Bill Taft

Senior Vice President of Economic Development
LISC

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

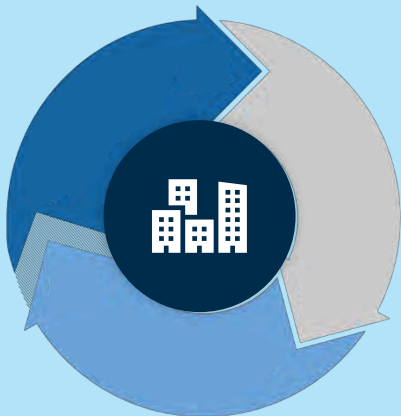
Priorities are based on **fresh and focused data analysis.**

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
-

Brookings Learning Labs:

**How peer learning exchange can catalyze
local and national impact**

Jennifer S. Vey

Senior Fellow and Center Director
Bass Center for Transformative Placemaking
Brookings Metro

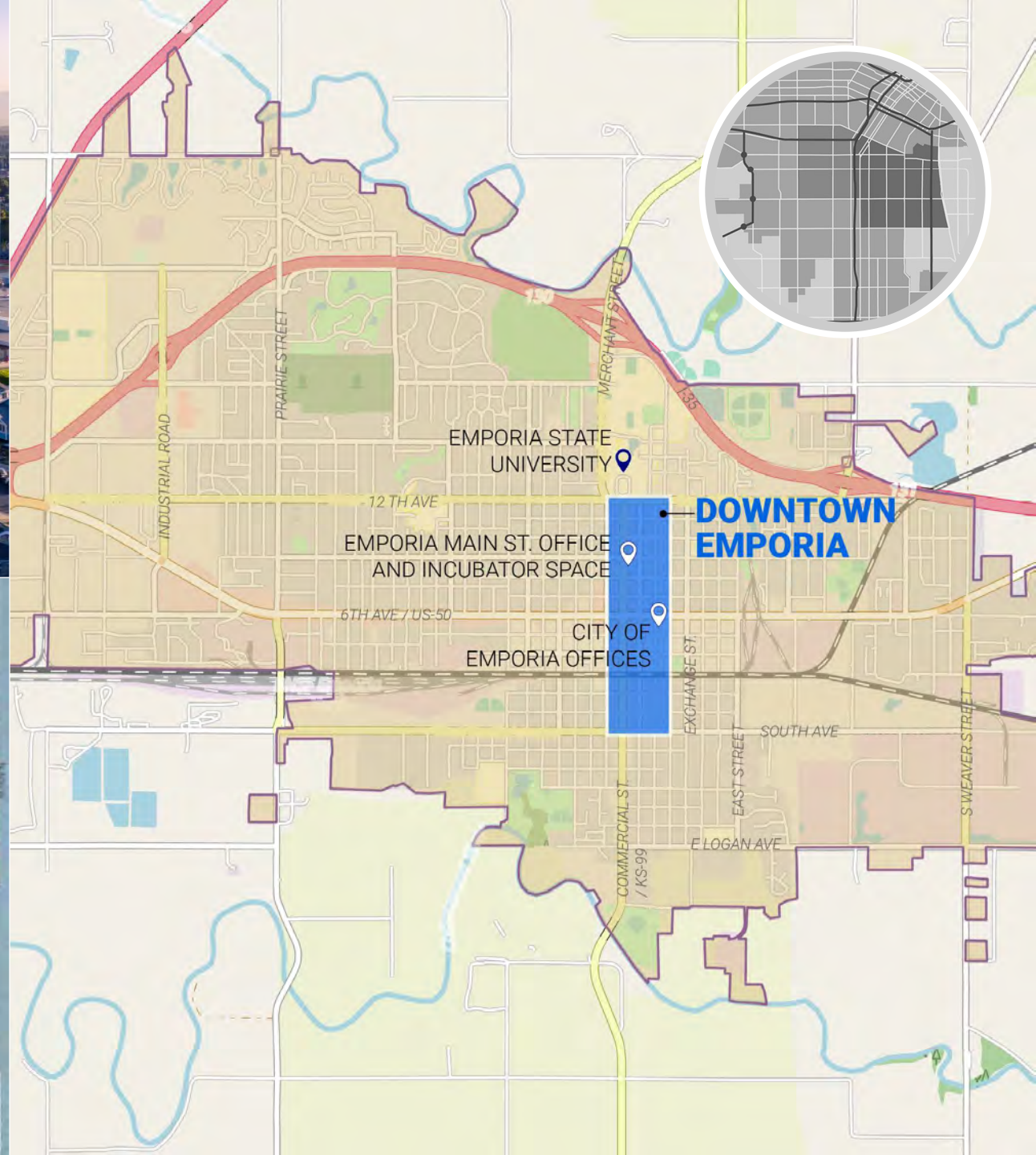
About Brookings Metro & the Bass Center



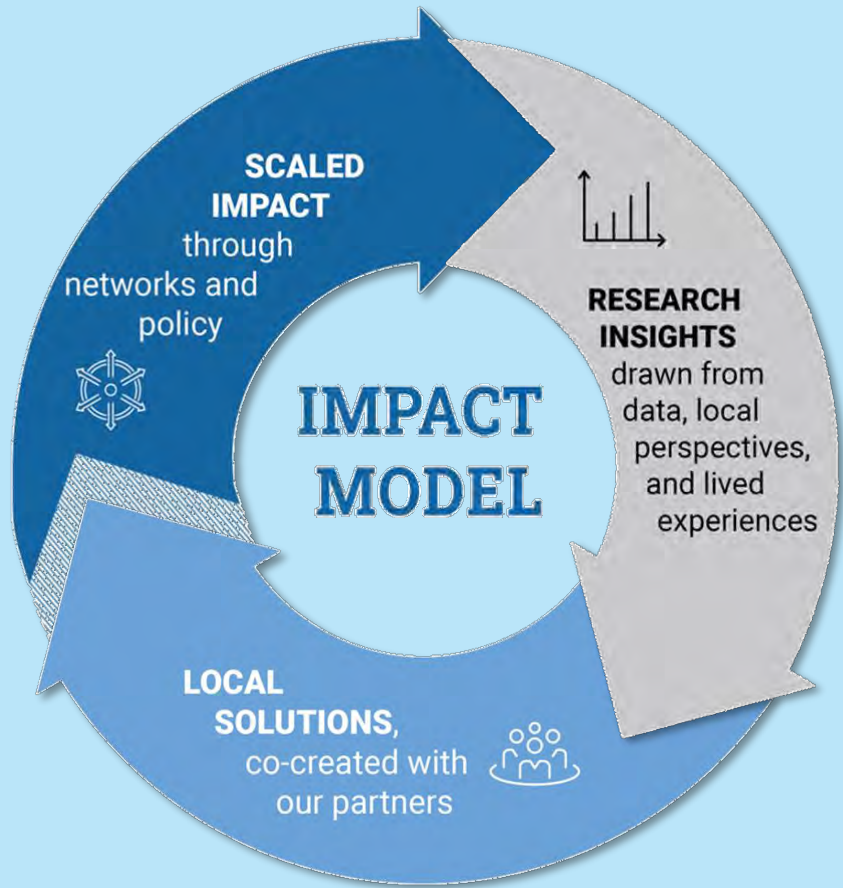

Support
equitable and
resilient cities and
regions


**Build wealth
and opportunity**
within more
communities


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



Learning Labs: Brookings Metro's model for collaborating locally to scale nationally



How Brookings Metro and the Bass Center engage and partner with local leaders:



Quick
market
insights



Workshops
and
trainings



Communities
of
practice



Metro
labs



How will the Lab model support cohort cities' local efforts to create economic inclusion agendas?

- Facilitated peer learning exchange
- Access to technical assistance and national experts
- Platform to spread and scale tested concepts



Lab Meeting #1
December
Indianapolis

Lab Meeting #2
January
Virtual

Lab Meeting #3
March
Virtual

Lab Meeting #4
April
Virtual

Lab Meeting #5
May
Virtual

Lab Meeting #6
July
Indianapolis

Brookings & LISC Site Visit #1 - February

Brookings & LISC Site Visit #2 - June

How have Brookings Metro's Labs led to practice changes in other cities?



“ In Indianapolis, our partnership with Brookings formed the backbone for Inclusive Incentives: A Roadmap for Economic Development. The program sets out **changes to how the city evaluates new and expanding businesses for incentives**, but focuses on leveraging subsidy to advance opportunity jobs, **encourage small business growth, and reward investments in underserved communities**. In addition, it sets out policy recommendations for a Workforce Support Fund which would leverage a percentage of subsidies to **remove barriers to employment including access to childcare, transit, and training for companies receiving incentives**. ”

How has Brookings Metro's impact model informed local, state, and federal policy changes?

State and local

OPPORTUNITY INDUSTRIES

2016

Introduced novel analysis on job quality for Central Indiana that resulted in two of the region's largest employers **increasing minimum wages to \$18/hour**, affecting 40,000 workers.

INLAND SOUTHERN CALIFORNIA

2020

Provided a **roadmap for economic competitiveness and quality job creation** in Inland Southern California that resulted in more than \$35 million in state appropriations.

PROSPER BIRMINGHAM

2021

Provided the data and case for a \$53 million public-private initiative to make Birmingham, AL a more **racially-inclusive economy**.

INDIANA GPS PROJECT

2021

Developed **policy recommendations** that resulted in the Indiana state legislature voting to invest more than **\$750 million of federal stimulus funds** into broadband expansion, manufacturing, and regional innovation.

Federal

BLUEPRINT FOR AMERICAN PROSPERITY

2008

Released an ambitious set of **federal policy proposals** for the first-term Obama Administration that influenced \$12 billion in federal grants and investments in education, innovation, infrastructure, and neighborhoods.

VALUING BLACK ASSETS

2020

Cited in the Biden-Harris plan for Black America, which called for new, **national standards** for the real estate appraisal industry that **address racial bias**.

GROWTH CENTER

2021

Co-developed new policy solutions to **support innovation** in the middle of the country, which led to the U.S. Innovation and Competition Act that passed with **strong bipartisan support** in the Senate.

How can local, state, and national audiences learn from the CCEI Learning Lab in Indiana?

Local audiences:

- A “playbook” on how to implement CCEI in small cities/rural regions.
- Research briefs on specific, applicable lessons for small city and rural leaders
 - e.g., how to engage hard-to-reach populations or develop community-level inclusivity indicators
- Virtual workshops and/or a community of practice for small city and rural leaders

State audiences:

- Research brief on how state leaders/agencies can support more equitable and inclusive small cities and rural regions
- Briefings with key state policymakers and staff to improve state rural economic development policy

National audiences:

- Roundtables and public events featuring local, state, and national policymakers to discuss reforms that can help scale inclusive rural economic development nationwide





Indiana READI and Community-Centered Economic Inclusion:

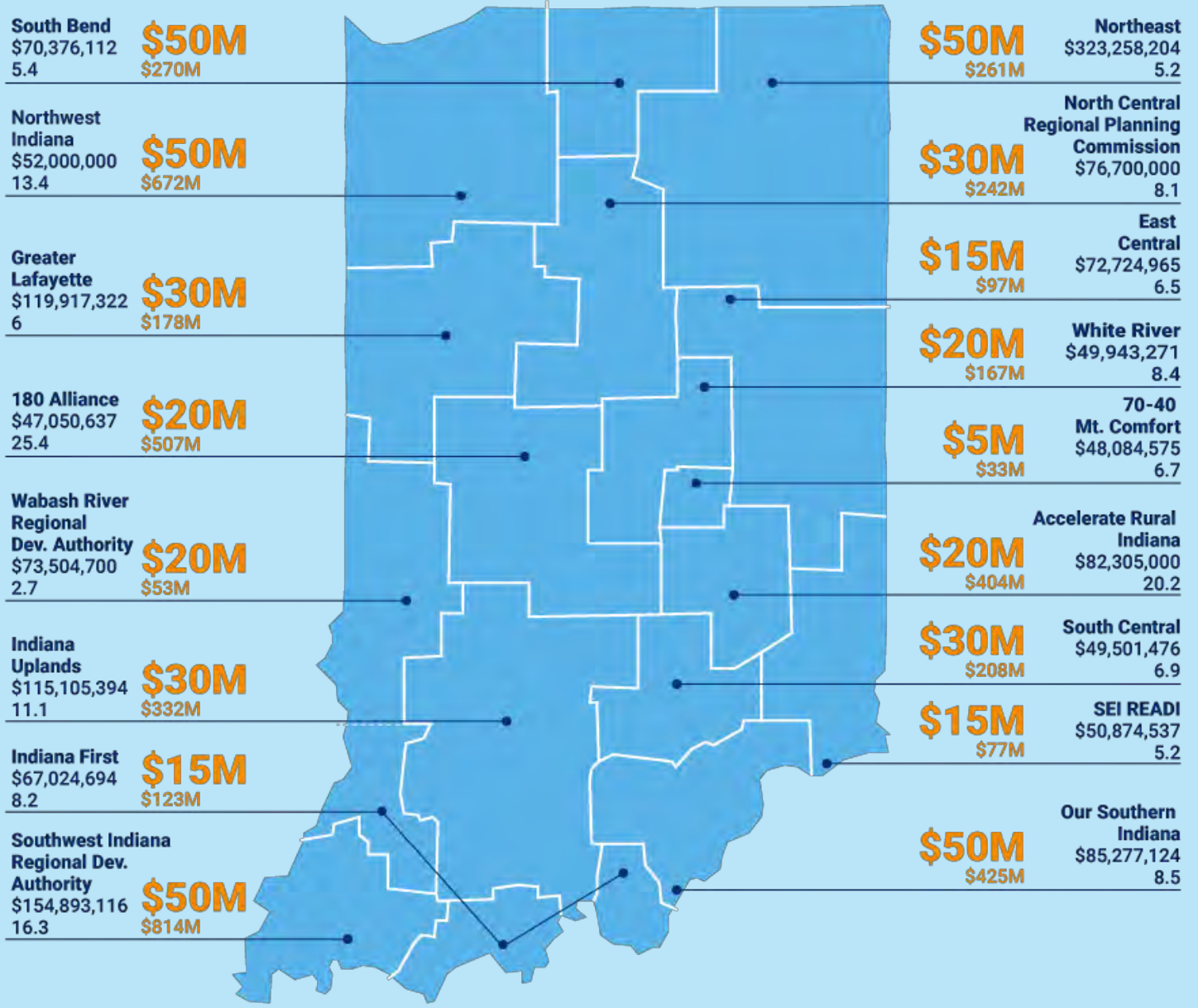
How these two efforts fit together

Vincent Ash

Vice President of Real Estate Development
Indiana Economic Development Corporation



REQUEST AMOUNT and LEVERAGE
AWARD AMOUNT





10-minute break



Five Steps and a Framework to Implement Community Centered Economic Inclusion

Teresa Garcia,
Program Officer, LISC

Jennifer S. Vey
Senior Fellow, Brookings

Overall project timeline



**Project Pre-Work
and Kick-Off**

**October - December
2022**



**Local CCEI
processes**

**January - July
2023**



**Lab Peer
Learning
Convenings**

January – July 2023



**Brookings-LISC
Publish Lessons
Learned**

Fall 2023



**Local site agenda
implementation**

2023 — 2026

Five steps to implement community-centered economic inclusion

WHERE

Select “priority areas” with the potential to make a transformative impact on community, city, and regional economic inequities

WHO

Organize a cross-sectoral coalition that brings together key holders of institutionalized power at the city and regional level together with communities to co-own place-based investment strategies

WHY

Analyze market opportunities and strengths within priority areas—as well as the barriers residents and small businesses face in benefiting from them—to determine policy and practice shifts

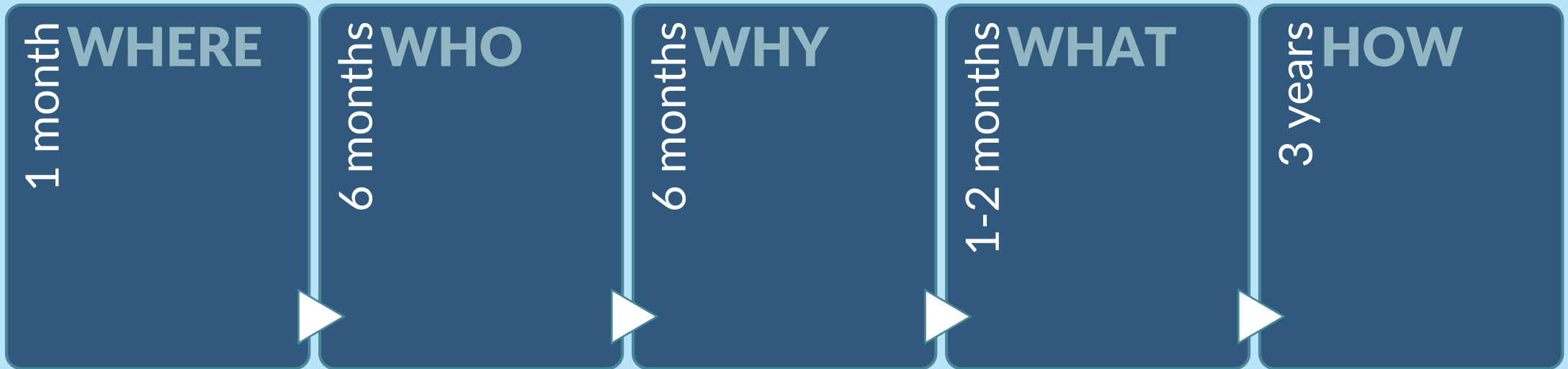
WHAT

Commit to an action-plan that leverages place-based investments for community benefit and integrates community, economic, and workforce development efforts within underinvested communities to connect them to their regional economies

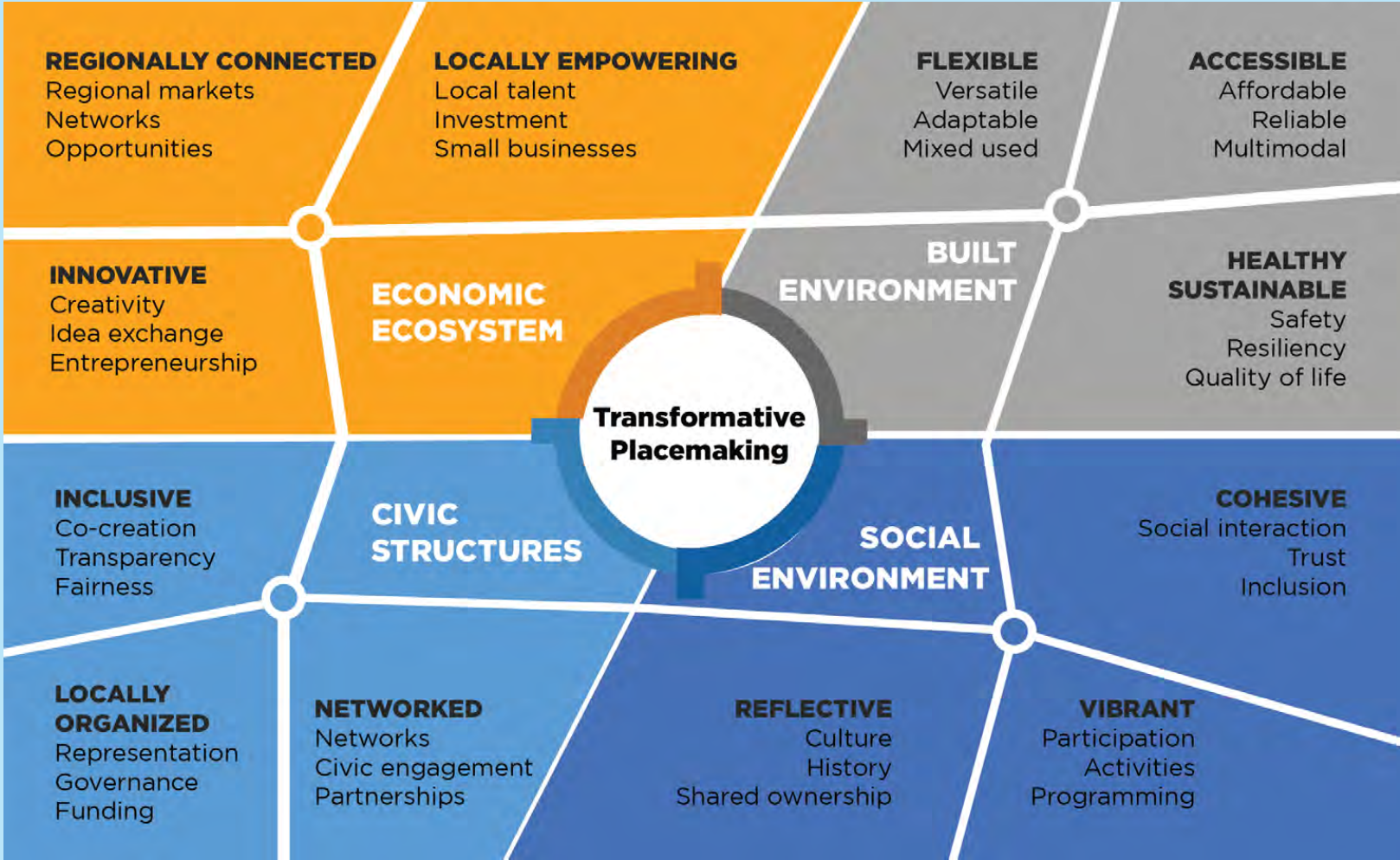
HOW

Develop shared mechanisms for sustainability, accountability, and shifting the power balance over the long-term

Timeline to implement community-centered economic inclusion



The overarching framework and theory of change that guides CCEI



Understanding the “Where”:

A data-driven snapshot of cities’ priority areas

Hanna Love

Research Associate
Brookings Metro



The Lab cities: Why were they chosen and what can the nation learn from them?



Priority areas: What qualities make them distinct?

TARGETED, STRATEGIC SCALE:

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

Documented inequities

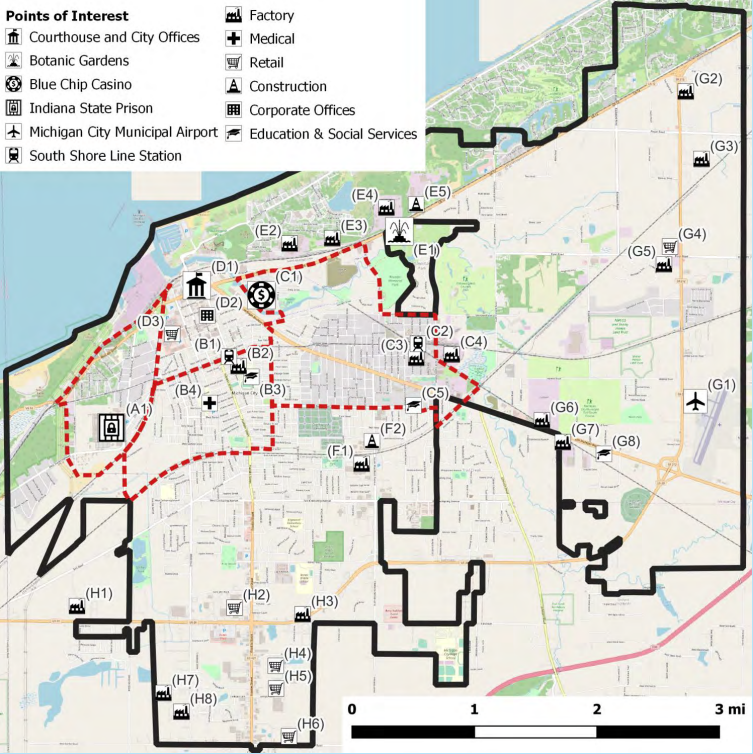
Assets and strengths

Regional significance

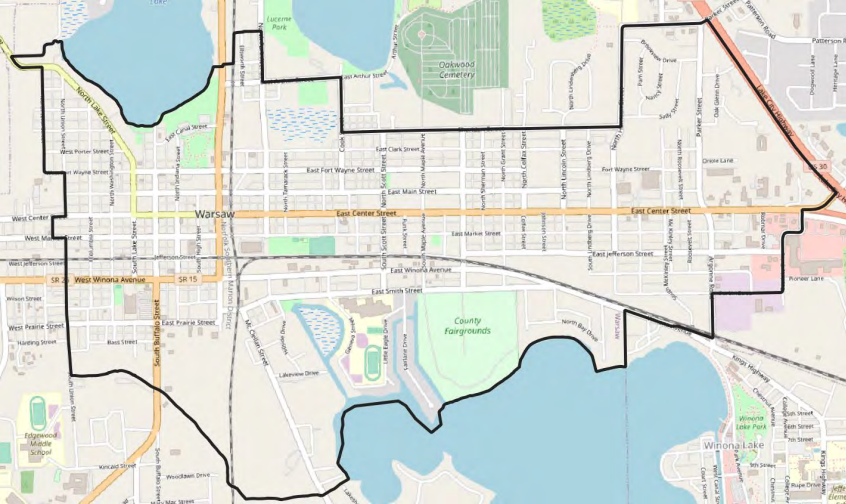
Community capacity and buy-in



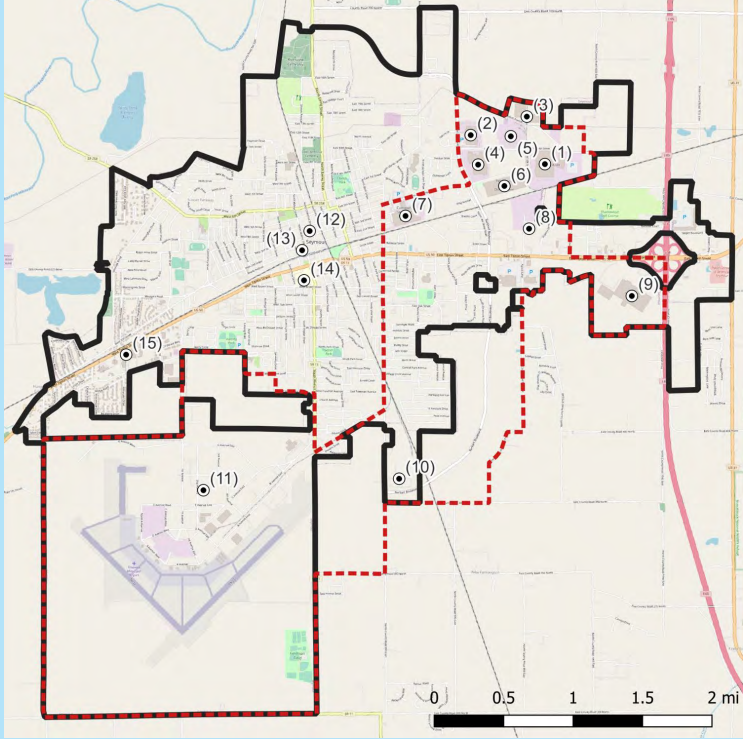
Lab cities' priority areas: What are they? How were they chosen?



Michigan City:
West Side, 11th St Corridor,
East Side



Warsaw:
Warsaw-Winona Interurban
Area



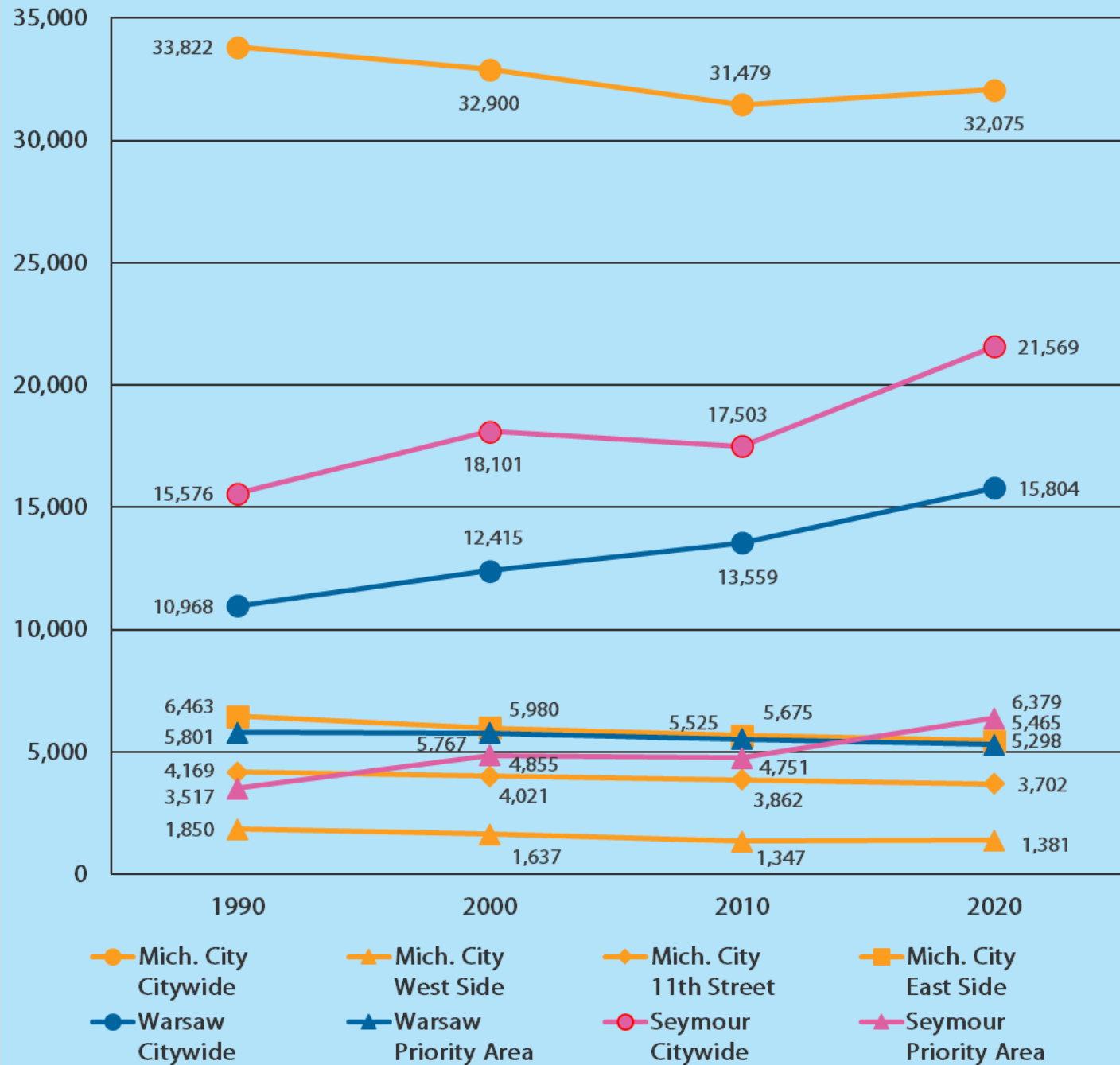
Seymour:
SE Seymour/ Burkart South



Demographics



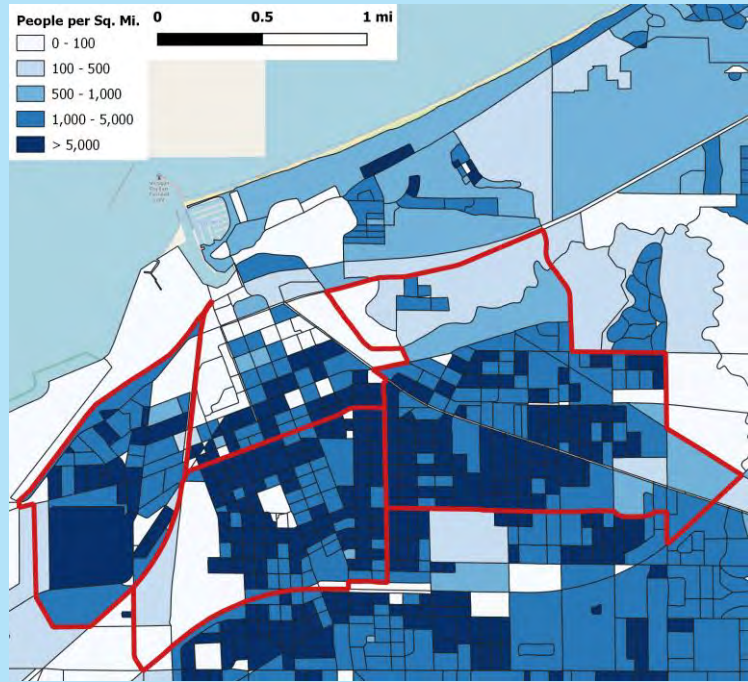
Population of Cities and Priority Areas



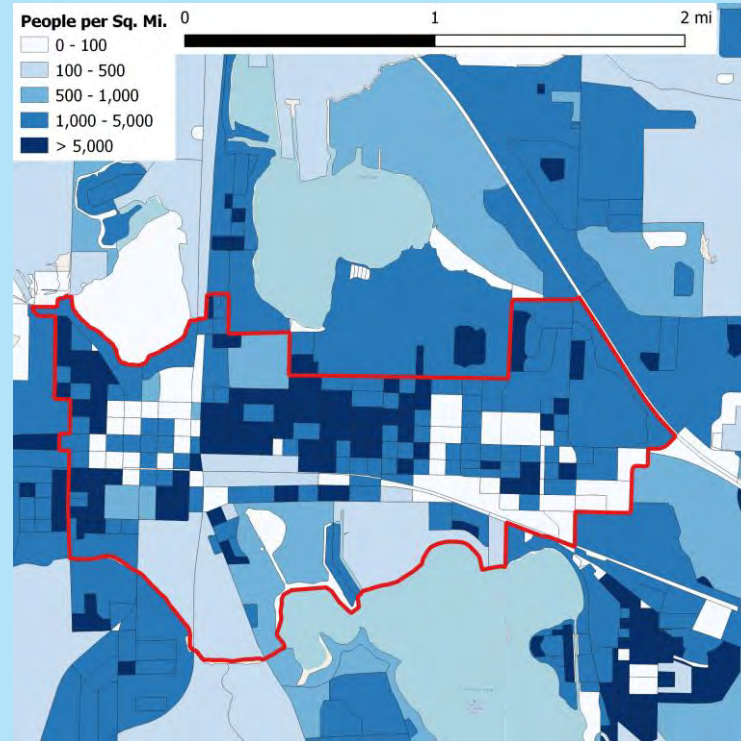
Seymour stands out in population growth

- All three cities have populations between 15,000 – 35,000, with **Michigan City being the most populous of the three.**
- In the past two decades, **Warsaw and Seymour have experienced population growth** in a way Michigan City has not.
- **Seymour’s priority area has experienced the most growth,** driven by increases in the Latino/Hispanic population.

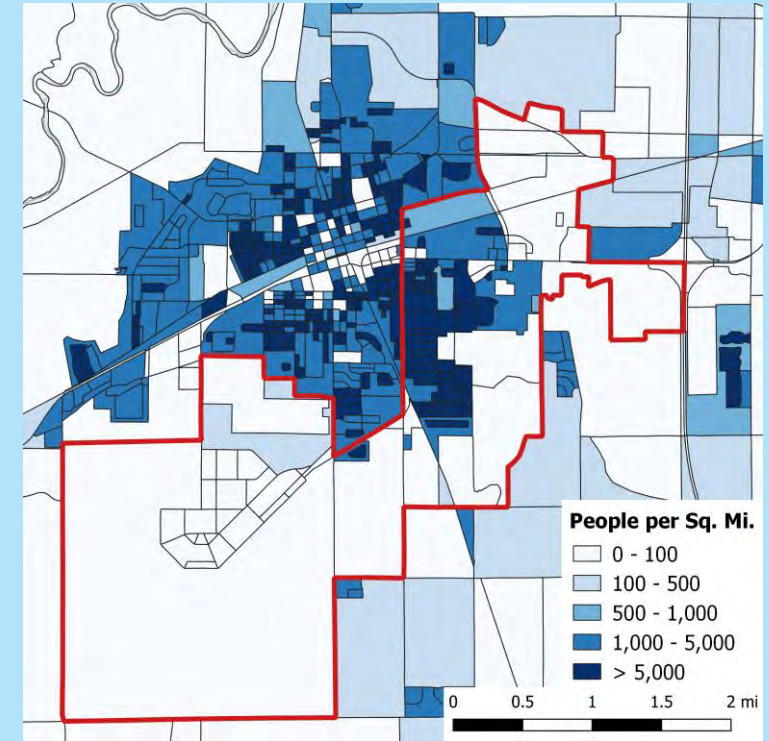
Priority areas include some of the cities' densest residential neighborhoods



Michigan City:
West Side, 11th St Corridor,
East Side



Warsaw:
Warsaw-Winona Interurban
Area

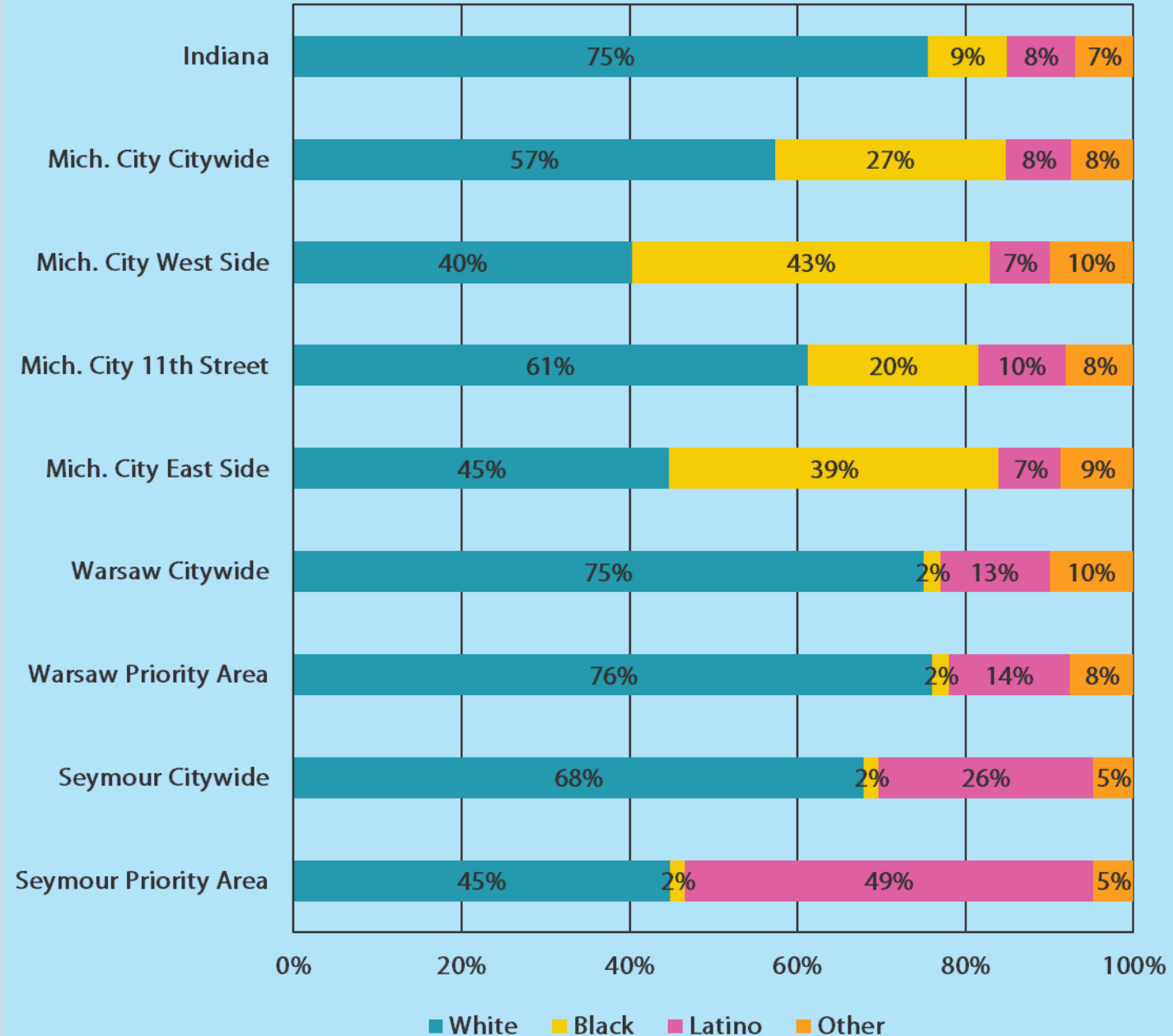


Seymour:
SE Seymour/
Burkart South

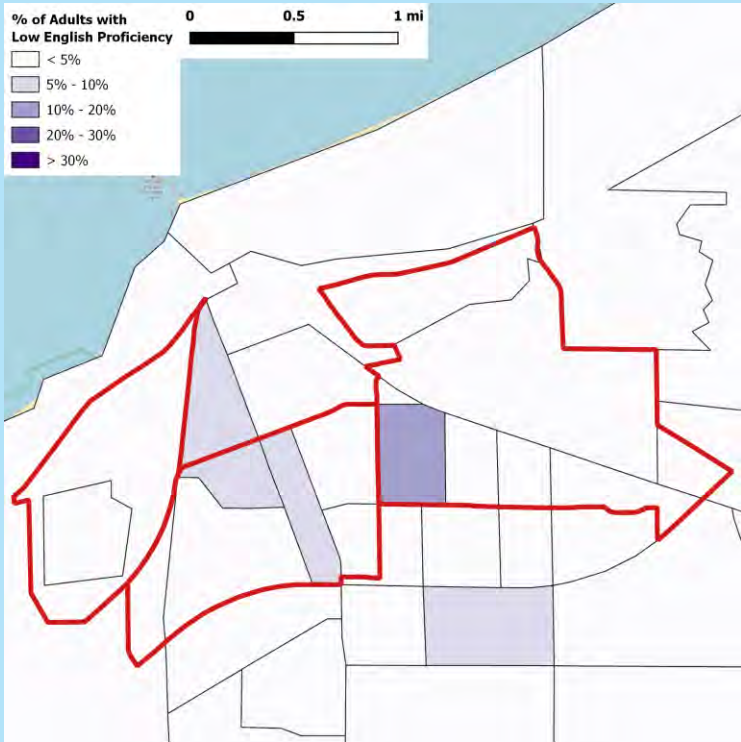
Priority areas are, on the whole, more racially and ethnicity diverse than their cities

- Two of **Michigan City's** priority areas—the West and East Sides— have **substantially 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.

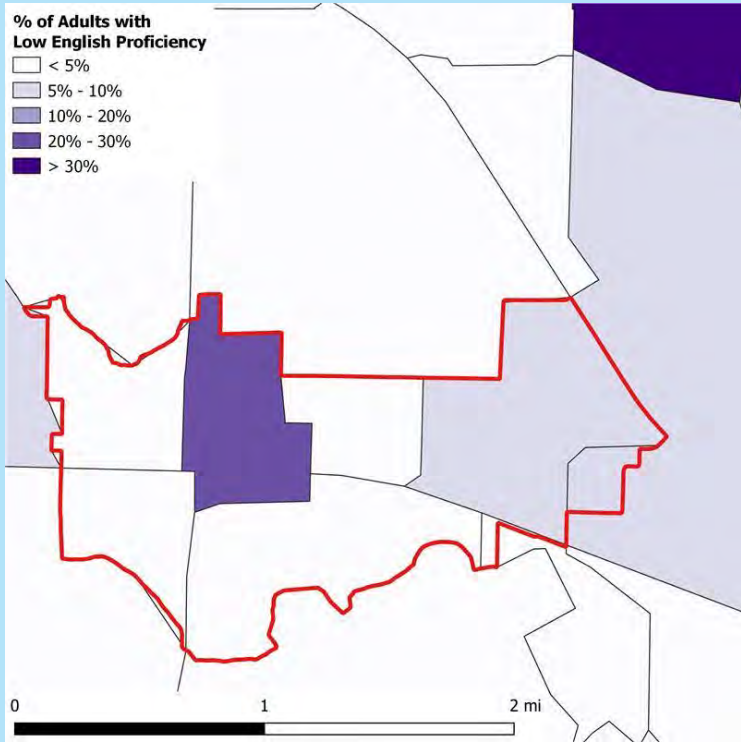
Racial and Ethnic Makeup of Cities and Priority Areas



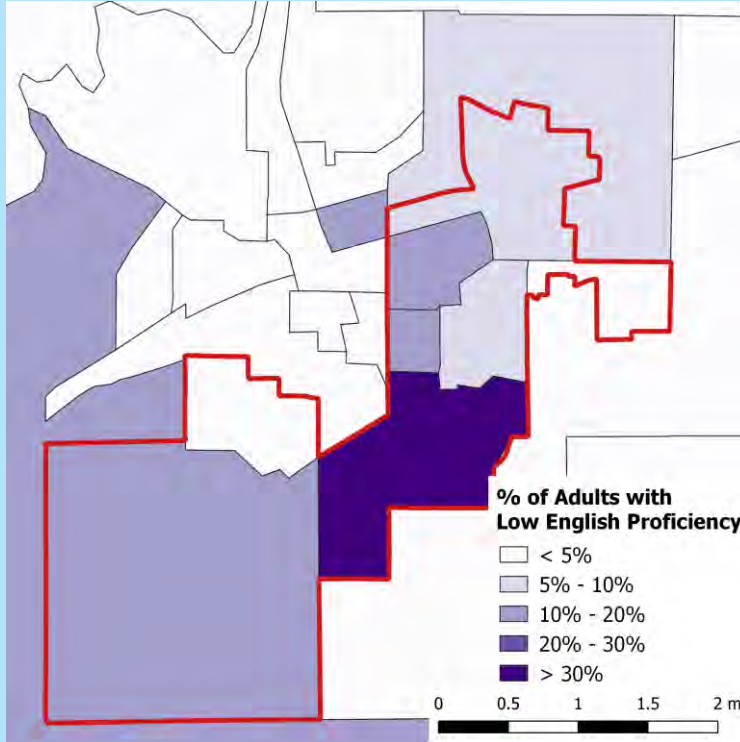
Parts of priority areas in Seymour and Warsaw have high rates of low-English proficiency



Michigan City:
West Side, 11th St Corridor,
East Side

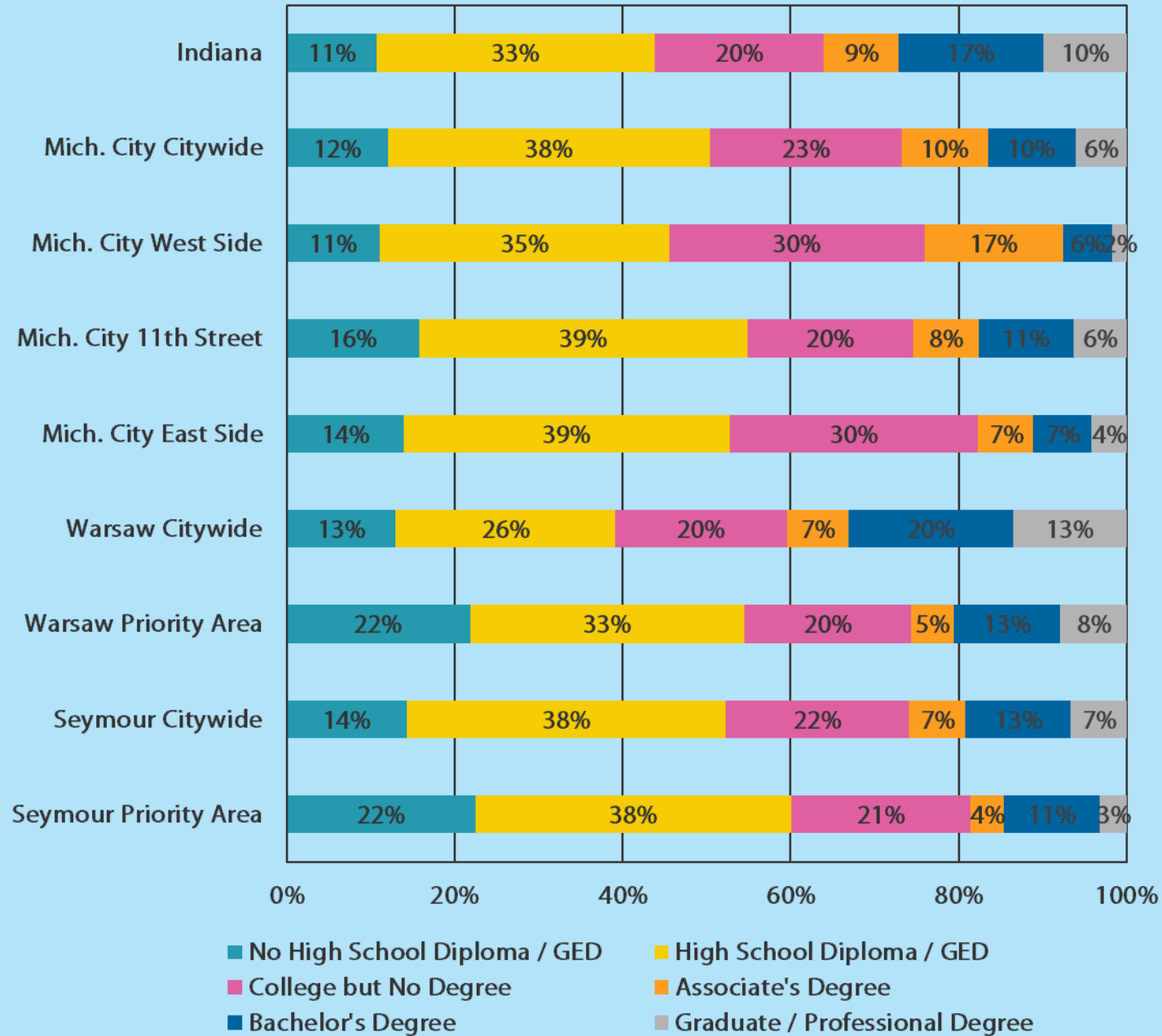


Warsaw:
Warsaw-Winona Interurban
Area



Seymour:
SE Seymour/
Burkart South

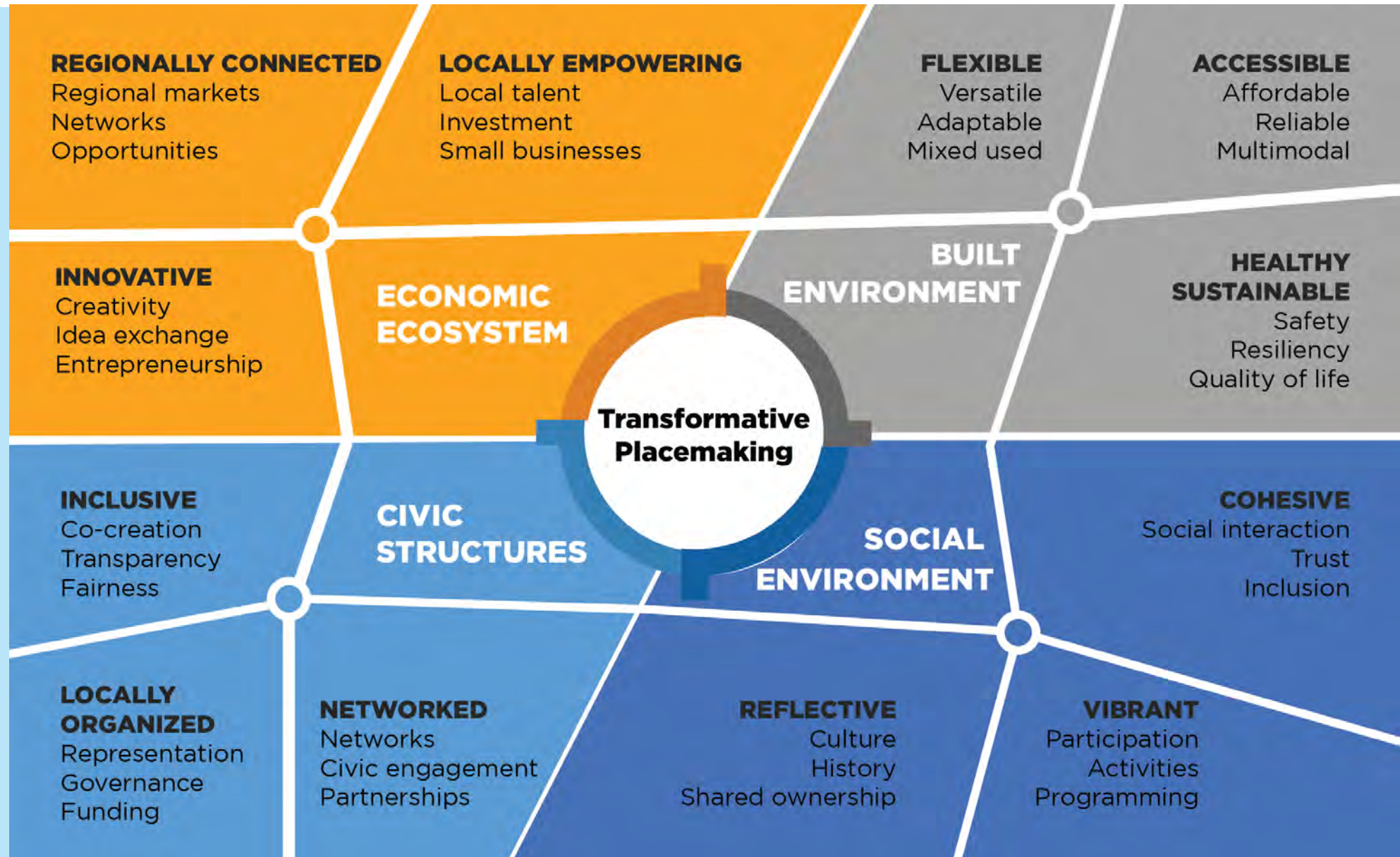
Educational Attainment in Cities and Priority Areas



Most priority areas have lower rates of educational attainment than their city as whole

- **22% of Seymour's priority area has no high school diploma/GED** compared to 14% citywide.
- **22% of Warsaw's priority area has no high school diploma/GED** compared to 13% citywide.
- **Michigan City's priority areas** vary in educational attainment but are generally the **most educated** of the three cities.

A framework to understand priority areas' assets and challenges





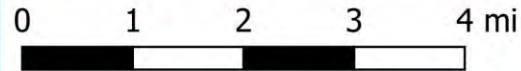
Economic Ecosystem

Michigan City

Jobs per Square Mile



Source: Brookings analysis of 2019 LEHD data.



Priority areas vary in job density, but all have the potential to connect residents to opportunity

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

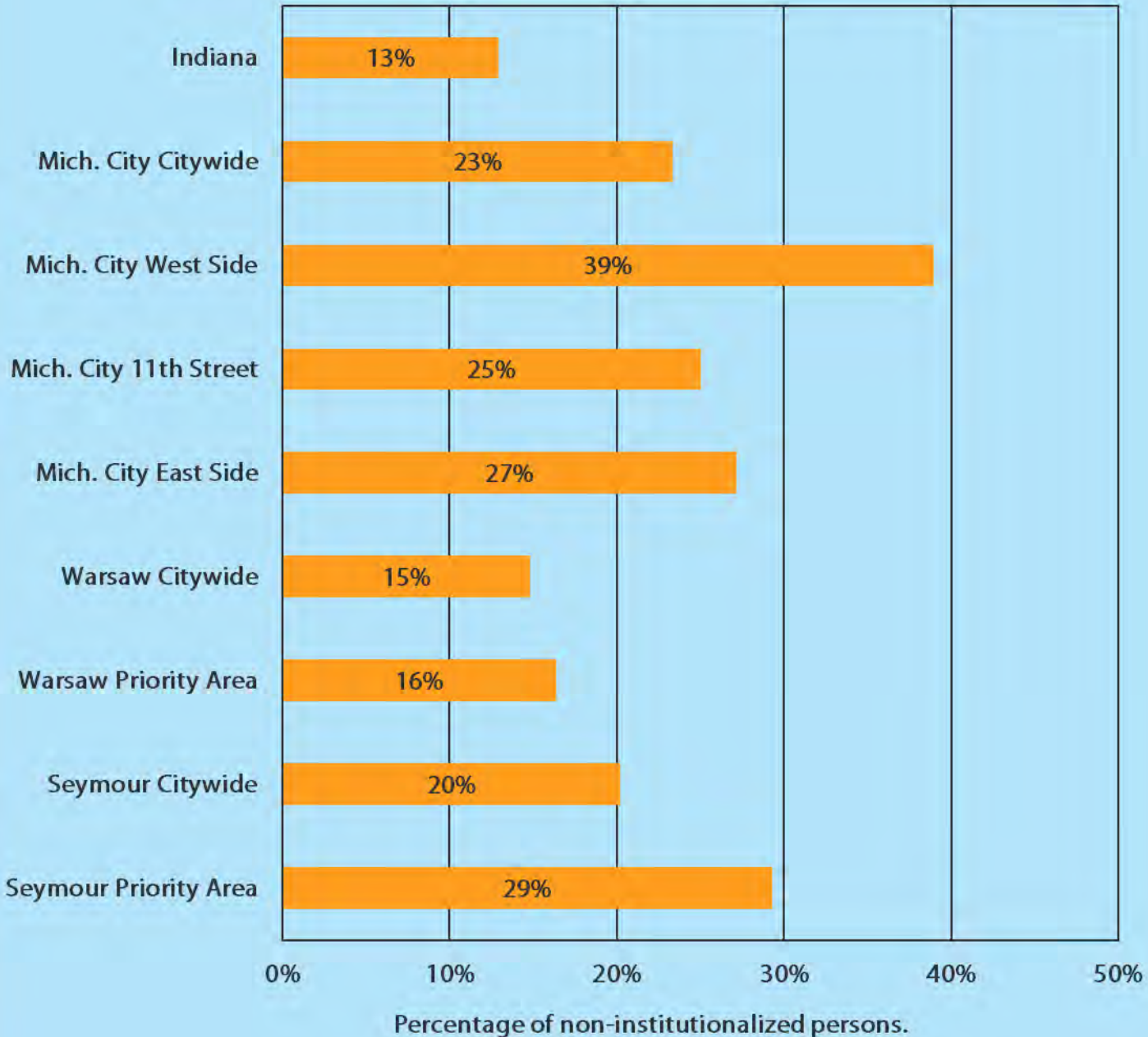
Warsaw

Seymour

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.**

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

Poverty Rate in Cities and Priority Areas



Priority areas have relatively high poverty rates

- **Michigan City's West Side has the highest poverty rate at 39%.** The East Side (27%) and 11th Street Corridor (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.



Many other factors contribute to a strong economic ecosystem





Built environment

Cost-Burdened Housing in Cities and Priority Areas



Cost-burdened households vary by priority area

- 24% of Indiana households are cost-burdened by housing.
- 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.
- 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.



What about the availability of quality, accessible housing?

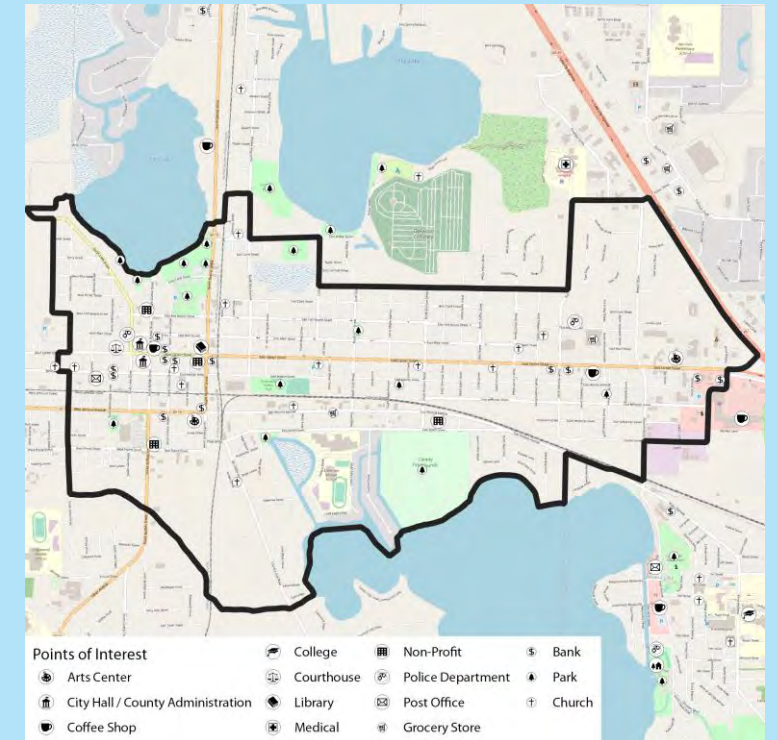
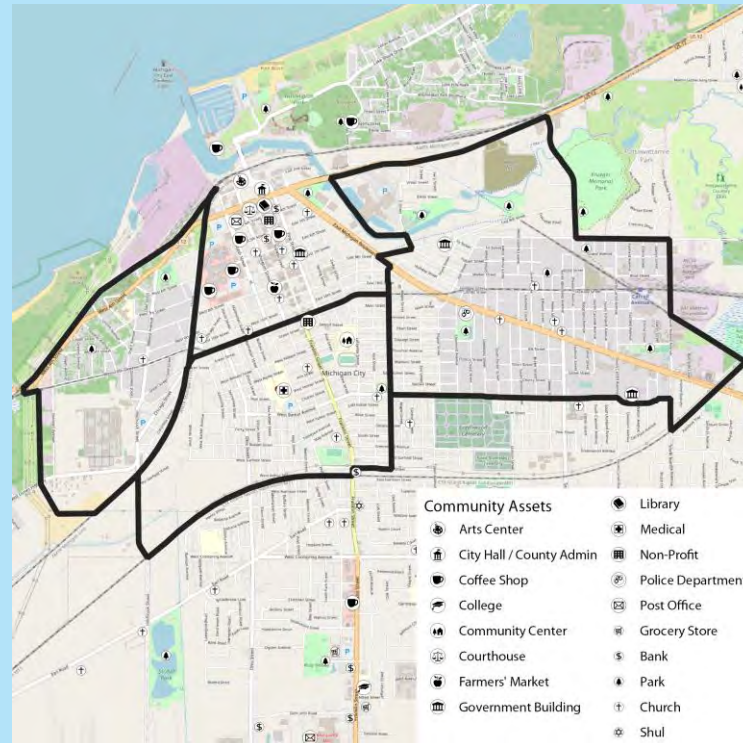
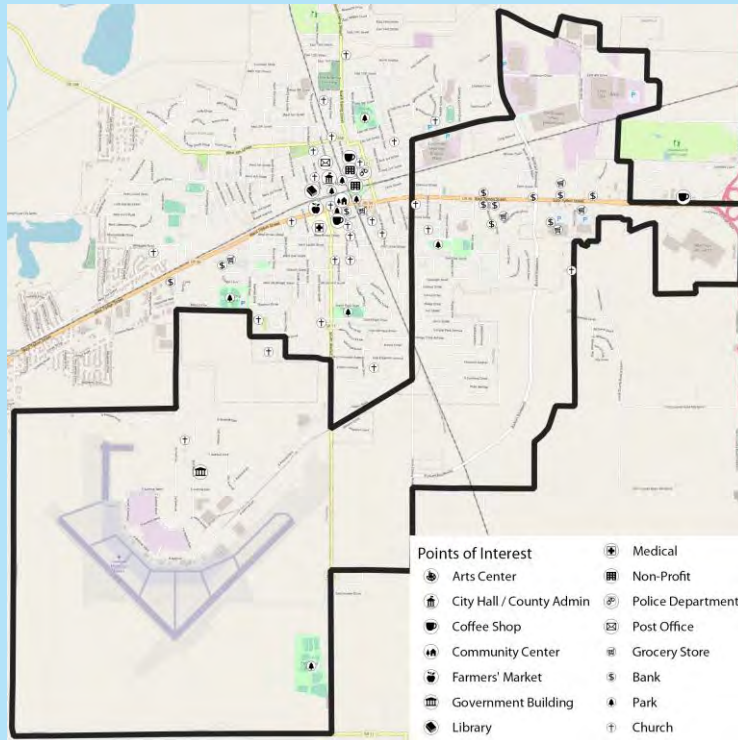
Ongoing efforts foster accessible, healthy, and sustainable built environments



Social and civic structures



Access to cultural assets and third places is one way to understand social and civic fabric





But there are many other dynamics that statistics can't capture



What can we take away from cities' priority areas?

- A **targeted, strategic scale** is critical for achieving equitable outcomes.
- Cities' priority area(s) are characterized by both **severe needs and undervalued assets**.
- Each priority area offers a unique – and promising– **avenue to connect residents to opportunity**.
- LCOs should consider the following potential **barriers when engaging residents** of priority areas:
 - Cultural competency
 - History of discrimination
 - Language barriers
 - Economic barriers (childcare, job times, etc.)
- Many more **complex issues must still be interrogated** – including crime and safety, neighborhood cohesion, entrepreneurial spirit, etc.

Local Site Presentations

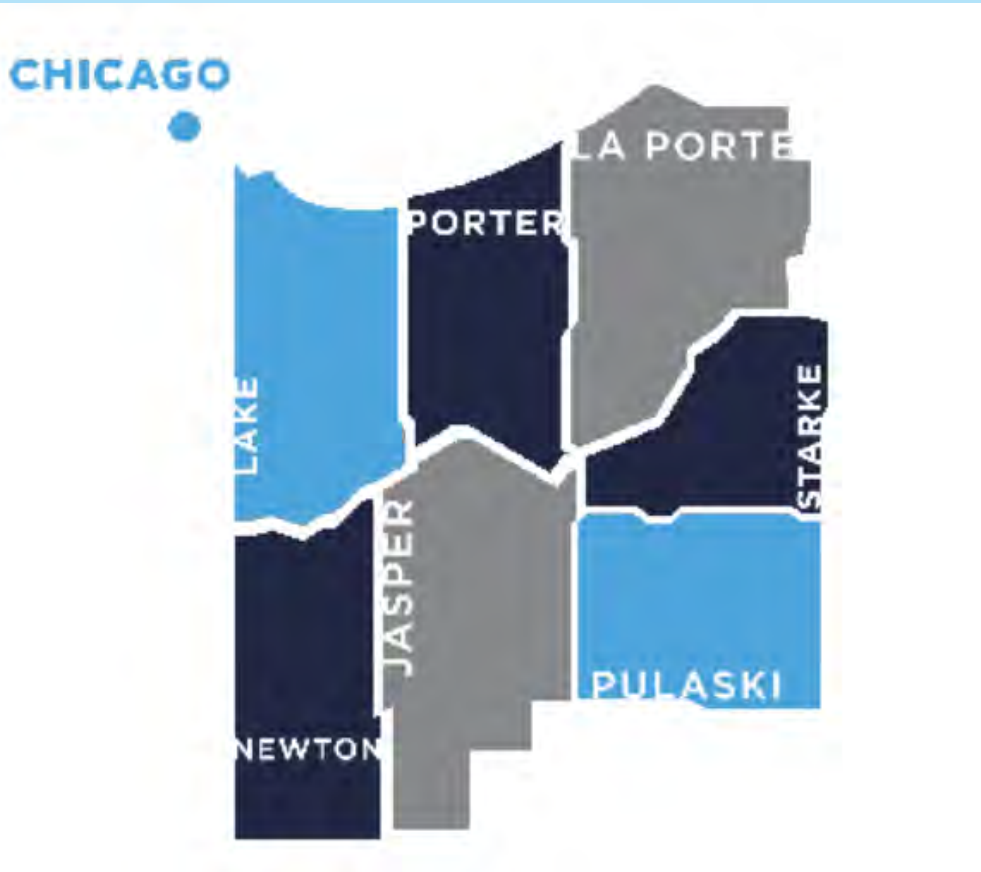
On-the-ground perspectives on cities' priority areas

**Michigan City
Seymour
Warsaw**

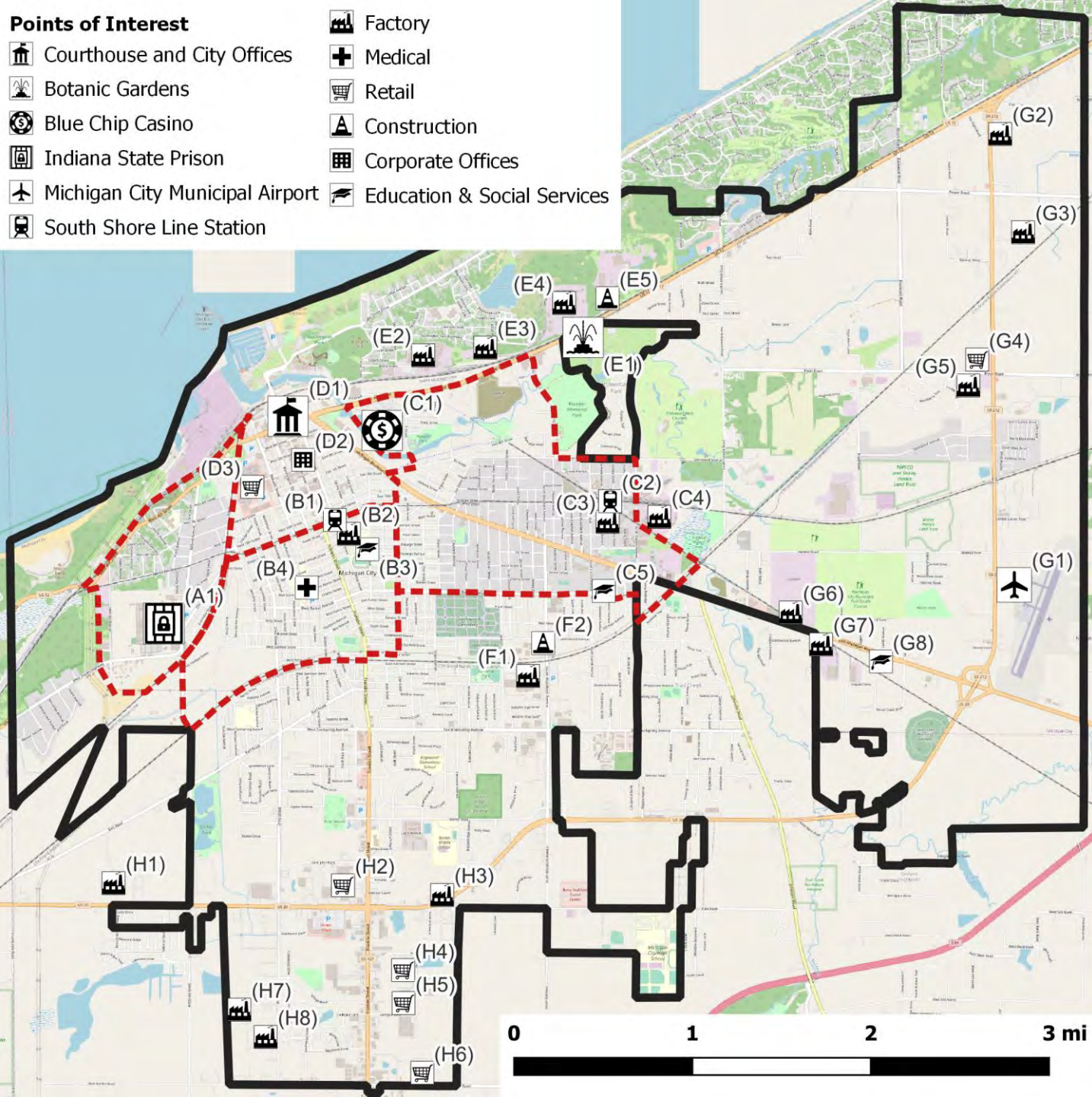


Community-Centered Economic Inclusion

Michigan City and READI



- Michigan City submitted multiple projects for consideration under a shortened timeline.
 - Entrepreneurship Technology Center
 - State Prison Relocation Study
 - Utility infrastructure
 - Several more (Housing, Boys and Girls Club, etc.)
- Prison Study got funded but was removed from City partnership.
- Michigan City is preparing request for future funding on economic and health equity projects – business park Utilities & community sports complex



Michigan City's goals in priority area selection

• Selection

- High ethnic population with socioeconomic disparities in income and health.
- Food insecure with no walkable healthy food options
- Opportunity for new housing, childcare, economic development and beautification

• Why?

- All areas are connected by the 11th Street corridor and are adjacent to new development spurred by the Southshore Double Track project.
- Greater access to resource, housing opportunities and growth in the future.
- Median Household Income for African Americans in LaPorte County is \$36,304 versus \$62,761 for entire population.

Social vulnerability index

[Social Vulnerability Index \(atsdr.cdc.gov\)](https://atsdr.cdc.gov)

Social vulnerability refers to the potential negative effects on communities caused by external stresses on human health. Below is a table with the SVI scores for census tracts predominantly in Michigan City with a SVI of greater than .5 on the scale of 0 to 1.

Census Tract	Overall SVI	Socioeconomic	Racial and Ethnic	Location
18091040100	0.7452	0.8116	0.9045	Far Westside
18091040300	0.6625	0.7142	0.7669	8th St./Midtown
18091040800	0.603	0.7356	0.7479	South of Mich.Blvd/Greenwood
18091041400	0.875	0.8622	0.7782	Southgate
18091043000	0.7875	0.6702	0.8488	Mich.Blvd/Canada
18091041300	0.6917	0.429	0.6038	Lakeland
18091040600	0.7595	0.713	0.7402	Coolspring
18091040900	0.7958	0.9222	0.946	Eastside/Michigan Blvd.

Bold census tract areas reside in the 3 priority areas selected.

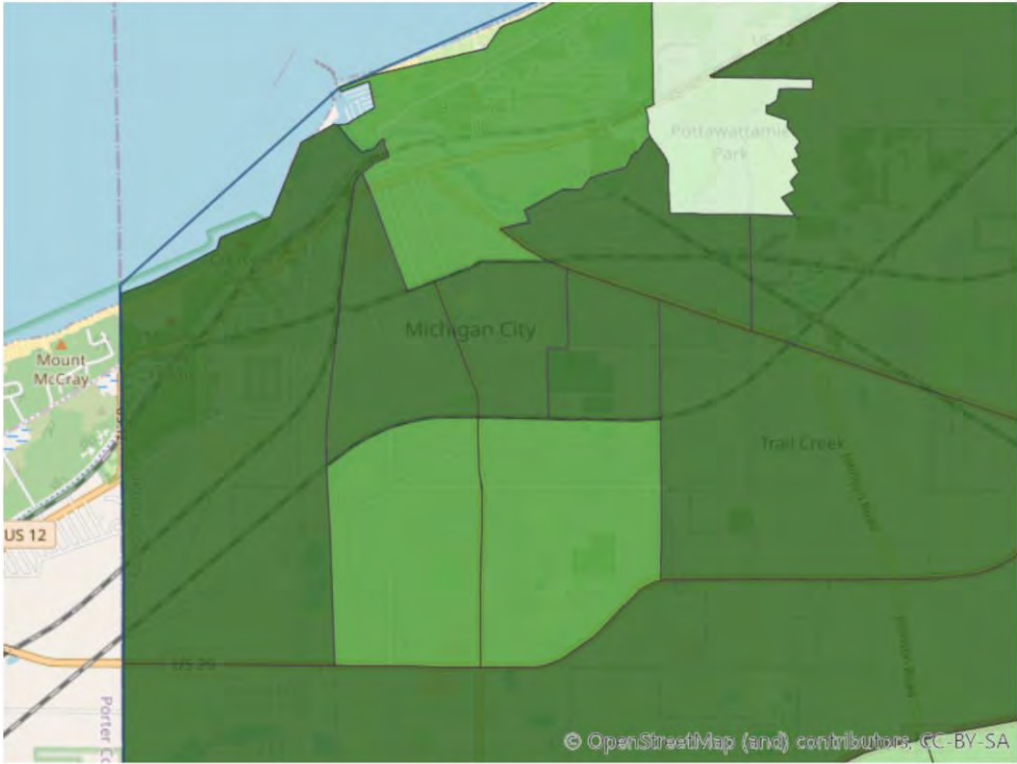
Conduit's SocioNeeds Index

Food Insecurity Index

Census Tract

Measurement Period: 2021

Data Source: Conduent Healthy Communities Institute



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MAP LEGEND

greater need →



October 30, 2022

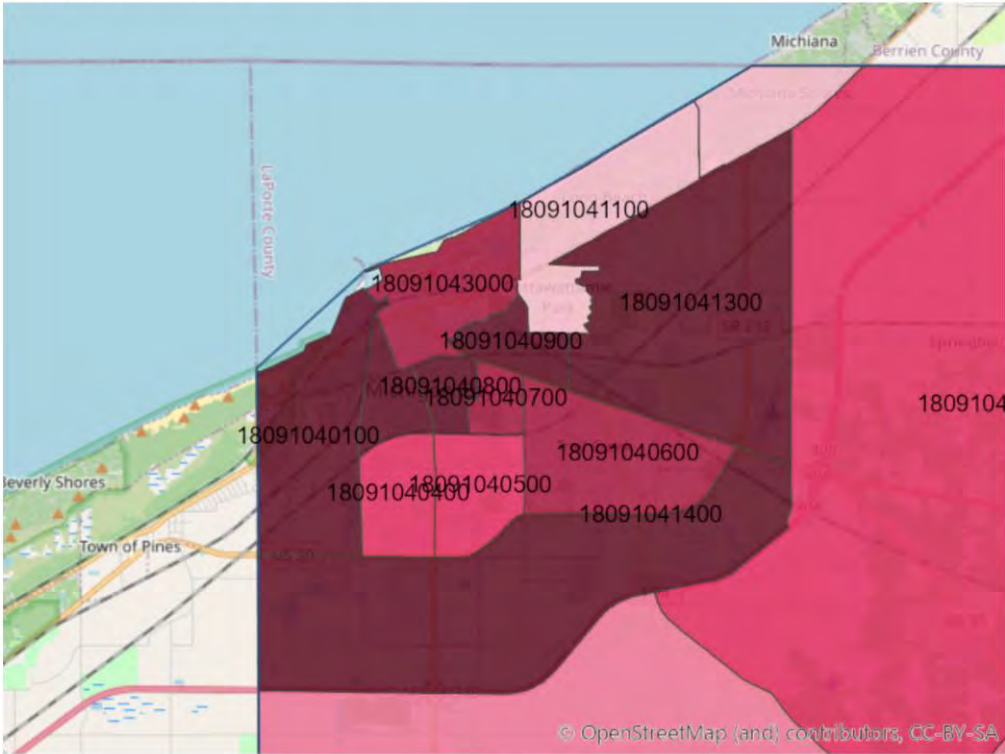
www.ten2030.org

Health Equity Index

Census Tract

Measurement Period: 2021

Data Source: Conduent Healthy Communities Institute



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MAP LEGEND

greater need →



October 30, 2022

www.ten2030.org

Priority Area #1: West Side

Strengths

- Community Agencies and Churches
- Sand Castle Homeless Shelter and Grace Learning Center
- New Hope and New Covenant Churches
- Helping Our People Excel (HOPE)
- Madeline SMRT Center

Weakness

- Lack of affordable housing
- Limited access to jobs
- Food insecure (no grocery store)
- High crime rate
- Public disinvestment

Increased sense of community happening with local churches, HOPE & the Art Community in last 6 months.

Challenge grant submitted with the Indiana Dept. of Health in partnership with several of the community agencies and churches. (November 2022)





Priority Area #1: West Side



Priority Area #2: The 11th Street Corridor

- Strengths and weaknesses of the 11th St Corridor
 - Community institutions, culture, history, key businesses, growth areas, etc.
- Why is the timing right now to work on the 11th St Corridor?
 - Double Track, TDD
- What efforts (planning, ec/dev, or otherwise) has the core team already been involved in on the 11th St Corridor?
 - Sidewalks/Lighting
- How can this process build upon what has (or has not) been tried in this area in the past?
 - Engaging residents





Priority Area #3: The East Side

- Strengths
 - Entryway into Michigan City –Exit 40
 - Majority of area is Urban Enterprise Zone
 - Eastside Neighborhood Improvement Group
- Weakness
 - Older community with older homes needing maintenance
 - High percentage of rentals
 - Food insecure (no grocery store)
 - Disconnect with development on far eastside (liquor stores, pawn shops, fast food)
 - High crime rate
- Development occurring closer to the 11th Street Corridor
 - Zorn Brewery
 - Barrell House
 - Charles Westcott Park
- Area included in the Challenge grant





Priority Area #3: The East Side

What outcomes does Michigan City hope to achieve with this process?

- What impact do you want this process to have on the 3 priority areas?
 - On the city as a whole?
 - On the region?
- How are you thinking about 'success'?
- Which outcomes (both qualitative and quantitative) will help you know when you're on track to achieving it?

What challenges does Michigan City anticipate encountering working in these areas?

- Barriers
 - Lack of community trust
 - Engagement from the impacted and minority communities
 - Lack of funding
 - Infrastructure improvement needs for developing businesses and new housing
- What strategies will help you overcome these barriers?
 - Comprehensive engagement strategy that is intentional with multiple touch points and a two-way feedback loop.

What does Michigan City hope to learn from the “Lab” peer learning exchange?

- What are you excited about learning from the peer cities?
- From Brookings and LISC?
- What lessons do you think your city has to offer the cohort, the state, and Brookings’ audiences at large?

Concluding remarks

Michigan City – Land of Unrealized
Opportunities

NOW is our TIME!

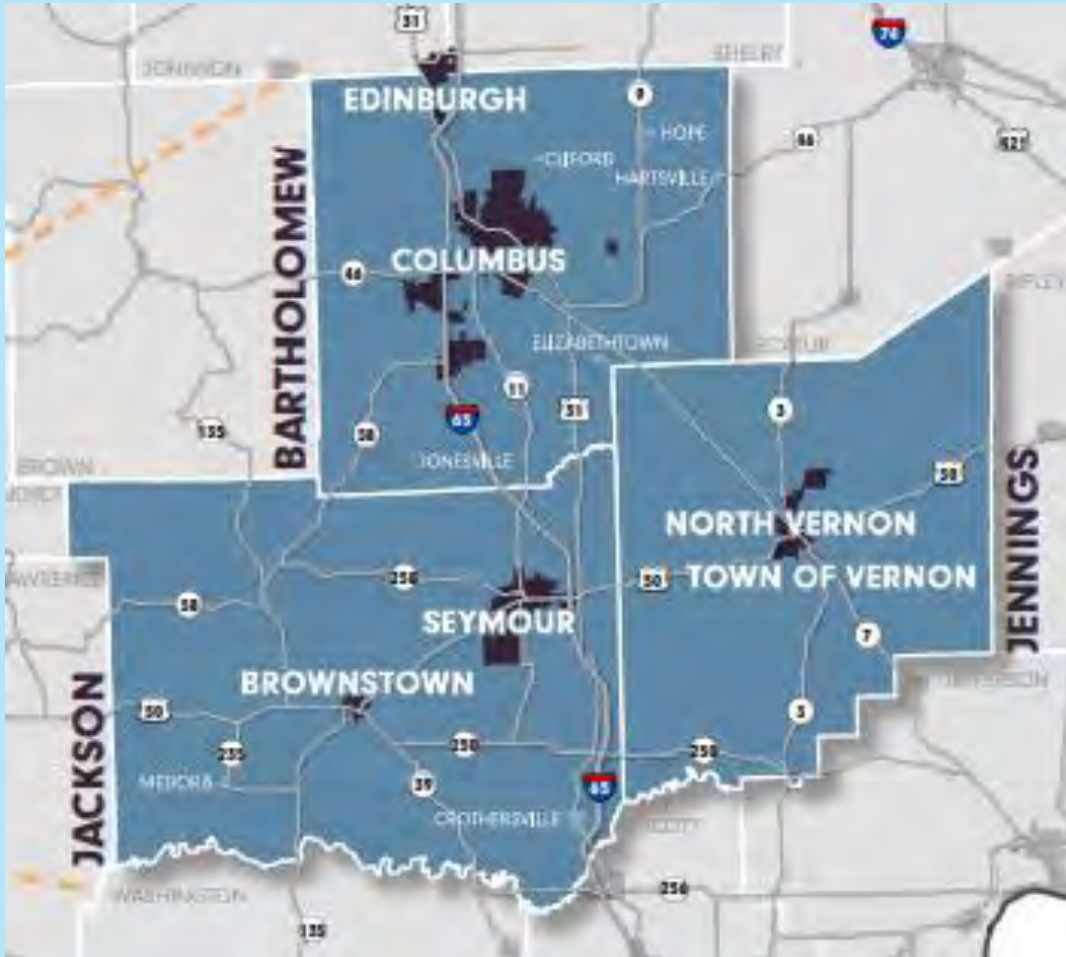


Clarence L. Hulse
Executive Director | EDCMC



Seymour

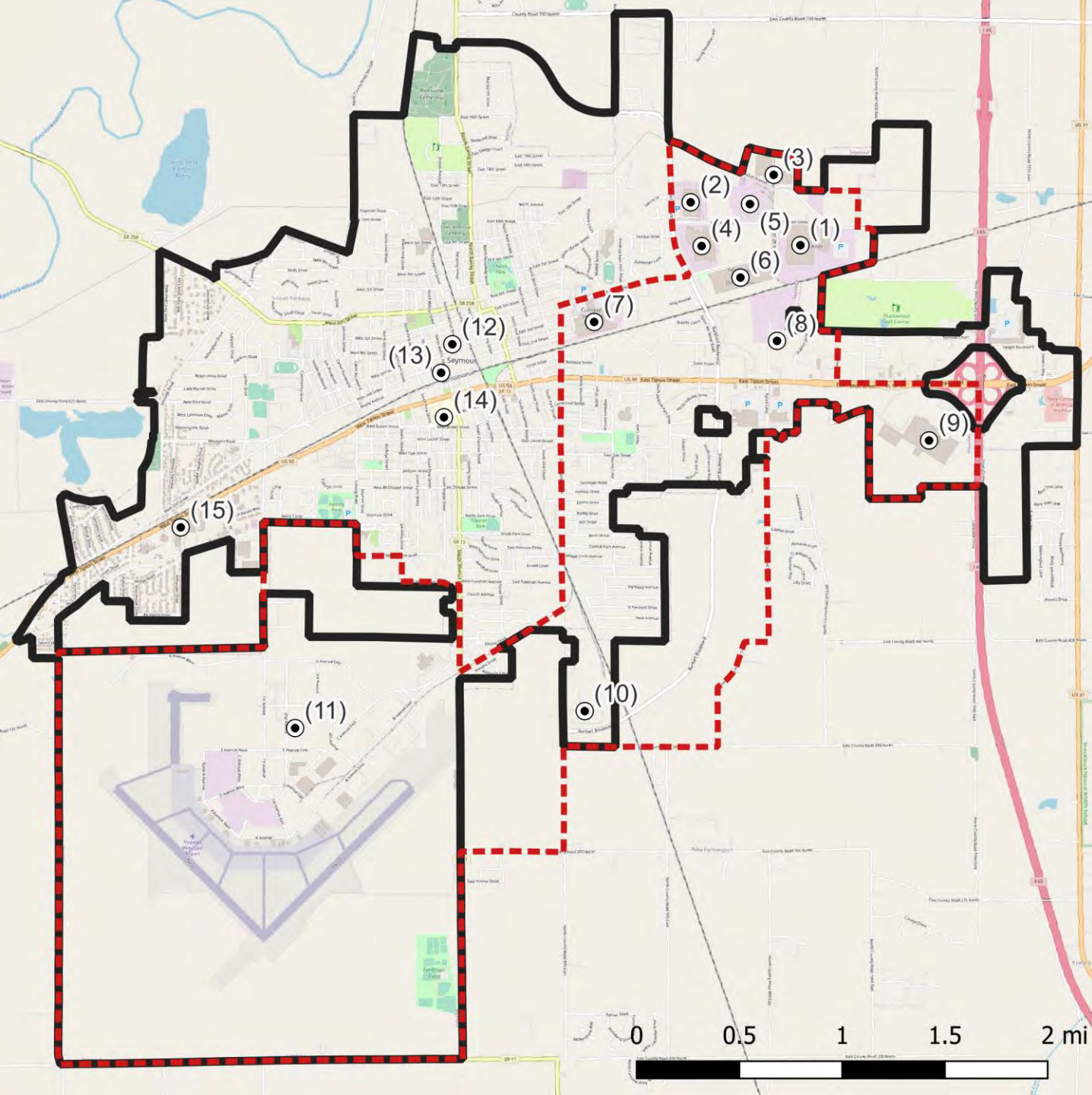
Seymour and READI



- South Central Indiana Talent Region
 - Jackson
 - Jennings
 - Bartholomew
- \$30 million in READI funds
 - Jackson County
 - Workforce & training
- Long Time partners

Seymour's goals in priority area selection

- 2020 U.S. Census
 - Jackson County fastest growing rural county in Indiana
 - Seymour 23.2% population increase
 - Jackson and Redding townships
 - 159% Hispanic population growth
 - 18.6% minority population
 - Diversity in priority area



Priority Area: SE Seymour/Burkart South

- \$15.2 million road project
 - Finished in 2023
 - Eastside and Freeman Field Industrial Parks
 - Improved I65 access
 - $\frac{3}{4}$ bypass
- Hundreds of acres available
 - Opportunity Zone
 - Ready for development



Priority Area: SE Seymour/Burkart South



What outcomes does Seymour hope to achieve with this process?

- Impact
 - Business
 - Housing
 - Recovery
- Yardstick
 - Business starts
 - Housing starts

What challenges does Seymour anticipate encountering working in these areas?

- Communities inside a community
 - Mexican
 - Guatemalan
 - Japanese
 - African American
- Partners
 - Community leaders
 - Church leaders
 - Business owners

What does Seymour hope to learn from the peer learning exchange and Lab process?

- “A rising tide lifts all boats.”
~ John F. Kennedy



Thank you!

Jim Plump, CEcD, FM, HLM
Executive Director
Jackson County Industrial
Development Corp.

A stylized map of Warsaw, Poland, rendered in a light green color against a light blue background. The map shows the city's street grid and major roads, with a prominent circular feature in the center representing the Old Town or a similar landmark. The word "Warsaw" is overlaid on the map in a bold, blue, sans-serif font.

Warsaw



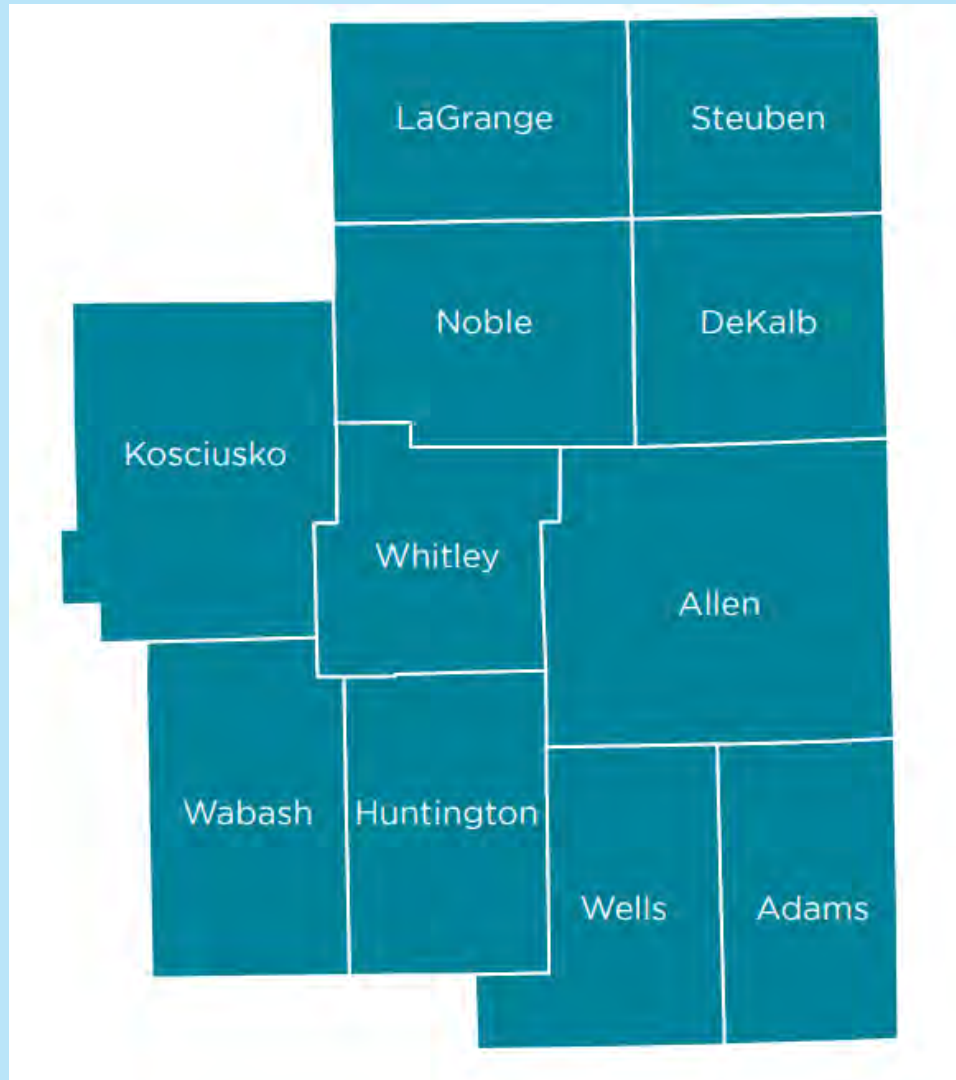
Warsaw is located in Kosciusko County, Indiana with over 16,200 residents. It is the County Seat of Kosciusko County, home to 81,000 residents, 100 lakes and the Tippecanoe River, which flows through portions of Warsaw.



Warsaw, Indiana home to:
4 lakes, 3 trails, 2 gardens, 18
City Parks, a year round
Farmer's Market and a public
art trail.



Warsaw and READI



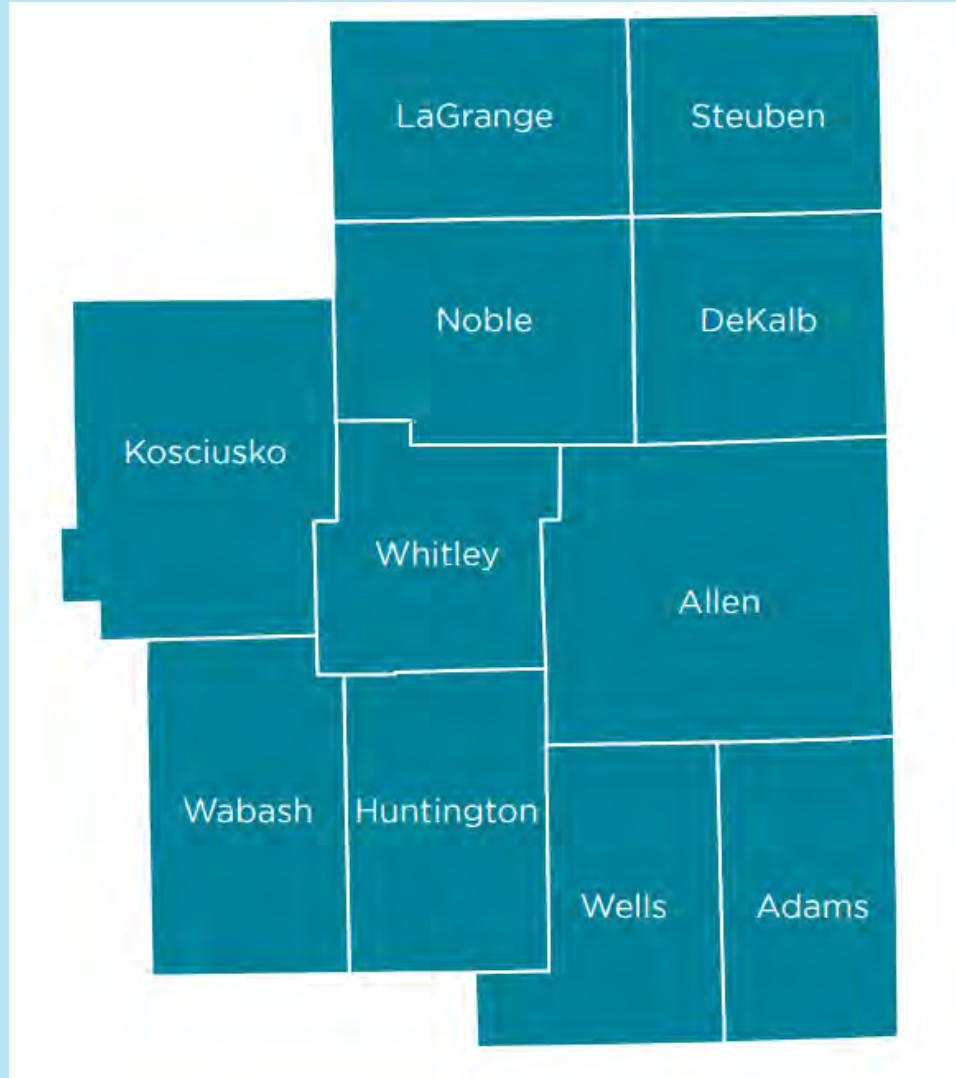
How does Warsaw and Kosciusko County fit into the broader Northeast Indiana READI region's goals?

- Important contribution to regional employment and quality of life narrative
- Alignment with regional READI priorities
 - Workforce growth
 - Downtown vibrancy
 - Entrepreneur & innovation

What makes Warsaw stick out in its READI region? In its County?

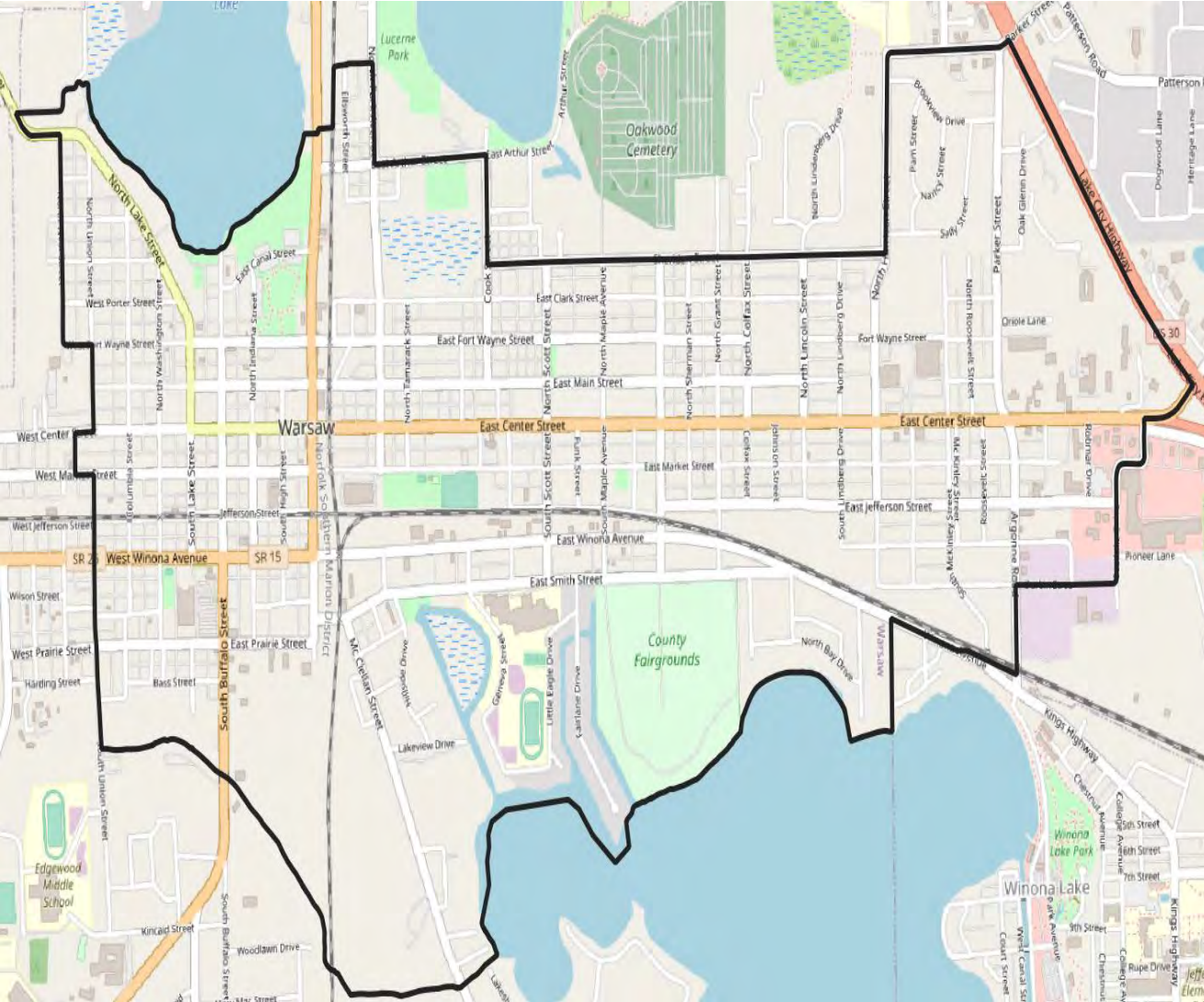
- Second largest county by population
- Significant source of regional employment
- Is 20% of countywide population

Warsaw and READI



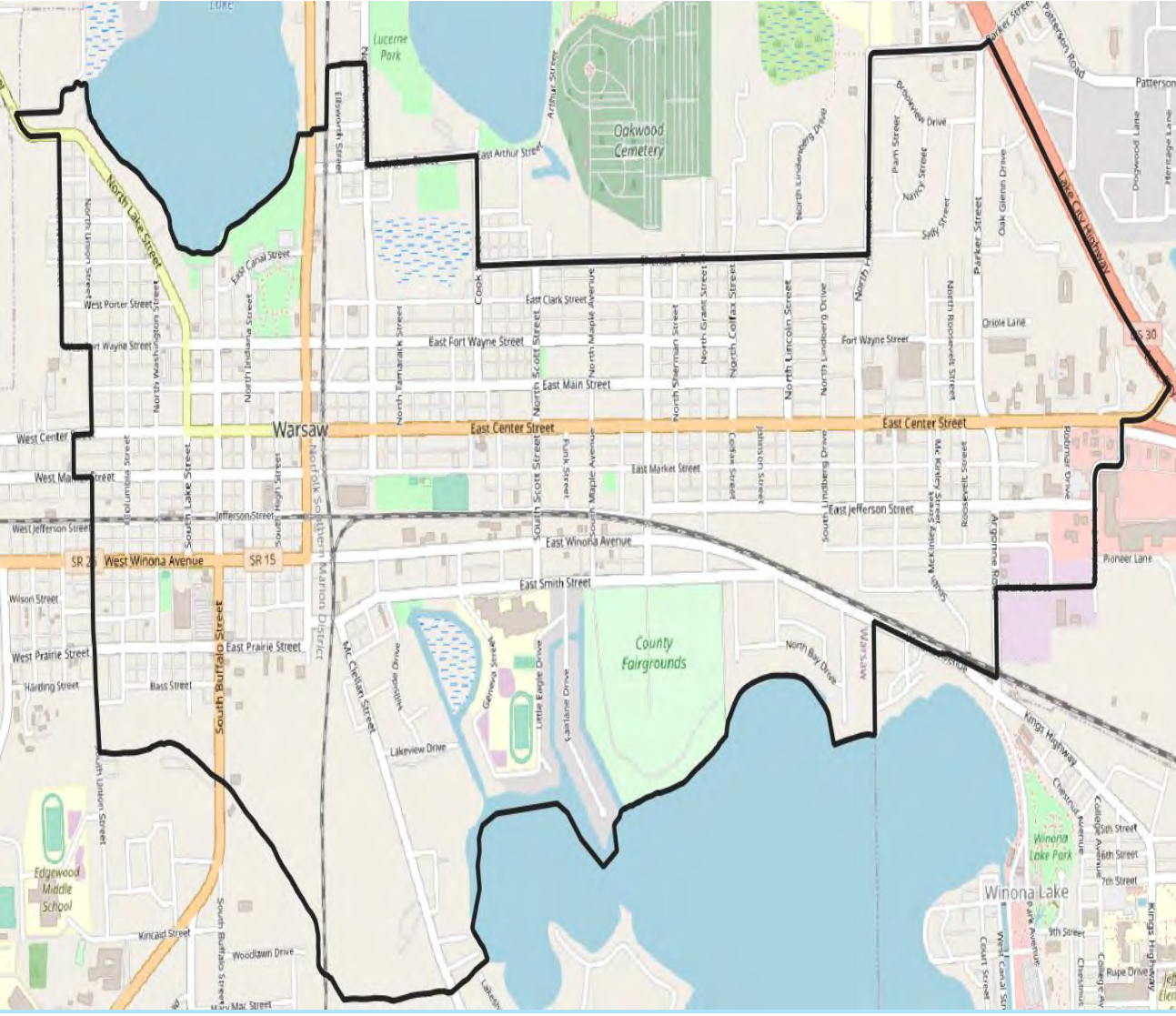
- Build on 20-year commitment of City government toward placemaking projects
- Expand civic involvement and encourage formation public-private partnerships
- Work at “corridor-scale” and with transformative catalyst sites
- Address areas of long-term under-investment that are hidden in plain sight

Warsaw's goals in priority area selection



- Corridor-scale: the priority area includes highly visible gateways in/out of Warsaw and Winona Lake
- Multi-modal: efforts are already underway to expand connectivity with bike trails and other physical infrastructure improvements
- Capacity-building: working within this area will help the community build capacity for ongoing placemaking efforts

Warsaw's goals in priority area selection



Were there other areas you considered and excluded? Why or why not?

Could have included the area to the west of downtown extending to the primary Zimmer Biomet campus, however **area does not:**

1. offer the number of catalyst sites for redevelopment,
2. contain as many corridors for reinvestment, and
3. have the connectivity to other population centers such as Winona Lake

Priority Area: Corridors and Connections

- **Strengths**
 - Built environment exists
 - Diversity of residents and businesses
 - Existing quality of place amenities
 - Small business & entrepreneurs
 - Recent multi-family housing developments
- **Weaknesses**
 - Railroad dissects/separates the areas
 - Underinvestment in commercial and residential properties
 - Lack of public transportation
 - Low density of employment
 - New commercial development taking place along US 30



Priority Area: Corridors and Connections

- Community institutions, culture, history, key businesses, growth areas, etc.
 - Local churches in the area
 - Legacy employers in the area
 - Hispanic business community active in the area
- Why is the timing right now to work in the area?
 - Experience with other community development efforts – housing strategy, GIFT VII award, countywide Forward Kosciusko and HELP initiatives
 - Past efforts have studied this area – Stellar Communities proposal, Ball State charette, Argonne Road vision plan (2/2 of intermodal project completed in this area)
 - Need to develop a framework for community engagement and to scale and sustain community development efforts

Priority Area: Corridors and Connections

- What efforts has the core team already been involved in on this area?
 - Argonne Road vision plan completed with Anderson Bohlander
- How can this process build upon what has been tried in this area in the past?
 - Increase resident engagement in the process
 - Focus on site control
 - Ensure capacity exists among participating entities to sustain momentum

Priority Area: Market St Multimodal Trail

Market St Trail Phase 3 – Columbia St to Hickory St

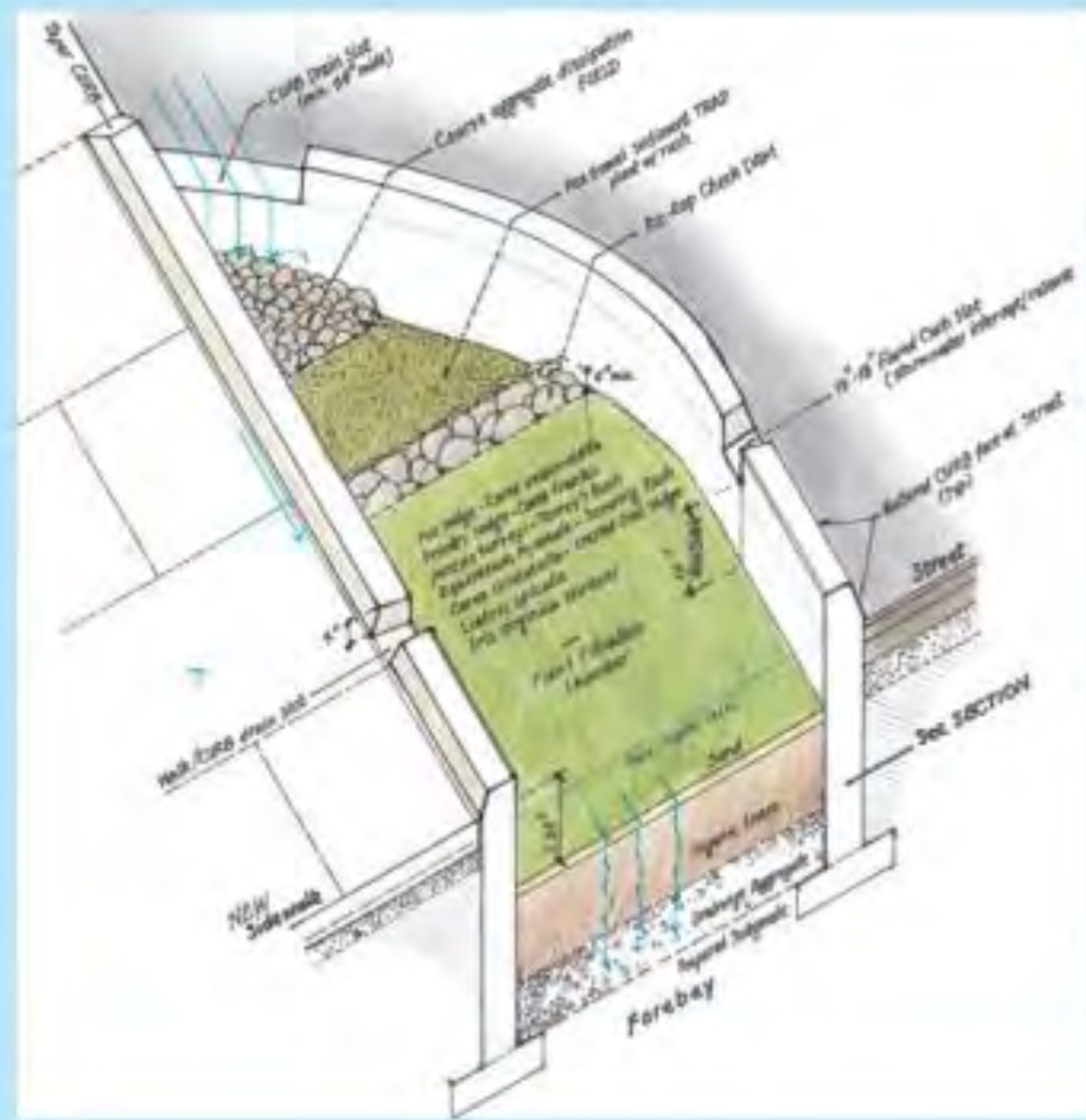
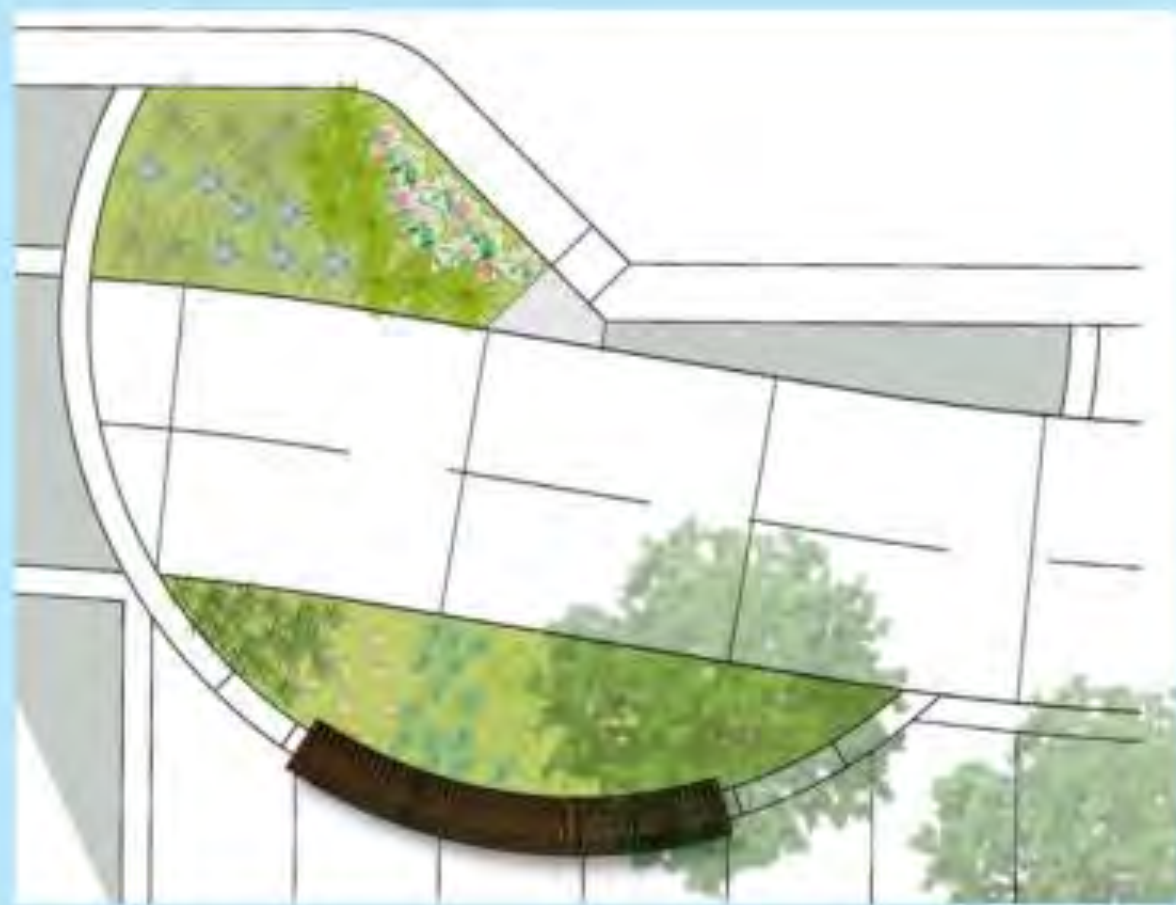


Market St Trail Phase 3 – Enlargement



Priority Area: Market St Multimodal Trail

Biofiltration





Green street sign with white text, likely indicating a street name.

Blue sign on a black lamppost, possibly a utility or informational sign.

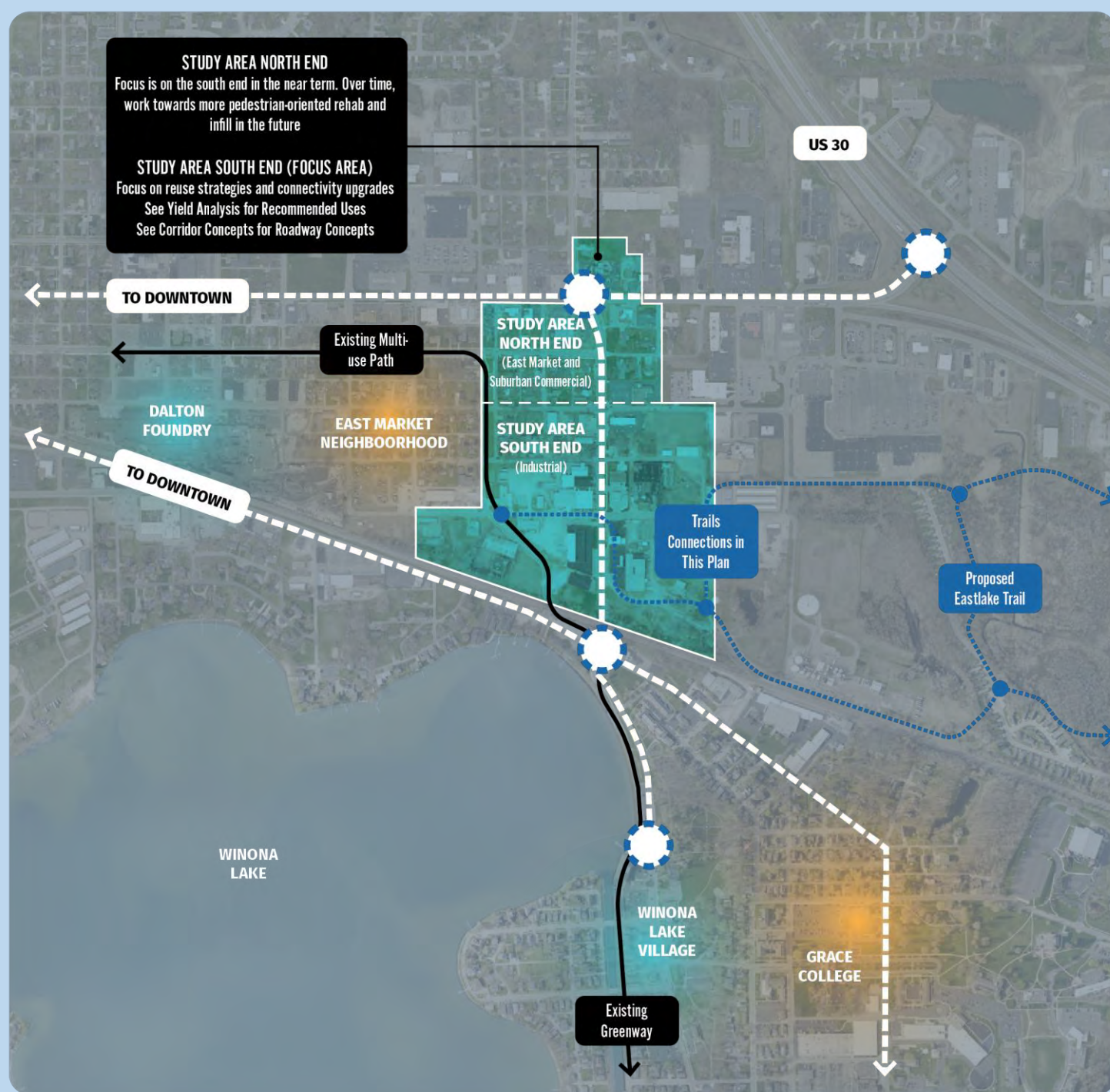


Winona Avenue is a major connector between Warsaw and Winona Lake.

**Winona
Avenue
Property
value
declining
due to lack
of ongoing
maintenan
ce**



Argonne Road corridor vision plan shows how development standards can be developed and catalyst sites can be identified





Lack of site control has slowed and/or limited redevelopment of 5/6 catalyst sites

What outcomes does Warsaw hope to achieve with this process?

- What impact do you want this process to have on the priority area?
 - Roadmap for community engagement in placemaking efforts
 - Development plans to match current/future funding opportunities
 - Encourage business growth with demonstration of local reinvestment
- On the region?
 - Improve connectivity between Warsaw & Winona Lake
 - Realize potential for talent attraction and retention
 - Enhance quality of place that builds local/regional pride

Hometown Chat – Warsaw

Held July 11, 2019

Priority Need Areas

1 Housing

2 Child Care

#3 Community Planning & Visioning

#4 Workforce Preparation

To address #1 need, Community Foundation engaged with City of Warsaw and the County to do a housing study and implement a housing strategy with partners HPG Network and Zimmerman Volk Associates.

The Housing Study was completed in 2019 and the Housing Strategy was completed in 2020.

We learned that Warsaw's housing potential was 1,615 new units each year.

Who wants housing here?

45% Families

36% Younger singles and couples

19% retirees



What outcomes does Warsaw hope to achieve with this process?

- How are you thinking about 'success'?
 - Repeatable, scalable, sustainable
- Which outcomes will help you know when you're on track to achieving it?
 - Quantitative
 - Number of residents/stakeholders participating in the effort
 - Increase in businesses and employment in the area
 - Increase in assessed value of the area
 - Qualitative
 - Success stories of businesses choosing to locate in the area
 - Examples of property owners reinvesting in the area

What challenges does Warsaw anticipate encountering working in these areas?

What do you think are the biggest barriers that you will encounter working within these communities?

- Spanish language
- Availability of residents and business owners to participate
- Lack of trust
- Lack of site control – predominate absentee owner along Winona Avenue
- Unintended consequences, such as the potential for gentrification

What strategies will help you overcome these barriers?

- Engage people living and working in the priority area
- Engage people trusted by those living and working in the priority area
- Invite people at meetings held at convenient times

How can convening the right partners help in this regard?

- Build a sense of working together
- Avoid a sense of “doing to you versus with you.”

What does Warsaw hope to learn from the peer learning exchange and Lab process?

What are you excited about learning from the peer cities?

- How public private partnerships have been formed/sustained
- How to balance investment by outside entities with local engagement
- How to avoid gentrification

From Brookings and LISC?

- How to create a repeatable framework
- How to implement projects that benefit existing residents and businesses without creating a condition that drive them out of the area

What lessons do you think your city has to offer the cohort, the state, and Brookings' audiences at large?

- Maximizing limited resources in a small city
- Home town chats – use of listening tours to build the agenda
- Willingness to invest in public amenities such as parks & trails
- Collaboration with the adjacent community



Lunch



Who, who, who. . .

Katy Renn

Planning for engagement



Advisory Coalition

Focus Groups

Stakeholder Interviews

Community Events

Resident Connectors

Building an Advisory Coalition



Expectations:

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

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 Advisory Coalition Members

Who are they?

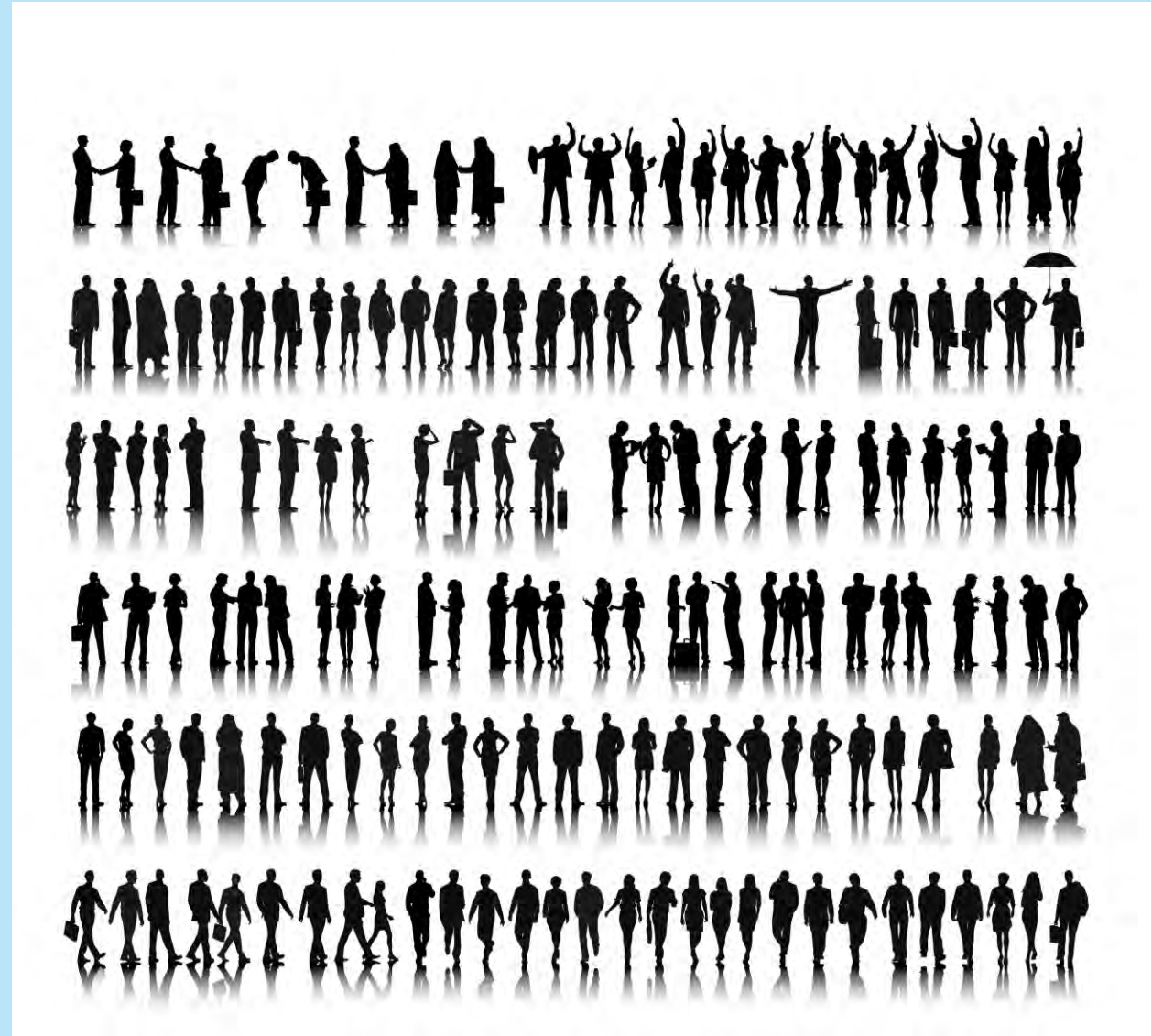
- Newcomers?
- Residents? Employees?

Why haven't we seen them?

- Not invited?
- Language?
- Childcare?
- Time of day/work?
- Disillusioned and tired?

How can we get them to the table?

- Meeting time and format
- Translation
- Go to them



Making the Most of Our Meetings

- How can we structure these meetings to be most effective?
- What time of day works best for our group?
- What food should we serve?
- How can we keep these meetings engaging?



Navigating the room

- Power dynamics
- Building trust
- Building consensus
- Navigating conflict



Including more voices

Focus Groups

- Faith leaders
- Workforce development professionals
- Business owners
- Youth
- City Council Members

One-on-One Interviews

- Long-time community leader
- Regional leader or representative
- Advisory Coalition member with more to say

Community Events

Festivals

Farmers' Markets

School-related Event



Preparing for Implementation

Clear Expectations from the beginning

- Every person will leave this process knowing what role they play in making the plan come to life
- Every person will leave this process knowing what role others play in making the plan come to life
- Every person will leave the process knowing who they can contact to take advantage of a new opportunity that fits with the plan



What

Creating the CCEI Agenda – WHAT do they look like?

Josh Anderson

FIGURE 11

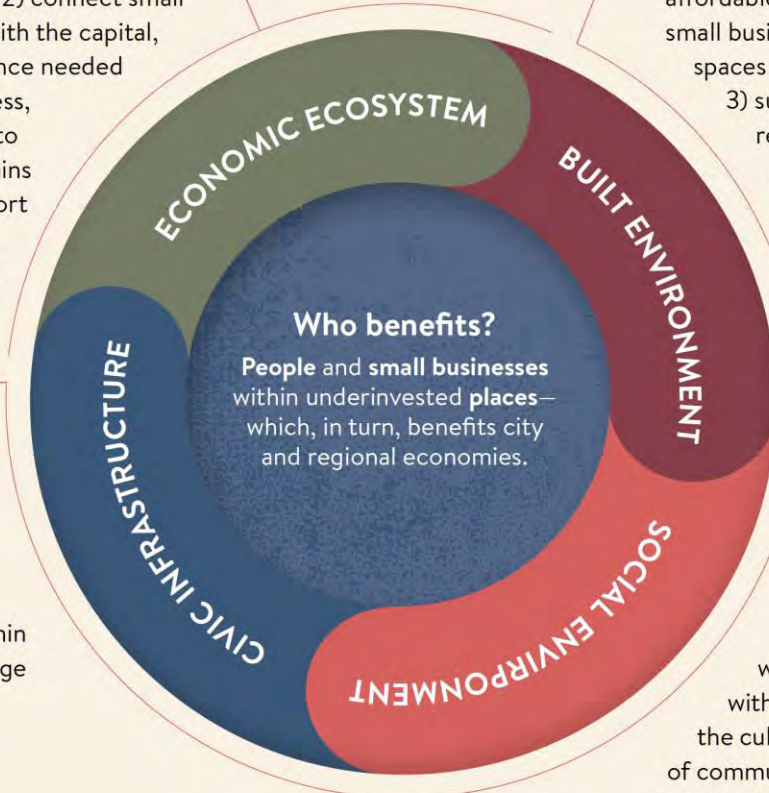
Framework for structuring action items

ECONOMIC ECOSYSTEM

investments and interventions to: 1) connect residents to quality employment in their neighborhood, city, and region; 2) connect small businesses and entrepreneurs with the capital, market information, and assistance needed to launch or expand their business, as well as with the connections to regional markets and supply chains to help them grow; and 3) support the creativity, idea exchange, and innovation among residents and small businesses.

CIVIC INFRASTRUCTURE

investments and interventions to: 1) support place governance structures with funding, expertise, and partnerships; 2) advance new networks and organizations within the community; and 3) encourage transparency and fairness in decisionmaking.



BUILT ENVIRONMENT

investments and interventions to: 1) provide residents with access to affordable transportation; 2) provide small businesses affordable, flexible spaces to launch and grow; and 3) support residents' health, resiliency, and safety—providing the foundational quality-of-life amenities and well-maintained environment to support greater access to opportunity.

SOCIAL ENVIRONMENT

investments and interventions to: 1) promote trust among residents, workers, and business owners within the community; 2) reflect the cultural and historical identities of communities; 3) provide residents and small businesses with a dynamic, activated, and welcoming public realm.

1. ECONOMIC

- Connect people to job opportunities
- Encourage local business growth
- Encourage creativity, idea exchange, and innovation

2. BUILT ENVIRONMENT

- Access to transportation – by transit, car, bike, foot
- **Places** to start and grow businesses
- Quality of life amenities

3. SOCIAL ENVIRONMENT

- Promote trust among residents, businesses, and workers
- Reflect culture of community
- Dynamic, active, welcoming public realm

4. CIVIC INFRASTRUCTURE

- Support place governance structures
- Advance new networks and organizations in community
- Transparency and fairness in decision making

Metrics Summary

PEOPLE

Build pathways to quality jobs and financial security.

STRATEGY	POTENTIAL METRICS OF SUCCESS					
PEOPLE	Develop a comprehensive community resource guide	# of resources/programs highlighted # physical guides distributed # monthly website visitors # residents referencing the guide as a referral tool			✓	✓
	Support the growth of a workforce development provider collaborative association	# providers recruited # workforce provider - workforce provider partnerships formed # workforce provider - employer partnerships formed # of initiatives launched by the association			✓	
	Develop a high quality community job posting board	# jobs posted (total, >\$18/hour, with benefits, for youth) % mix of jobs posted in different industries (high growth sectors) # jobs filled (total, >\$18/hour, with benefits, for youth) % mix of jobs filled in different industries (high growth sectors) # jobs retained (6 months, 1 year, 2 years) % mix of jobs retained in different industries (high growth sectors)			✓	✓
	Develop a coordinated schedule of recurring community job fairs	# employers participating # fairs scheduled # residents participating (total, Black, Latinx, youth) # jobs filled (total, >\$18/hour, with benefits) % mix of jobs filled in different industries (high growth sectors) # jobs retained (6 months, 1 year, 2 years) % mix of jobs retained in different industries (high growth sectors)			✓	✓
	Develop a robust support system for Latinx and Haitian residents, employees, and businesses.	# of ESL class graduates # of Haitian residents connected to support programs and opportunities # of immigrant residents connected to employment opportunities that reflect their skills and education # of businesses participating in immigrant skills transfer program			✓	✓
	Conduct a needs assessment in collaboration with employers, and develop additional education & certification programs to address gaps	# of training programs offered # residents (total, Black, Haitian, Latinx, youth) receiving employment, career, skills, counseling # residents (total, Black, Haitian, Latinx, youth) receiving high-growth industry specific training # residents (total, Black, Haitian, Latinx, youth) receiving new credentials % employment rate increase in the neighborhood (total, Black, Haitian, Latinx, youth)			✓	

ECONOMIC DEVELOPMENT
PLACE-BASED COMMUNITY DEVELOPMENT
EDUCATION + TRAINING
SOCIAL CAPITAL + SUPPORT

Indianapolis Far Eastside Agenda

PEOPLE Strategies

- Resource Guide
- Workforce Development Provider Collaborative Association
- Community Job Posting Board
- Recurring Community Job Fairs
- Robust Support for Latinx and Haitian
- Needs Assessment with Employers to Identify Gaps and Provide Education and Certificates

Metrics Summary

PLACE

Transform under-invested commercial and industrial districts.

ECONOMIC DEVELOPMENT
PLACE-BASED COMMUNITY DEVELOPMENT
EDUCATION + TRAINING
SOCIAL CAPITAL + SUPPORT

STRATEGY	POTENTIAL METRICS OF SUCCESS	ECONOMIC DEVELOPMENT	PLACE-BASED COMMUNITY DEVELOPMENT	EDUCATION + TRAINING	SOCIAL CAPITAL + SUPPORT	
PLACE	Enhance community-led crime prevention programs	# of nonviolent crime rate # of violent crime rate % decrease in crime rate Resident perception of safety (total, Black, Latinx) Employer perception of safety		✓		✓
	Increase access to capital options for residents and small businesses by increasing participation of financial institutions in the neighborhood and developing new ones	# of credit union members (total, Black, Latinx) # of bank accounts opened (total, Black, Latinx) \$ community wealth invested (total, Black, Latinx)	✓			✓
	Support resident-led advocacy for community interests in future neighborhood planning and land use decisions	# CBAs formally secured # community-serving uses developed % new SF built that is community-serving uses # local hiring jobs created (total, Black, Latinx) # land use improvement implemented # of transit improvements implemented (miles of sidewalks installed, streets paved, etc)	✓	✓		
	Install bus shelters along local routes connecting to purple line	# of bus shelters installed # of daily bus riders (total, Black, Latinx) # of pedestrian accidents		✓		
	Increase access to wifi and internet for Far Eastside residents and small businesses	# of hotspots installed # of daily users (total, Black, Latinx, People on low-income) % increase in daily users over time # of households with now connected to the internet (total, Black, Latinx, People on low-income)	✓	✓		✓
	Conduct a needs assessment in collaboration with property owners and develop programs to restore vacant and disinvested properties to productive uses	# gaps identified # property owners participating in programs \$ leveraged / invested # vacant properties redeveloped # disinvested properties redeveloped	✓	✓		

Indianapolis Far Eastside Agenda

PLACE Strategies

- Community-led Crime Prevention Programs
- Increase financial institutions in area
- Increase resident input into planning and land use
- Bus shelters for routes connecting to Purple Line
- Wifi for residents and businesses
- Needs assessment for restoring vacant or disinvested properties

Metrics Summary

BUSINESS

Foster local environments where diverse businesses thrive.

STRATEGY	POTENTIAL METRICS OF SUCCESS	ECONOMIC DEVELOPMENT	PLACE-BASED COMMUNITY DEVELOPMENT	EDUCATION + TRAINING	SOCIAL CAPITAL + SUPPORT	
BUSINESS	Support the convening and growth of a formalized Far Eastside business association with community accountability	# businesses recruited # business - community partnerships formed Resident perception of community accountability	✓			
	Launch a Far Eastside grant program and workshop series to support the near term recovery of local small businesses and entrepreneurs	# grant funds distributed # small businesses served (total, Black, Latinx) # entrepreneurs served (total, Black, Latinx)	✓			
	Create dedicated programs for low-cost support services to fuel the growth of local small businesses and entrepreneurs	# small businesses served (total, Black, Latinx) # entrepreneurs served (total, Black, Latinx)	✓		✓	
	Leverage the City's strategy of using place-based criteria for prioritizing city incentives to encourage business attraction and retention in areas with the highest potential for positive impacts.	# business retained and attracted (high growth sectors) # jobs created (total, >\$18/hour, with benefits) # jobs filled with local residents (total, Black, Latinx, youth)	✓			

Indianapolis Far Eastside Agenda

BUSINESS Strategies

- Far Eastside Business Association
- Grants and workshops for recovery for local small business
- Low-cost support programs for local small business growth
- Leverage city's policies to drive incentives to areas with most potential for impact



Example Agenda: South LA

Immediate Strategies (0-12
Months)

Long-term Strategies (2-3 Years)

Summary of Immediate Strategies (0 – 12 Months)

Strengthen Local Small Businesses

1. Create a database of South LA businesses providing essential goods and services.
2. Connect local businesses to procurement opportunities with major institutions.
3. Assist businesses in pivoting operations and reaching a wider market during Safer at Home.
4. Establish a Resiliency Optimization Fund for small businesses and community-based nonprofits.

Invest in Resilient Districts

1. Target Implementation Plan actions towards small businesses in Zones 1 and 3.
2. Design and launch a “Buy Local” marketing campaign highlighting Crenshaw Corridor businesses.
3. Establish a Crenshaw Corridor Resiliency Hub.
4. Focus technical assistance on the Goodyear Tract’s industrial and manufacturing businesses.

Empower and Connect Talent to Essential Workforce Opportunities

1. Develop and launch a Youth Tech Job Corps.
2. Develop an entry-level Health Corps workforce training program.
3. Place South LA Health Corps participants into new COVID-19 response and recovery jobs.
4. Create a Worker Recovery Fund to provide direct cash assistance to vulnerable workers.

Long-Term Strategies (2 – 3 Years)

Expand Small Business Growth Opportunities

1. Create a comprehensive, centralized database of South LA M/W/DBEs for large organizations’ procurement needs.
2. Pilot a Community Recovery Pledge that establishes local procurement goals and pathways to procurement opportunities with major cultural institutions and sports/entertainment venues.
3. Expand outreach efforts to small businesses about upcoming procurement opportunities and provide tailored technical assistance to help local businesses better compete in bidding processes.

Invest in Fostering Thriving Districts

1. Support placemaking efforts and legacy business development along the Crenshaw Corridor.
2. Expand funding for the Legacy Business Technical Assistance Fund as part of the Destination Crenshaw equitable community economic development strategy.
3. Build relationships with Goodyear Tract businesses to better understand succession planning needs and support businesses in transitioning to new leadership / ownership.
4. Establish an Employee Ownership Technical Assistance Fund to help facilitate ownership transitions, preserve local businesses and jobs, and provide access to capital and other financing sources.
5. Explore partnerships with CDFIs and community-based organizations for strategic acquisition of commercial and industrial properties to ensure community control and preserve the vitality of small, local businesses.

Elevate Career Pathways into Emerging Industries

1. Pursue leadership development and succession planning strategies in the community development nonprofit sector.
2. Engage youth in career opportunities at the intersection of virtual tech, design, and entertainment.
3. Explore utilizing Financial Opportunity Centers (FOC) to deploy targeted recruitment for public sector jobs in green infrastructure development and provide placed workers with ongoing case management services.

Los Angeles South LA Agenda

STRATEGIES

- Connect local businesses and local M/W/DBEs to procurement opportunities
- Market a buy-local campaign
- Provide support for legacy businesses, including succession planning and transition to new leadership
- Engage youth in career opportunities in tech, design, and entertainment

These are only examples

**Each community is unique, and
your agenda will be**

**We will collaborate with you in
your unique place**

What information do we need to know which strategies should be included?

Is this strategy item supported by the data analysis?
Do we know what employers need – have we asked?

How will agendas be vetted?

Have we met with the right people to know this is desired?
Have they asked for this?

What partners will be needed to make strategy implementation successful?

Is there someone who has time and capacity to lead this strategy item?
Can we get funding or support for implementation?

How can sites begin thinking about successful implementation now?

Opportunity Goal: Redevelop the historic PR Mallory building and recruit a dynamic user such as a university partner, high-tech 3-D printing operation, or other STEM-related users

L.O.V.E. GOALS

WHAT ARE THE L.O.V.E. GOALS?

The list of L.O.V.E. goals were developed during the community engagement and planning process as a way to distill community desires into key actionable ideas to work towards over the next five years.

The goals are meant to be comprehensive. While much of the planning work is physical in nature, these goals also focus attention on important work that includes, but is not limited to buildings, sidewalks, homes, and other physical development. They include topics such as improving safety conditions, empowering entrepreneurs, developing loan types for home owners and renters, and improving options for a quality education for a variety of age groups and circumstances.

The L.O.V.E. goals and physical development vision should combine to encapsulate the bigger vision for the Englewood Village study area. The intent of the project is to achieve as much as possible towards each of these areas in time for the city's bicentennial in 2020.

LIVABILITY GOALS

Make walking, biking, and transit the preferred option here

- Develop Washington and Rural Streets as destination streets by providing more generous sidewalks, slowing cars, and reducing sound pollution.
- Convert one-way streets to two-way near commercial nodes.
- Make upgrades to the IndyGo Route 8 to act more like the Future Blue Line.
- Connect to existing and proposed bicycle routes, particularly along Rural Street.
- Replace and repair deteriorated neighborhood streets and sidewalks on Oakland, Gray, etc....

Provide public spaces that are unique, lively, and authentic

- Prioritize uniqueness and creativity (Community Garden and Commonwealth rooftop).
- Use creative methods to display the history of the neighborhood, such as using patents developed at PR Mallory as branding and public art.
- Use socially-engaging art projects as part of redevelopment projects.
- Redevelop unique buildings and focus on iconic features like the PR Mallory smokestack.
- Create outdoor gathering places that encourage longer stays by more people near Tiaoili and Pia Urban Market and Cafe, Artie's on the Go, and the future PR Mallory Quad.
- Develop spaces that appeal to all-ages and ethnicities.
- Continue to help neighbors take the lead on the neighborhood vision to maintain ownership.
- Hold social and volunteer gatherings, such as Better Blocks, Block Parties, Community Meals, etc....

Expand existing and develop new recreation opportunities

- Expand participation in the existing rooftop hockey league.
- Increase participation in the East Side Striders running club
- Expand the use of the Commonwealth gym for basketball, volleyball, etc....
- Provide passive recreation for seniors, such as measured walking loops, bocce, etc....

Provide crime prevention education and safety efforts

- Develop a safety team to focus (initially) on commercial locations within the study area.
- Move the area between Washington Street and the rail line into IMPD's East District.
- Utilize a data-driven approach for safety with a 6-month recurring update process for data with IMPD and others.
- Increase education on crime prevention to neighbors.
- Educate about the difference between "crime" and "danger".

Create opportunities to improve public health and sustainability

- Provide healthy food by developing a farmer's market at the proposed PR Mallory Quad space.
- Increase access to quality local health care by providing a community health facility in walking distance.
- Promote healthy and sustainable models for restaurant's (such as Tiaoili, Pia Urban Market and Cafe, and Artie's on the Go).
- Promote clean and sustainable energy production and use by residents/businesses.

OPPORTUNITY GOALS

Focus on mixed-use, walkable development at key commercial areas

- Continue to pursue site control of key buildings and parcels for mixed-use redevelopment along Washington Street.
- Redevelop the historic PR Mallory building and recruit a dynamic user or multiple users that bring energy and vitality, such as a university partner, high-tech 3-D printing operation, or other STEM-related users.
- Develop vertical mixed-use buildings with groundfloor commercial spaces around the PR. Mallory Quad and on Washington Street.
- Incent development that is at least 3-stories for new construction around the PR. Mallory Quad.
- Work with existing owners to encourage reinvestment or façade improvements.
- Provide walkable access to local jobs for people who live in the neighborhood by coordinating development with infrastructure efforts.

Promote food production as economic development

- Continue to pursue progressive urban farming activities, such as Farm 365, urban gardens, etc....
- Work with fast food chains as they redevelop to encourage more urban building footprints and improved site standards, such as building to the right-of-way line, discouraging drive-through, and requiring front door access on Washington Street.
- Incentivize food and beverage, retail, and visual and performing arts to locate on Washington Street with outdoor seating and public spaces.

Attract the Coble Properties / Former Print Communications Building

- Enhance the appeal of the Coble Properties multi-tenant building with an upgraded entry and improved signage, parking, and grounds.
- Market the available space in an effort to increase the number of jobs here.

Assist entrepreneurs and small business owners to invest in this place

- Develop spaces for entrepreneurs to cluster and share resources, and incent "showrooms" to display products, particularly on Washington Street.
- Minimize barriers to entry for small businesses welcomed by the community, such as the costs of permits and variances and connect entrepreneurs to capital and customers.
- Connect businesses to government contracts by providing "procurement technical assistance".
- Connect entrepreneurs to business mentoring services, such as LISC 101, the Indy Chamber, and others.
- Create a commercial and industrial loan fund with CDBG funding for start-ups, and small to mid-size businesses, focusing on job creation.

Increase employment density and encourage larger businesses with employment opportunities to locate here in legacy industrial properties

- Focus on businesses that offer a wide array of jobs, where low-skilled labor has access to employment.
- Reutilize the existing industrial buildings, which are unique from suburban environments.
- Recruit new manufacturing and other businesses with large footprints into spaces along the rail corridor.

VITALITY GOALS

Welcome all people by providing a variety of housing types and financing mechanisms

- Develop multi-family options to meet demand.
- Consider open floor plans and other modern desires for new single-family construction, while requiring exteriors to match the neighborhood context.
- Pursue new alternative housing types such as carriage homes, four plex homes, and tiny apartments, advocating for zoning standards that allow this.
- Provide options for seniors to age in their homes with the potential of property tax relief, or by providing senior housing options nearby.
- Provide options for all income levels.
- Provide options that are either accessible or visitable.

Increase local control in areas of concentrated vacant properties

- Enlist NEAR's leadership in targeted single-family development west of Rural Street.
- Englewood will focus on less-targeted development east of Rural Street.
- Focus on acquiring property that is vacant or available.
- Identify clusters of vacant properties that could be used for multi-family housing.

- Focus on blocks and segments of blocks with large concentrations of doubles, particularly where there is disinvestment by out-of-area investors.
- Develop interim uses for vacant doubles (and singles), such as artist studios or gallery space.
- Develop a property acquisition fund.
- Utilize the City's developing TOD land acquisition fund.
- Direct properties to owner occupants, local residents for rental, or to community development corporations for redevelopment.

Value and retain existing residents with homeowner and rental repair funds and programs

- Develop a rental repair program requiring matching funds that encourages investment in exterior improvements (while meeting design and quality standards).
- Incent the conversion of rental housing to home ownership that may include guarantees of assistance with further repairs to new homeowners if income qualified.
- Provide homeowner repair funds to existing homeowners, addressing facade improvements.
- Use a broad range of sources including CDBG, FHLBI funds, and other public and private funds
- Leverage work with volunteer groups.
- Develop an "opt-in" rental or home payment assistance fund where each resident would pay a monthly amount to the fund and members would make decisions on allocating these funds. Interviews and budgeting classes may be required.

Develop a robust homesteading program

- Provide financing for initial acquisition of property along with repair funds, grants, or low interest loans that would get homes to a financeable condition.
- Combine this program with a strategic acquisition fund for distressed or low value homes, focused on keeping these units as home ownership.
- Some of these homes will be sold to homesteaders while others will be rehabbed by community development corporations.

EDUCATION GOALS

Enhance an early childhood landscape to increase high-quality early childhood education

- Continue to support Daystar, yet work with other area providers in nearby locations to provide quality childcare to local residents.
- Support Westminster in their pre-K efforts on 10th Street.
- Connect Apples to Oranges Daycare on 10th Street to United Way and other assistance to provide guidance on operations and growth.

Develop a local neighborhood school and excellent K-8 education resources

- Work with IPS as they consider converting School 15 to an "innovation" school, to encourage its development as a neighborhood school.
- Encourage programs that incorporate the community's unique qualities, such as urban farming, arts, unique recreation, etc....
- Seek funding and training for TEAR United and Englewood neighborhoods to better engage with schools.
- Assist Westminster in their planning study circle with TEAR United as a starting point for school involvement.
- Consider Parents as Teachers or home-based services to expand participation and quality for assistance.
- Develop a list of existing after-school programs in the area to provide to families.

Provide education opportunities for vulnerable youth

- Connect local vulnerable and homeless youth to Outreach, Inc. to connect them to education and jobs.
- Support The Crossing to have contracts with IPS as it does with other school districts.
- Connect high school dropouts and adults with partners that provide job-skills and training opportunities.
- Engage troubled youth by providing "outside of school" programs, such as boxing and wrestling.

Connect adults to education and job training options in the community

- Connect local residents to adult educational programs at Westminster Family Center.
- Provide non-traditional education offerings, such as job searches, at the Washington Street library as it expands.
- Provide certification programs locally by working with the Boner Center's Career Opportunity Center.
- Provide cross-generational programming.

Pursue opportunities with higher education providers and local partners

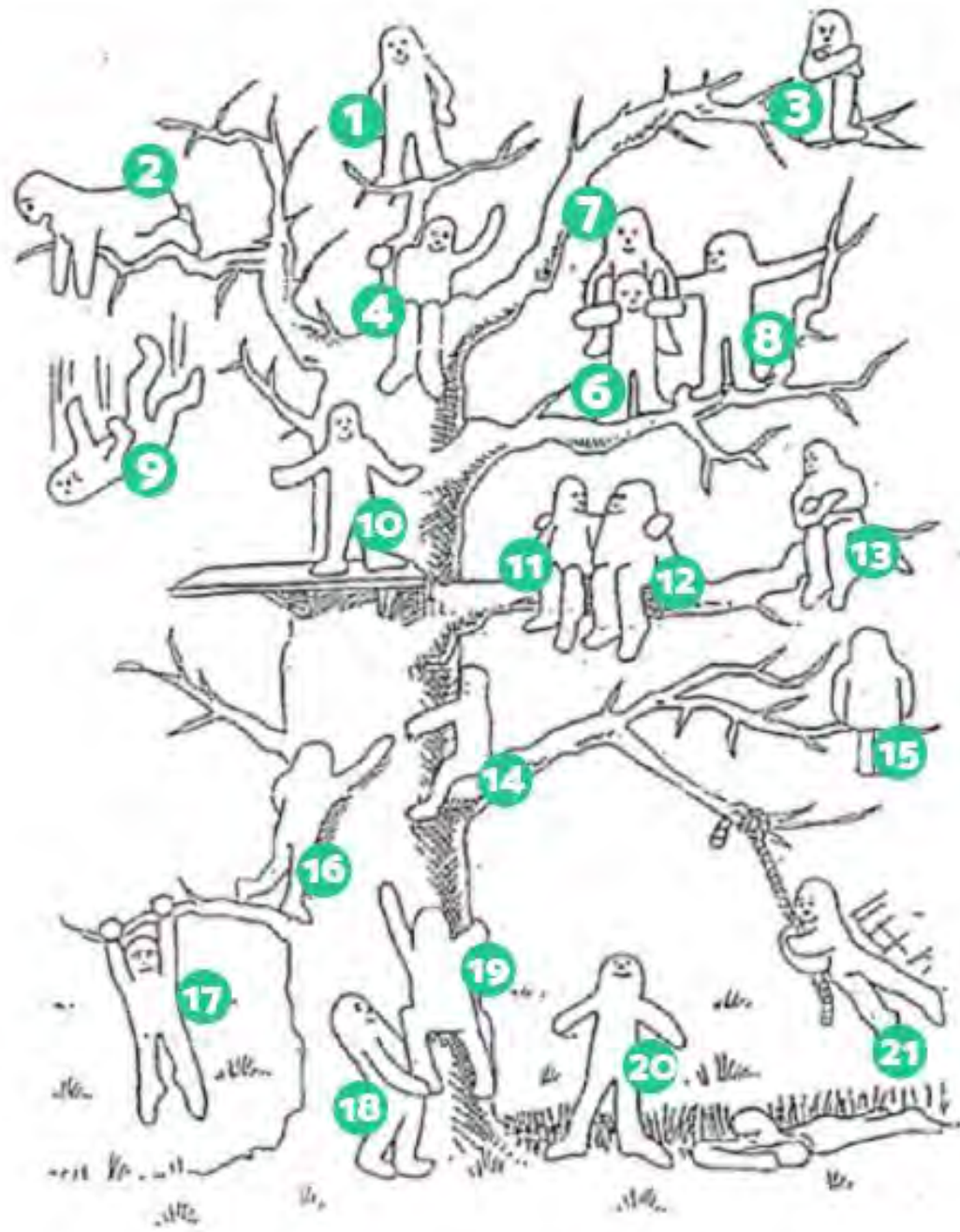
- Enhance the existing East Washington branch Carnegie library with additional space for educational programming.
- Work with Purdue University and their extension programs on a makers space program or providing a technical high-school at PR Mallory.
- Connect residents to opportunities at Ivy Tech as they expand and redevelop their existing automotive center on Washington Street.
- Connect residents to Martin University as they seek to expand their enrollment to include more students on the Near Eastside.







Closing Activity





For more information:

**Hanna Love
Research Associate
Brookings Metro
hlove@brookings.edu**

