



VIBRANT MICHIGAN CITY

ECONOMIC PROSPERITY **FOR ALL**

ACKNOWLEDGMENTS

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« CORE TEAM

The core team is the primary group of local leaders who coordinate with Brookings and LISC to determine the priority area for the agenda and organize the advisory coalition team, as well as manage the CCEI process at the local level. The Core Team includes:

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TABLE OF CONTENTS



P5 INTRODUCTION + OVERVIEW

- 6 | What is CCEI for Small Towns?
- 7 | A Joint Effort
- 8 | A Learning Lab
- 9 | Theory of Change
- 10 | Timeline - 3 Years of Action

P11 DATA + PREVIOUS PLANS

- 12 | Data Overview
- 13 | Data + the Priority Area
- 14 | Priority Area Map
- 15 | Population Data
- 17 | Economic Data
- 20 | Quality of Life Data
- 21 | Summary of Other Relevant Local Plans

P23 ENGAGEMENT

- 24 | Advisory Coalition
- 25 | Focus Groups
- 26 | Interviews
- 27 | Community Gathering
- 28 | Key Engagement Themes

P28 THE AGENDA

- 30 | Agenda Summary and Map
- 31 | Agenda Summary Table
- 32 | 1.1 Create a Local Opportunity Hub

- 33 | 1.2 Overcome Common Barriers to Employment
- 35 | 2.1 Strengthen Michigan Boulevard
- 36 | 2.2 Develop an Innovation Center
- 38 | 2.3 Support South Franklin and Midtown
- 39 | 3.1 Invest in the H.O.P.E. Center
- 40 | 3.2 Activate Neighborhoods with Creative Placemaking
- 42 | 3.3 Support Neighborhood Association
- 43 | 4.1 Build and Rehab Single-family Homes
- 44 | 4.2 Develop Affordable Neighborhood Housing
- 45 | 5.1 Improve Highway 12 to Create Dune and Lake Access
- 46 | 5.2 Invest in Expanded Trails
- 48 | 6.1 Explore State Prison Reuse Options
- 50 | 6.2 Encourage Community-Serving Reuse of NIPSCO Site

P55 APPENDIX

- 56 | Exercise 1: Strengths - Weaknesses - One Big Idea
- 57 | Exercise 1: Summary Report
- 58 | Exercise 2: Break-out Table Brainstorming
- 59 | Exercise 3: Break-out Running Agenda Deep-Dive
- 60 | Exercise 4: Trace Paper Speed-Charrettes
- 61 | Drone Photography - State Prison Historic Core
- 62 | Drone Photography - NIPSCO on the Lakeshore
- 63 | Drone Photography - NIPSCO Art Deco Buildings and Sign
- 64 | Drone Photography - H.O.P.E. Center
- 65 | Drone Photography - The Water Tower
- 66 | Drone Photography - Elston

GLOSSARY OF TERMS AND ACRONYMS

CDC.....Community Development Corporation
CSA.....Career Scholarship Account
Chamber.....Michigan City Chamber of Commerce
CWI.....Center of Workforce Innovation
EDA.....Economic Development Administration
EDCMC.....Economic Development Corporation of Michigan City
H.O.P.E. Center.....Helping Our People Excel Center
IDOC.....Indiana Department of Corrections
IFF.....IFF (formerly known as Illinois Facilities Fund
now simply as IFF)
INDOT.....Indiana Department of Transportation
LCA.....Lubeznik Center for the Arts
LPCAR.....LaPorte County of Association of REALTORS, Inc.
MCAS.....Michigan City Area Schools

NIPSCO.....Northern Indiana Public Service Company
NWI Food Council.....Northwest Indiana Food Council
NWI Forum.....Northwest Indiana Forum
NWIRPC.....Northwest Indiana Regional Planning Council
READI.....Regional Economic Acceleration and Development
Initiative
SBDC.....Small Business Development Center
SCORE.....A non-profit supporting small businesses
TDD.....Transportation Development District
USDA.....United States Department of Agriculture
Vibrant MC.....Vibrant Michigan City
Vibrant MC Advocacy.....Vibrant Michigan City Advocacy Group
Vibrant LP County.....Vibrant LaPorte County

An aerial photograph of the Michigan State Prison complex, featuring a prominent Gothic-style church with a large rose window. The image is overlaid with a semi-transparent red filter. In the background, a large fenced-in area, likely a baseball field, is visible, along with a tall water tower on the right side. The text "INTRODUCTION + OVERVIEW" is centered in the middle of the image in a white, bold, sans-serif font.

INTRODUCTION + OVERVIEW

VIBRANT MICHIGAN CITY

WHAT IS CCEI FOR SMALL TOWNS?

OVERVIEW

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. To do this, CCEI focuses investment on specific geographic areas—business districts and adjacent residential neighborhoods—with disinvestment and limited opportunity. Stakeholders use data and convening to set measurable, shared tasks 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 neighborhoods, the city, and the region to implement specific, shared action-items over a three-year period.

CCEI Agendas:

Uplift historically disadvantaged communities

- » **Focus on a specific geographic area (not whole city/town)**
- » **Use data to inform discussions**
- » **Convene local stakeholders to craft an agenda**
- » **Implement that agenda over a 3-year period**

CCEI AGENDAS - A TRACK-RECORD OF SUCCESS

CCEI is built on the experience of hundreds of communities nationwide gathered through the long experience of Local Initiatives Support Corporation (LISC) and the Brookings Institution's Bass Center for Transformative Placemaking (Brookings). Brookings and LISC published a playbook in 2021 based on a pilot in Los Angeles, Indianapolis, and Philadelphia districts. At the time of this current effort, more than 12 cities have participated in the CCEI process. More information about the CCEI process may be found in the joint publication of Brookings and LISC "Community-Centered Economic Inclusion: A Strategic Action Playbook".

TRANSLATING THE PROCESS TO SMALL CITIES

Recognizing the need to specifically adapt CCEI for small cities, LISC and Brookings selected three Indiana cities to participate in a new CCEI initiative. The three cities—Michigan City, Warsaw, and Seymour—worked in partnership with Brookings and LISC to co-create CCEI agendas aimed at closing racial and geographic gaps in economic opportunity. The effort is supported by the Indiana Economic Development Corporation and is focused on small cities located in its Regional Economic Acceleration and Development Initiative (READI) program regions.

WHAT A CCEI AGENDA MEANS FOR MICHIGAN CITY

The CCEI agenda will better position Michigan City residents and workers to effectively engage in the growing sectors of their regional economy, and will help the city address persistent economic stagnation and inequity by coordinating and concentrating workforce, small business, real estate development, and placemaking efforts.

This agenda, the culmination of the first phase of the work, equips Michigan City with a CCEI agenda that provides actionable, achievable, and measurable steps to help close persistent gaps in economic opportunity and enhance the quality of life for all Michigan City residents. This agenda will be designed to effectively leverage READI and other federal, state, local, and philanthropic resources, and will ensure that Michigan City is part of a statewide effort – with national significance – aimed at advancing economic inclusion in small cities and rural regions.

Brookings and LISC will synthesize the learnings from this process in a report for a national audience that highlights how rural and small cities can work with regional leaders and their states to foster greater equity and prosperity.

A JOINT EFFORT

LISC

LOCAL INITIATIVE SUPPORT CORPORATION

MISSION | Together with residents and partners, we help forge resilient and inclusive communities of opportunity across America—great places to live, work, visit, do business and raise families.

ABOUT THEIR ROLE

LISC funded this process through a grant from the Indiana Economic Development Corporation (IEDC). Key leaders from LISC's national team provide insight throughout and managed the process. Key team members include:

- Bill Taft | Senior Vice President of Economic Development
- Teresa Garcia | Program Officer - National Programs (now Senior Project Manager at City of Pasadena)
- Cari Morales | Program Officer - Creative Placemaking
- Andrea Devening | Senior Program Officer Economic Development

BROOKINGS

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

MISSION | The Anne T. and Robert M. Bass Center for Transformative Placemaking aims to inspire public, private, and civic sector leaders to make transformative place investments that generate widespread social and economic benefits.

ABOUT THEIR ROLE

Brookings provided direction and insights as a national thought leader throughout the process. They also led the data analysis portion of the project, which helped local teams to determine and understand the priority area. The data drove key insights into the agenda's creation. Key team members include:

- Jennifer Vey | Senior Fellow and Director of the Anne T. and Robert M. Bass Center for Transformative Placemaking
- Hanna Love | Senior Research Associate
- DW Rowlands | Senior Research Assistant
- Michael McVerry | Research Assistant
- Rowan Bishop | Engagements Coordinator (now Senior Manager, Member Engagement Events & Programs at US Chamber)

A LEARNING LAB

ABOUT THE LEARNING LAB PROCESS

Part of the CCEI process in Indiana includes the formation of a Learning Lab—six meetings over the course of the project involving the core team members from each participating city. This Learning Lab model consists of facilitated peer learning exchanges, access to technical assistance and national experts, and a platform to spread and scale tested concepts. “Learning Labs” are part of Brookings Metro’s impact model and have led to concrete policy wins in cities/regions nationwide.

The CCEI Small Cities Learning Lab kicked off in December 2022 with a dinner in Indianapolis where members met each other and heard from a local leader from Indianapolis about his participation in similar processes and the way his organization and neighborhood have benefited from participation in similar processes. The following day the lab introduced the concepts of CCEI, the agenda-creation process, and the goals of CCEI, particularly how it fits into IEDC’s READI initiative.

Subsequently, the lab convened virtually four times throughout the winter and spring, culminating in another in-person meeting in August at the conclusion of the agenda-creation phase.

Along with the benefits participating cities receive, the Learning Lab seeks to reach three additional audiences: local, state, and national stakeholders. At the conclusion of the CCEI agenda-creation process, Brookings will publish a report on lessons learned from the process that could guide other neighborhood, city, and state leaders on how to implement or support CCEI in small cities and rural regions.



Photo of Michigan City, Seymour, and Warsaw Learning Lab Kickoff Meeting in Indianapolis

THEORY OF CHANGE

TRANSFORMATIVE PLACEMAKING AND THE AGENDA PROCESS

‘Transformative Placemaking’ as a theory of change came from Brookings Institution’s decades of experience in economic and community development policy research. In today’s economy, opportunity is increasingly dictated by geography. While many cities and parts of cities have experienced growth and revitalization, there are still too many people and places left out of the process. In addition, those who have long been excluded are rightfully wary about who makes planning decisions and who will reap the gains. Transformative placemaking differs from tactical or creative placemaking in several key ways:

- **SCOPE** | It prioritizes place-based investment in long-overlooked areas to generate broad-based and locally led prosperity
- **SCALE** | It centers on specific subareas of cities where economic and/or infrastructure assets cluster and connect—but are limited by varying place-based challenges
- **INTEGRATION** | It brings together varied disciplines—including those that might not consider their work “place-based”—to advance a shared, goal-oriented community vision

WHAT IT AIMS TO ACHIEVE

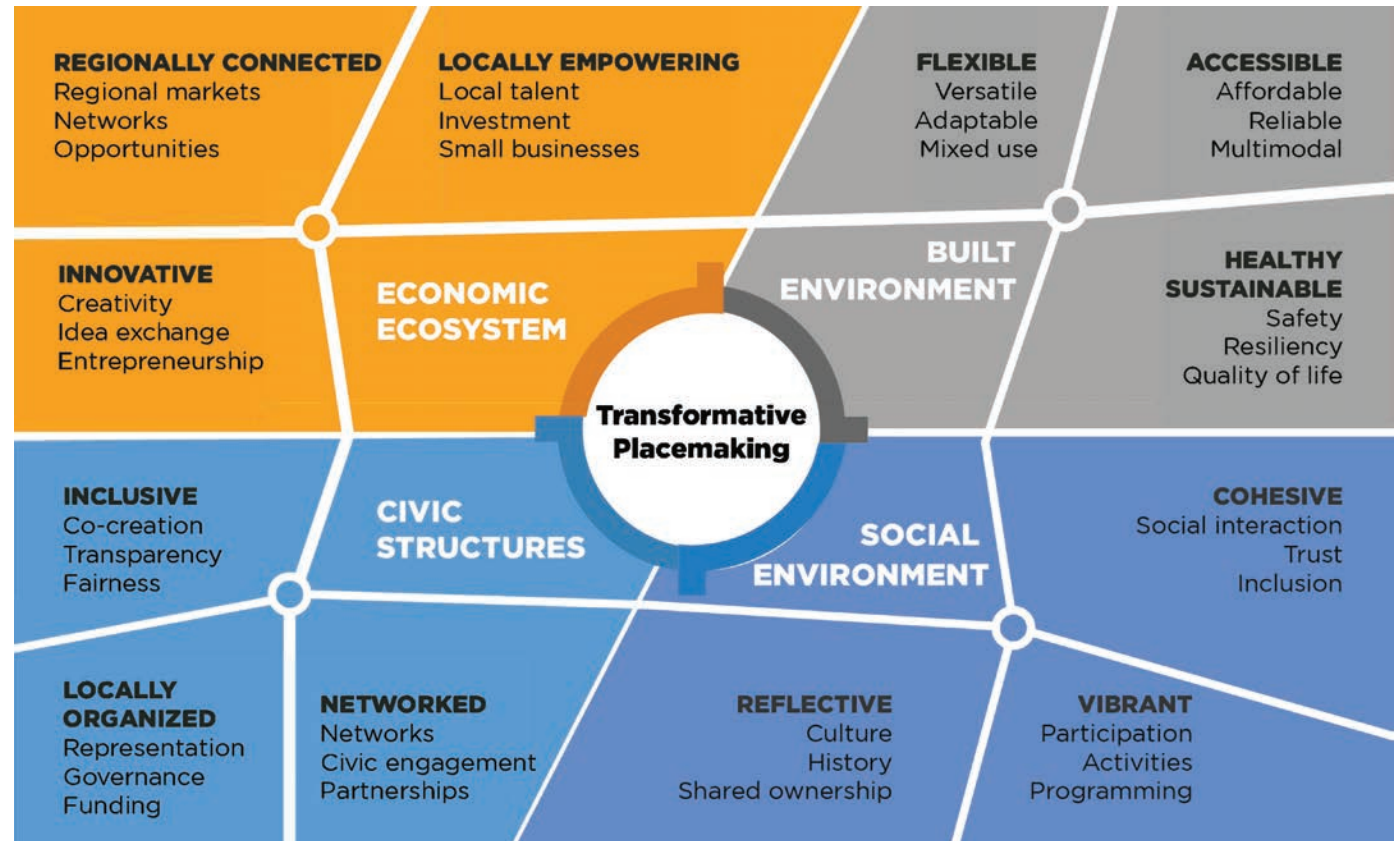
The agenda herein has a variety of tasks that focus on the following aims of Transformative Placemaking

ECONOMIC ECOSYSTEM | Nurturing an economic ecosystem that is regionally connected, innovative, and rooted in the assets of local residents and businesses;

BUILT ENVIRONMENT | Supporting a built environment that is accessible, flexible, and advances community health and resiliency;

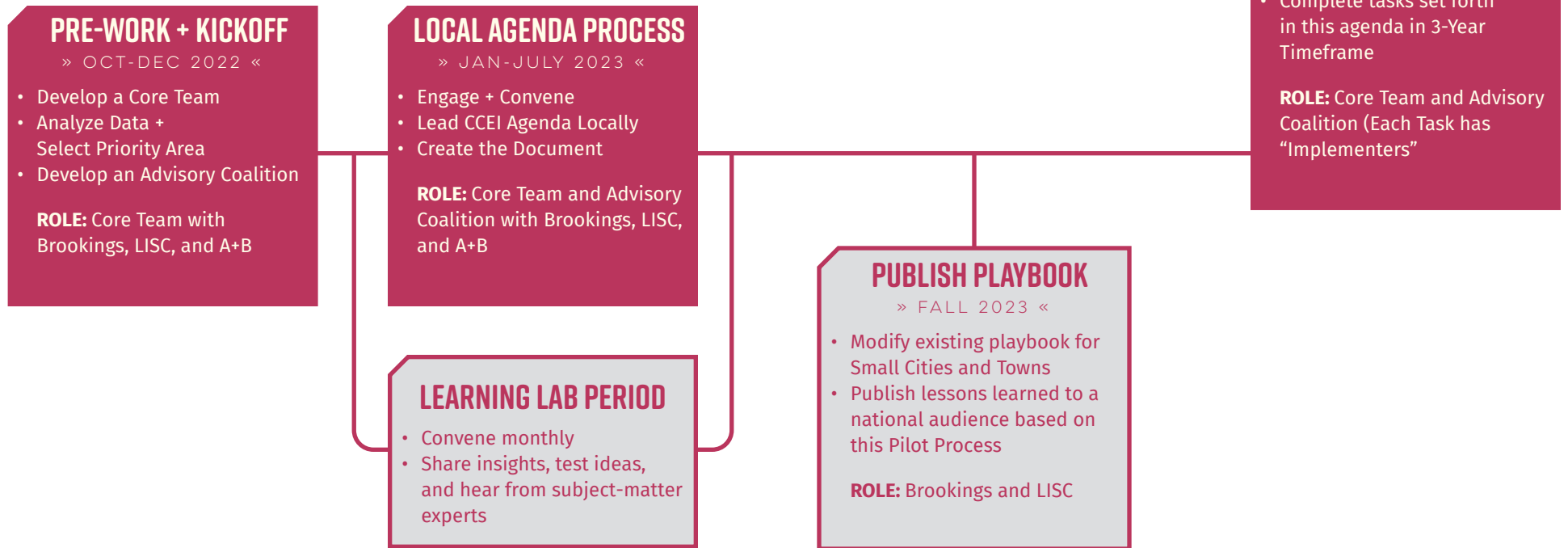
SOCIAL ENVIRONMENT | Fostering a vibrant, cohesive social environment that is reflective of community history and identity; and

CIVIC STRUCTURES | Encouraging civic structures that are locally-organized, inclusive, and support network building.



Graphic: Brookings Framework and Theory of Change that Guides CCEI

TIMELINE - 3 YEARS OF ACTION



IMPLEMENTING THE AGENDA

Completing the agenda creation process is a milestone, but the key to implementation success is identifying an organization to regularly convene lead implementors throughout the three-year period. Each task in the Agenda identifies lead and partner organizations for implementation. These lead implementing organizations (“implementors”) drive the individual tasks and supplement their actions with support, guidance, and input from the supporting organizations. At times multiple lead implementing organizations work together to enact the action described in the task. Alongside these actions on individual tasks, a convening organization will bring lead implementors together regularly as a group to guide the overall Agenda’s implementation throughout the three-year period.

This regular convening is essential to the Agenda’s success for multiple reasons. First, staying in close partnership ensures these strategies remain cohesively together and part of a large-scale theory of change rather than being undertaken as piecemeal projects or siloed initiatives. Second, when difficulties or potential road blocks arise, implementors can strategize and work together to move through these issues. Likewise, communicating regularly and strategically ensures collaboration on funding requests to present a unified vision to current or prospective funders. Finally, community realities and needs shift rapidly—particularly amid economic crises—and meeting is necessary for coalition members to remain in close connection and to ensure the approach is aligned with current realities. Only if these strategies are part of a collective whole can they foster change.



DATA + PREVIOUS PLANS

VIBRANT MICHIGAN CITY

DATA OVERVIEW

HELPING DETERMINE “THE WHERE”

Many efforts are limited in success because they targeted the wrong places—places where assets are already valued and will have experienced investment anyway, or places with steep obstacles and few opportunities to alleviate poverty.

Brookings and LISC worked with Core Teams to select priority areas with the potential to make a transformative impact on community, city, and regional economies and economic inequities. Getting the priority areas right helps determine the coalitions and collaborations needed and the investments and interventions that make sense. More information about selecting priority areas may be found in the joint publication of Brookings and LISC “Community-Centered Economic Inclusion: A Strategic Action Playbook”.

In keeping with the CCEI approach, Michigan City’s priority areas were selected based on the presence of key characteristics, including:

DEMONSTRATED INEQUITIES | high poverty, high housing costs, high unemployment, low educational attainment, and a history of disinvestment

UNDERVALUED ASSETS AND STRENGTHS | commercial corridors, industrial land, anchor institutions, good and accessible jobs, transit, civic organizations, job training and education assets, and arts and cultural organizations

REGIONAL SIGNIFICANCE | a mix of land uses and a population size large enough to impact the economy and play a significant role in the city’s workforce

COMMUNITY CAPACITY AND BUY-IN | local organizations with capacity, trust, and buy-in to coordinate stakeholders, such as economic development and community-based organizations

HOW DATA WAS USED

The following pages provide a summary of some of the key findings uncovered from data analysis that informed the selection of the priority areas, as well as the agenda tasks themselves.

ABOUT THE PRIORITY AREAS

Michigan City has three priority areas—West Side, Midtown, and East Side. These areas are immediately adjacent to and surround the Downtown Core of the City, but Downtown is not included for specific reasons.

The Downtown Core is in the midst of a significant amount of investment, in part due to the recent Transit Development District (TDD) that was established. However, the West Side, Midtown, and East Side priority areas are home to the densest residential neighborhoods of the City and have a number of both inequities and assets, which are outlined in this section.

The goal of this effort is to see inclusive economic development in these areas.

DATA + THE PRIORITY AREAS

KEY REASONS FOR SELECTING THE PRIORITY AREAS

- A targeted, strategic scale is critical for the success of community-centered economic inclusion. The priority areas:
 - Contain the densest population centers of the city
 - Are characterized by both severe need and undervalued assets
 - Have high residential and job density
 - Are racially diverse
- Each priority area offers a unique – and promising– avenue to connect residents to opportunity

Brookings' analysis of Michigan City's economic health and well-being data indicate three initial conclusions:

THE PRIORITY AREAS ARE DENSE, DIVERSE + YOUNG

Michigan City experienced population declines over the past three decades, but its priority areas are some of the densest, youngest, and most racially and ethnically diverse parts of the city—holding significant potential to catalyze economic growth for the city and region.

THE PRIORITY AREAS HAVE ECONOMIC ASSETS + BARRIERS

Michigan City's priority areas contain critical economic assets, but its residents are not benefiting from these assets and experience disproportionate economic hardship compared to the city as a whole.

THE PRIORITY AREAS HAVE QUALITY OF LIFE CONCERNS

In addition to economic barriers, residents in Michigan City's priority areas face disproportionate quality of life concerns—such as high housing costs and limited food access—that impact their wealth-building opportunities.



WASHINGTON PARK

NIPSCO PLANT

11TH STREET STATION

LIGHTHOUSE PLACE

H.O.P.E. CENTER

HIGHWAY I2

INDIANA DUNES NATIONAL PARK

STATE PRISON

DOWNTOWN

BLUE CHIPCASINO

MICHIGAN BLVD.

WEST SIDE

MIDTOWN

EAST SIDE

ELSTON CAMPUS

FRANCISCAN PROPERTY

POPULATION DATA

POPULATION AND RESIDENTIAL DENSITY

Between 1990 and 2020, Michigan City's population declined by over 7%. From 2010 and 2020, this decline started to reverse, with an almost 2% increase in population in the last decade (Figure 1).

While the three project priority areas also experienced population losses during this period, they still represent the most population-dense areas of the city. Together they are home to about a third of the city's population (Figure 2).

Michigan City experienced steady population declines over the past three decades, with a slow population rebound occurring over the past decade. Today, its three priority areas, despite similar challenges, are some of the most population-dense, racially and ethnically diverse, and youngest parts of the city.

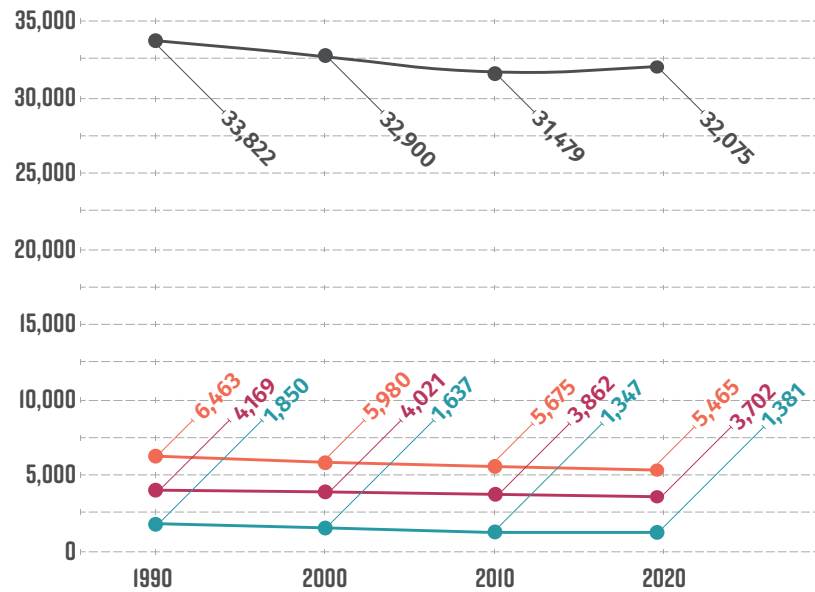


Figure 1: Resident Population

1990, 2000, 2010, and 2020
U.S. Decennial Census Data

- CITYWIDE | +7% DECLINE SINCE 1990
- EAST SIDE | +15% DECLINE SINCE 1990
- MIDTOWN | +11% DECLINE SINCE 1990
- WEST SIDE | +25% DECLINE SINCE 1990

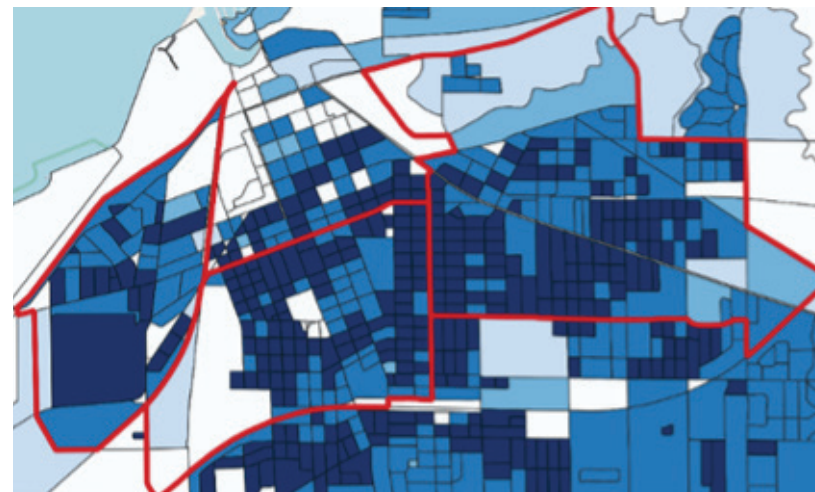


Figure 2: Population Density

2020 U.S. Decennial Census Data

- 0 - 100 RESIDENTS PER SQUARE MILE
- 100 - 500 RESIDENTS PER SQUARE MILE
- 500 - 1000 RESIDENTS PER SQUARE MILE
- 1,000 - 5,000 RESIDENTS PER SQUARE MILE
- + 5,000 RESIDENTS PER SQUARE MILE

RACIAL AND ETHNIC DIVERSITY

Michigan City's priority areas are also more racially and ethnically diverse than the city and state (Figures 3 and 4). The West and East Sides have larger Black populations than the city and are majority people of color, whereas Midtown residents most closely reflect citywide demographics, which are significantly more diverse than the state average.

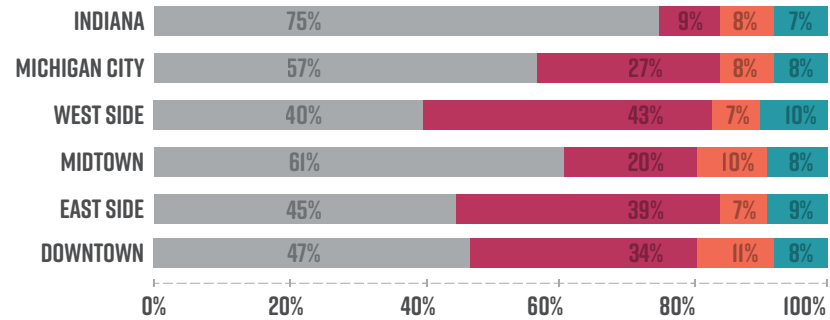


Figure 3: Resident Racial and Ethnic Makeup, 2020

2020 U.S. Decennial Census Data

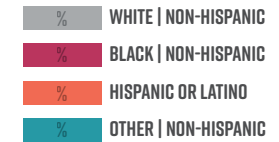
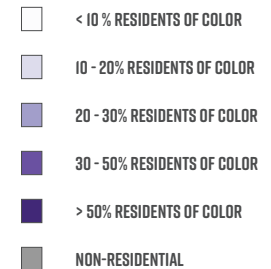


Figure 4: Share of Residents that are People of Color

2020 American Community Survey 5-Year Average



AGE DISTRIBUTION

Residents of Michigan City's priority areas tend to be younger than the city as a whole (Figure 5). This is particularly true in the West and East Side neighborhoods, where children comprise 29% and 30% of the population, respectively, compared to 23% citywide. In Midtown and Downtown, young adults between the ages of 18-24 make up a larger share of the population (at 17% and 27%) compared to 9% citywide.

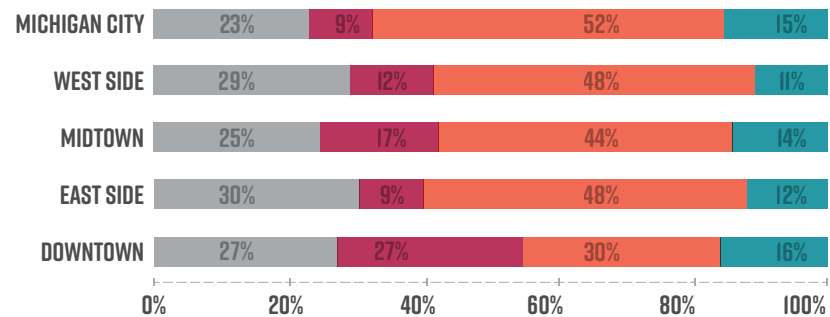
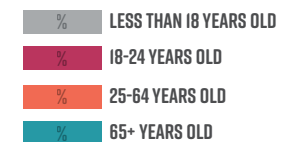


Figure 5: Average Resident Age Makeup, 2020

2020 American Community Survey 5-Year Average



ECONOMIC DATA

JOB DENSITY

Michigan City's priority areas contain much of the city's job density outside of downtown, comprising 26% of citywide jobs (Figure 6).

Michigan City's priority areas contain critical economic assets, but its residents are not benefiting from these assets and experience disproportionate economic hardship compared to the city as a whole.

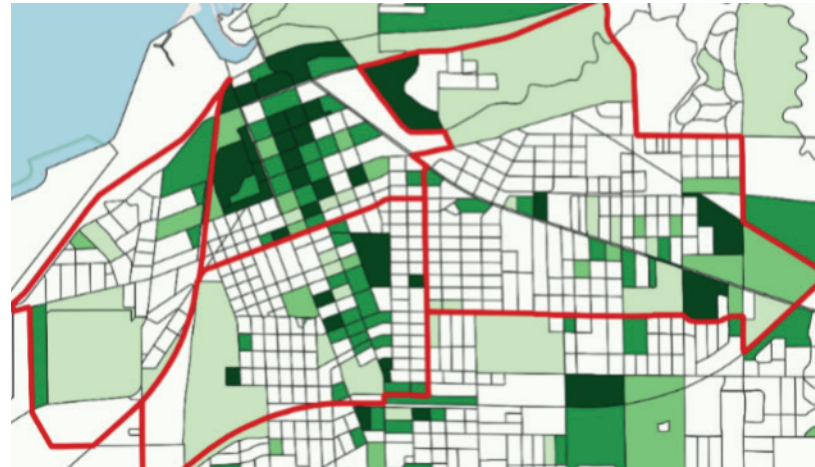
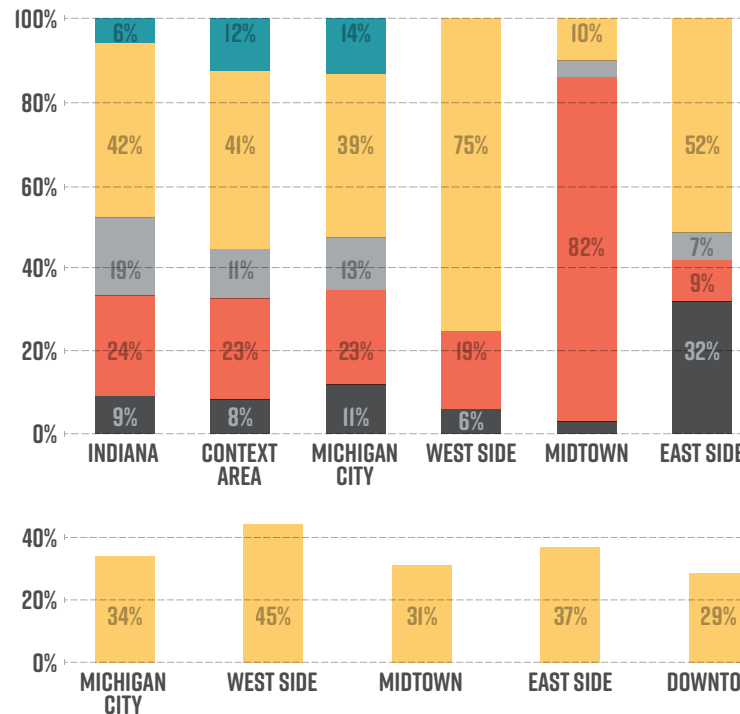


Figure 6: Jobs per Square Mile
2020 American Community Survey
5-Year Average

- 0 - 100 RESIDENTS PER SQUARE MILE
- 100 - 500 RESIDENTS PER SQUARE MILE
- 500 - 1,000 RESIDENTS PER SQUARE MILE
- 1,000 - 5,000 RESIDENTS PER SQUARE MILE
- + 5,000 RESIDENTS PER SQUARE MILE

AVAILABILITY OF "GOOD AND ACCESSIBLE" JOBS

The East and West Sides have a greater share of "good-paying" jobs than the city (e.g. those paying a salary above 40,000 a year). These jobs are concentrated mostly in industrial sectors and exclude employment at the state prison site on the West Side (Figure 7). The East and West Sides also have a greater share of "accessible" jobs (meaning those that do not require a college education) than the city as a whole (Figure 8).



Note: Counts for the West Side priority area do not include jobs at the state prison, which are not present in the LEHD dataset. Excluding these jobs, there are only 32 jobs in the priority area that pay at least \$40,000 per year.

The Context Area noted in Figure 7 includes Coolspring and Springfield Townships in LaPorte County and Pine Township in Porter County.

Figure 7: Industry Segment Breakdown of Jobs Paying over \$40,000 per year
2020 Longitudinal Employer-Household Dynamics (LEHD) Workplace Data

- 9% SERVICE
- 24% EDS + MEDS
- 19% OFFICE JOBS
- 42% INDUSTRIAL JOBS
- 6% PUBLIC ADMIN.

Figure 8: Shares of Area Jobs without a College Education Required, 2019
2019 Longitudinal Employer-Household Dynamics (LEHD) data

DISCONNECTS WITH “GOOD AND ACCESSIBLE” JOBS

Despite the availability of “good and accessible” jobs in the East and West Sides (excluding the prison site), very few residents that live in these neighborhoods work in these jobs. Most work outside of Michigan City boundaries (Figure 9) and have longer average commute times than other city residents (Figure 10).

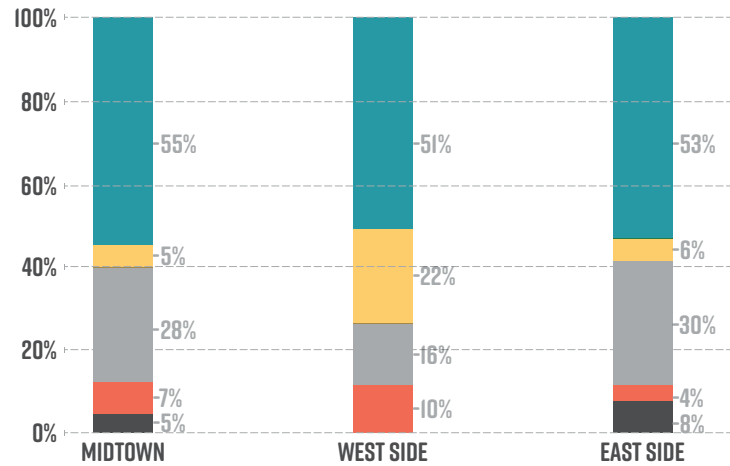


Figure 9: Location of Employment for Residents in Priority Areas, 2020

Brookings Analysis of 2019 Longitudinal Employer-Household Dynamics (LEHD) data

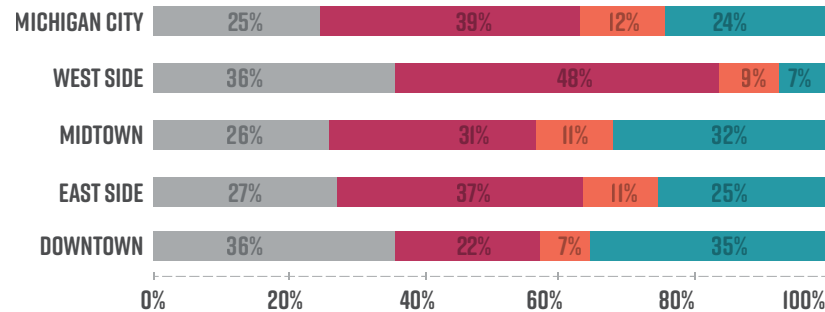
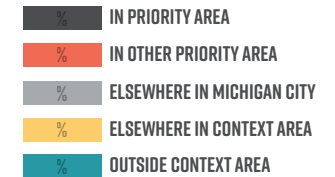
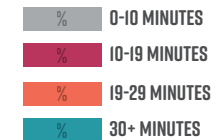


Figure 10: Area Residents Average Travel Time to Jobs, 2020

2020 American Community Survey 5-Year Average



RESIDENTS' ECONOMIC OUTCOMES

Michigan City's priority area residents – in addition to being excluded from many of the job opportunities in their neighborhoods—also experience disproportionately poor economic outcomes. As of 2020, these neighborhoods' poverty rates were much higher than those of the city (at 23%) and state (at 13%), with West Side residents having a poverty rate of 39%, followed by the East Side (27%) and Midtown (27%) (Figure 11).

When visualized on a map (Figure 12), the spatial concentration of poverty becomes even clearer, with the highest rates of poverty mostly concentrated within the West and East Sides.

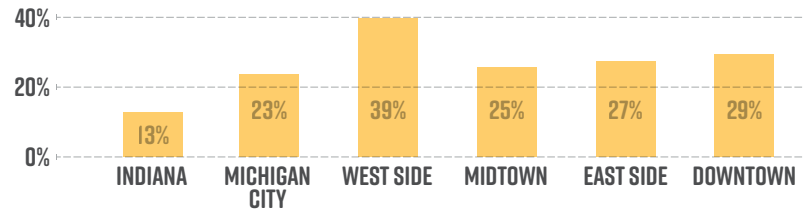


Figure 11: Individual Poverty Rates, 2020

2020 American Community Survey 5-Year Average

Excludes people incarcerated in state prison



Figure 12: Individual Poverty Rate

2020 American Community Survey 5-Year Average

- <5% LIVE IN POVERTY
- 5-10% LIVE IN POVERTY
- 10-20% LIVE IN POVERTY
- 20-30% LIVE IN POVERTY
- >30% LIVE IN POVERTY

QUALITY OF LIFE DATA

HOUSING

Close to half of Michigan City's housing units are occupied by renters. That share drops slightly in the priority areas, with the West and East Sides at 39% renters and Midtown at 43% (Figure 13). Importantly, housing ownership data cannot capture the quality of residents' housing, which can significantly impact locals' quality-of-life and wealth building opportunities.

Priority area residents are also relatively housing cost-burdened (meaning they spend more than 30% of their income on housing) compared to the city as a whole (Figure 14), with 32% of East Side residents being cost-burdened.

Note: Cost-burdened households spend greater than 30% of their income on housing

FOOD ACCESS

Michigan City's priority areas are critically underserved by grocery stores and food outlets, with the West Side containing no grocery stores, the East Side containing only dollar stores, and Midtown containing one Walgreens (Figure 15). Moreover, a disproportionately high share of East Side and Midtown residents receive SNAP benefits compared to the city as a whole (Figure 16).

In addition to economic barriers, Michigan City's priority area residents face disproportionate quality of life concerns that impact their wealth-building opportunities, such as high housing costs and limited food access.

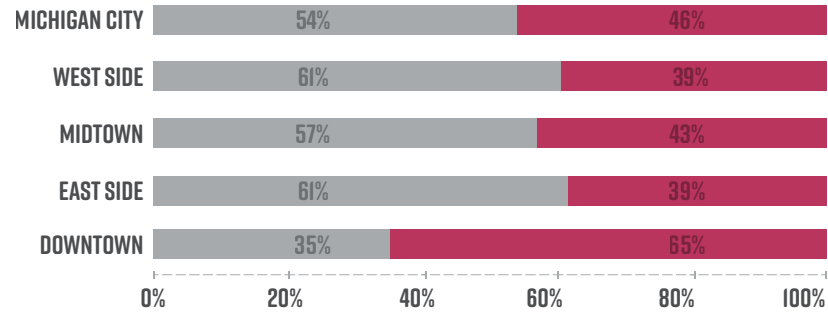


Figure 13: Ownership Status of Occupied Housing Units, 2020

2020 American Community Survey 5-Year Average

% OWNER-OCCUPIED
 % RENTER-OCCUPIED

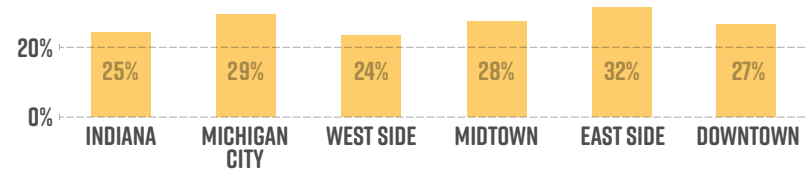


Figure 14: Shares of Households in Cost-Burdened Housing, 2020

2020 American Community Survey 5-Year Average

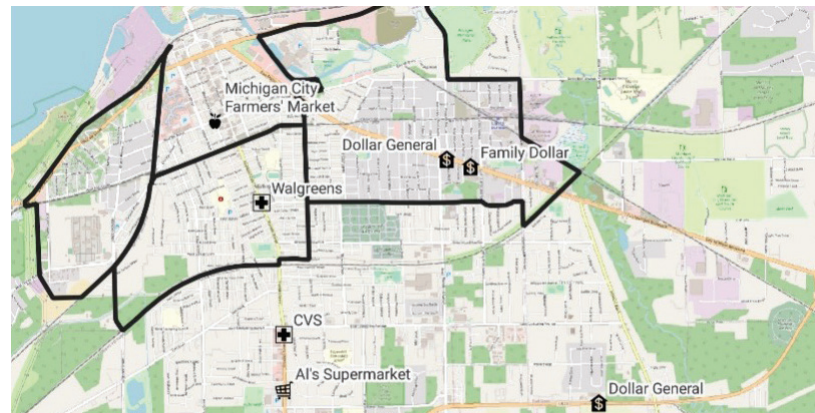


Figure 15: Food Retailer Locations

Supermarket
 Small/Specialty Grocer
 Farmers' Market
 Dollar Store
 Pharmacy with Groceries

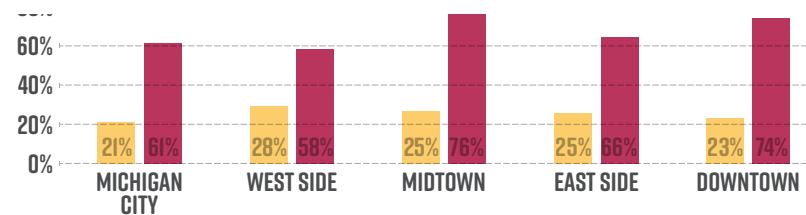


Figure 16: Shares of Households Receiving Snap* Benefits, 2020

2020 American Community Survey 5-Year Average * Supplemental Nutritional Assistance Program (SNAP)

% ALL HOUSEHOLDS
 % HOUSEHOLDS IN POVERTY

SUMMARY OF OTHER RELEVANT LOCAL PLANS

At the beginning of this agenda process, city leaders shared a number of relevant plans. The following list summarizes and provides page numbers for goals identified in other documents that are relevant to the priority areas. The reason this review was included is to ensure that the best of other ideas are incorporated.

The page numbers of specific ideas are provided for reference, with the goal of having these previous plans available online at a later date. In the meantime, readers can request these plans by email from the City of Michigan City.

« MOMENTUM: MICHIGAN CITY 2040 COMPREHENSIVE PLAN | 2018

- Foster diverse economic and employment opportunities (1.31)
- Encourage business growth in infill locations (1.48)
- Developing a micro-loan program for small businesses (1.49)
- Expand the number of industry-recognized certification trainings (1.54)
- Eliminate substandard rental housing conditions (1.253)
- Provide a diverse range of affordable housing options (1.52)
- Stabilize and rehabilitate historically significant sites (1.198)
- Promote high density TOD (1.204)
- Study Franciscan Health campus for adaptive reuse (1.214)
- Increase density around Business Development Centers (1.262)
- Create walkable mixed-use neighborhoods (1.267)
- Remediate and redevelop brownfield sites (1.74)
- Expand the number of neighborhood associations (1.264)
- Developed a future land use map for the city (1.339)
- Encourage the development of a Unified Development Ordinance (2.33)
- Enhance and promote Trail Creek (1.64)
- Improve the urban forest cover (1.70)
- Assure an even distribution of parks and open space for residents (1.80)
- Incorporate new street types into the code of ordinances (1.141)
- Improve the quality of crosstown traffic corridors (1.144)
- Shift Woodland and Pleasant Avenues to two-way traffic (1.147)
- Create a comprehensive streetscape plan for commercial corridors (1.166)

- Implement gateway improvements at major city entrances (1.168)
- Enhance pedestrian and bicycle mobility (1.174)
- Expand public transit options (1.182)
- Develop a comprehensive lighting plan (1.200)
- Develop a public trolley system downtown (1.212)

« VIBRANT COMMUNITIES OF LAPORTE COUNTY ACTION AGENDA | 2020

- Develop home ownership education opportunities (28)
- Develop a placemaking and public art program (36)
- Create a “close-the-gap” sidewalk program (30)
- Connect bicycle and pedestrian systems to regional trail systems (55)
- Expand adult educational programming (33)
- Support the expansion of career development partnerships in high schools (41)
- Support talent attraction and retention incentives (46)
- Support pop-up shops for new businesses in vacant spaces (52)
- Form a Council of Neighborhood Associations (35)
- Explore incentives to revitalize neighborhoods and communities (54)

« MICHIGAN CITY TRANSIT STRATEGIC PLAN | 2015

- Create a long-range Capital Improvements Plan (4)
- Strengthen the relationship with Northwest Indiana Regional Planning Commission (4)

« LAKE MICHIGAN GATEWAY IMPLEMENTATION STRATEGY | 2014

This plan was mostly focused on downtown, which is not in the project priority area, but a few ideas cross to the east and west

- Make Route 12 a more traditional street with bike lanes (9)
- Create and enforce development standards on Route 12 (47)
- Extend 10th Street to Route 12 on the west side (48)
- Make landscape improvements to Route 12 on the east side (48)

« **NW INDIANA TRANSIT DISTRICT DEVELOPMENT SUMMARY - MICHIGAN CITY | 2020**

Materials are from online presentations and website information

- Study reuse of Franciscan's Saint Anthony Hospital on Homer Street
- Improve Michigan Boulevard in Eastport Neighborhood
- Provide missing middle housing
- Support walkable commercial village nodes and streets in neighborhoods
- Invest in a new station to catalyze development south of 11th Street

« **LAPORTE COUNTY HOUSING ANALYSIS & ACTION AGENDA | 2021**

This plan focused on improving LaPorte County housing

- Create a vision of housing growth in LaPorte County (4)
- Establish goals for constructing units of various housing types (6)
- Propose a trust fund to fill the development gap for affordable housing (8)
- Promote density and mix of uses to lower transportation costs (10)
- Be deliberate and open when annexing land to limit random sprawl (12)
- Keep future leaders informed and in line with the plan (14)

« **EASTPORT QUALITY OF LIFE PLAN | 2016**

- Improve Michigan Boulevard streetscapes with banners, furnishings (6)
- Implement a facade improvement program along Michigan Boulevard (7)
- Paint the railroad bridge over Michigan Boulevard (7)
- Reduce Crime by 10% per year with a neighborhood watch (10)
- Increase the capacity of the Eastport Neighborhood Association (12)
- Create a job listing board at Emmet Wise Community Center (14)
- Raise awareness of the City Scholarship (14)
- Develop an Individual Development Account program (14)
- Analyze housing inventory for demolition, stabilization, or rehab (17)

- Increase enforcement of the property maintenance code (17)
- Improve communication on 1st-time home buyer training & assistance (19)
- Invest in improvements to Walker Park and Water Tower Park (21)

« **MIDTOWN QUALITY OF LIFE PLAN | 2016**

- Establish a brand identity for Midtown with a funky vibe (3)
- Improve outdoor recreation at Ames Field, Elston YMCA, and Marsh School (13)
- Expand bicycle infrastructure in the neighborhood (15)
- Provide homeowners with resources for maintenance and repair (20)
- Increase owner occupied homes by 10% by 2021 (23)
- Reduce percentage of cost-burdened households (25)
- Reduce Franklin Street storefront vacancy to less than 10% (30)
- Develop a reuse plan for Franciscan St. Anthony Campus (32)
- Establish a Midtown Business Association (33)
- Improve walkability (38)
- Provide free neighborhood wifi (43)

« **COUNTYWIDE LAND DEVELOPMENT PLAN | 2008**

- Encourage and remove barriers to infill development (59)
- Encourage new development in existing towns with infrastructure (60-66)
- Encourage redevelopment of brownfield sites (66)
- Create a Capital Improvements Program for infrastructure projects (84)
- Update zoning-minimum density standards, cluster zoning, and overlays (87)

« **THE MARQUETTE PLAN PHASE 2 | 2008**

- Improve non-motorized access to Mt. Baldy (6)
- Enhance US 12 as a scenic corridor with mixed-use infill development (6, 10)
- Investigate feasibility of NIPSCO site redevelopment (6)
- Enhance Michigan Boulevard as a gateway to the city (15)

EXIT >

ENGAGEMENT

VIBRANT MICHIGAN CITY



EAST SIDE

FIRE

VIBRANT MICHIGAN CITY
ECONOMIC PROSPERITY FOR ALL

ADVISORY COALITION

ABOUT THE COALITION

In February 2023, the Economic Development Corporation of Michigan City (EDCMC) convened an Advisory Coalition to create and ultimately implement an economic inclusion agenda. Made up of community, city, and regional stakeholders, the coalition is designed to be cross-sectoral—spanning the fields of economic development, community development, workforce development, placemaking, education, and social justice.

The purpose of the Advisory Coalition is to ensure that no one organization, sector, or stakeholder type is responsible for creating or implementing the economic inclusion agenda, but rather, the agenda is a reflection of the priorities and capabilities of the city and the region as a whole. Responsibilities for participating in the Advisory Coalition include:

- Attending monthly coalition meetings
- Being an active participant in co-creating agenda-items
- Soliciting feedback on proposed agenda items from relevant stakeholders, including community members; and
- Taking an active role in the implementation of agenda items.

Ultimately, the Advisory Coalition ensures the success of the agenda by bringing together the cross-sectoral coalition of stakeholders needed to bridge disciplinary silos, design innovative strategies, and implement such strategies in partnership with other city and regional stakeholders.

COALITION MEETINGS

The Advisory Coalition met six times at the H.O.P.E. Center from 4:00 to 7:00 PM CST:

MEETING 1 | FEBRUARY 16: The first meeting served as an introduction to LISC and Brookings' CCEI process. An initial presentation provided an overview of local data, justification for the boundaries of the focus areas, the roles and responsibilities of the Advisory Coalition, and a discussion of future engagement activities. The meeting concluded with a modified “dots exercise” where participants were asked to identify a strength, weakness, and an opportunity in the focus area.

MEETING 2 | MARCH 16: During the second meeting, after a presentation including additional data points, planned engagement opportunities, and READI updates, the Advisory Coalition broke into three groups—Built Environment, Economic Opportunities, and Civic & Social Life. Each group reviewed potential agenda items gleaned from a review of previous plans and the feedback given in the “dots exercise” from the first meeting.

MEETING 3 | APRIL 20: The third meeting began with a relay of feedback taken from engagement activities between the second and third meetings, and then the group again divided into work tables. At these work tables—again divided into Built Environment, Economic Opportunities, and Civic & Social Life—participants reviewed a “working draft agenda”, crafted based on the first two meetings, the engagement activities, and best practices. Advisory Coalition members were asked to review potential agenda items and eliminate, modify, or add agenda items as necessary.

MEETING 4 | MAY 18: At the fourth meeting, participants walked through the draft agenda, and the A+B team discussed 3-4 agenda items that the team believed required additional discussion and feedback. Additionally, the A+B team led the group in a visioning exercise for two sites—NIPSCO and the prison—where large-scale redevelopment is possible. The team used a map with tracing paper to show potential land uses of the sites and made on-the-spot adjustments based on the vision and feedback from participants.

MEETING 5 | JUNE 15: The fifth meeting served as a final review of the draft agenda. Participants provided feedback on the tasks, on the partners who will implement the tasks, on the potential funding sources for the tasks, and on the proposed timeline for implementation.

MEETING 6 | JULY 20: Finally, the Advisory Coalition celebrated the completion of the agenda creation phase of the process. They discussed best practices for implementing the agenda and continuing the momentum built in the first phase of the process.

FOCUS GROUPS

ABOUT FOCUS GROUPS

There were certain topics that warranted deeper discussions about specific potential tasks or inclusive of particular constituents. To address these, several focus group meetings were held with the following groups for further information and discussion.

MICHIGAN CITY BUSINESS LEADERS

Met on March 17 at the Economic Development Corporation of Michigan City Offices

The Economic Development Corporation of Michigan City convened a group business leaders and education partners who shared their insights regarding workforce readiness needs. Key takeaways from this discussion:

- Employers report a need for job readiness skills for job seekers
- Employees need housing opportunities near jobs (especially due to poor public transportation options for employees)
- Michigan City Area Schools recent efforts to develop job pathways is welcomed
- There is a desire to devote energy to career and tech education

PASTORS ROUNDTABLE

Met on April 20 at the H.O.P.E. Center

We coordinated with Pastor Kimberly Williams to convene a small group of West Side pastors. They shared about their congregations' work in the neighborhood and about the needs of their members and the greater community. Key takeaways from this discussion:

- Church staff and members are unable to find housing (across all income levels)
- There is a great need among first-time homebuyers for affordable homes
- There is also a need for safe and affordable rental housing
- Existing partnerships between West Side churches and local non-profits are strong and demonstrate a need to continue developing arts programs and engaging area youth
- The cost of living is rising (including daycare and transportation), so workers need higher wage jobs (ideally \$20/hour)
- There is a need for civic training in the neighborhood to help residents advocate for their interests and to have input into area development
- This is especially true given rising home prices, growth around the double-track, and the potential for large-scale developments nearby

MICHIGAN BOULEVARD BUSINESS OWNERS

April 21 at the Michigan City Police Department

The Michigan City Chamber of Commerce convened business owners from Michigan Blvd to discuss the commercial district's opportunities and challenges. Key takeaways from this discussion:

- There is a need for youth development activities—many attribute high numbers of youth congregating along the Boulevard due to a lack of activity options
- Business typically see a 40-60% decline in sales during the winter months and would like the season to extend to help them thrive
- There is a desire for a façade improvement program
- There is also a desire to help renters to find ways to purchase buildings
- The meeting represented the first time many in the group had gathered to discuss the district
- They desire an on-going business association to plan more events and advocate for the district

SINGLE FAMILY HOUSING WORK GROUP

May 15 Virtual Meeting

Based on community and stakeholder feedback, we convened a group of housing professionals to discuss single-family housing development in the focus areas. Key takeaways from this discussion:

- Lake Michigan Community Development Corporation should take a leadership role in creating housing on lots controlled by the City and Redevelopment Commission
- Higher construction costs will require subsidies for the development of housing and to individual homebuyers, which may impact housing options
- There is a desire to explore a variety of housing typologies, including attached products, to meet the needs of homebuyers
- There is a need for homebuyer education both pre- and post-closing

INTERVIEWS

ABOUT INTERVIEWS

There were certain topics that warranted deeper discussions about specific potential tasks or with key leaders who were not part of the Advisory Coalition. To address these, several interviews were held with the following individuals for further information and discussion.

SHANNON EASON

Assistant Superintendent, Michigan City Parks & Recreation

April 12 | 1:00 PM | Virtual

DR. BARBARA EASON-WATKINS

Michigan City Area Schools Superintendent

April 24 | 9:00 AM | Virtual

HEATHER ENNIS

President & CEO, Northwest Indiana Forum

April 24 | 8:00 AM | Virtual

CATHY BILDHAUSER

Co-Director of Curriculum, Michigan City Area Schools Early Education

April 24 | 1:30 PM | Virtual

LISA DAUGHTERY

President & CEO, Center for Workforce Innovations (CWI)

May 4 | 10:00 AM | Virtual

JANET BLOCH

Executive Director, Lubeznik Center for the Arts

May 11 | 1:00p.m. | Virtual

RICK CALINSKI + DENISE CONLON

Director of Public Affairs & Economic Development Manager, NIPSCO

May 16 | 1:00p.m. | Virtual

SUMMARY OF INTERVIEW INPUT

Education and Workforce

- Much of the Career & Tech Education is moving to a new site (former Brown-Mackie site)
- MCAS is partnering with a private operator to house early learning classrooms there
- The Elston campus will have additional space for more career pathways
- MCAS would like to start exposing middle school students to career pathways
- Regional leaders feel Michigan City needs transformational projects for READI 2.0
- United Way's Level Up Program is a great program to increase job readiness skills
- It has achieved big wins for participants
- Five early learning classrooms will open at the new site (former Brown Mackie site) in Fall 2023 as part of the state's on-my-way Pre-K initiative
- MCAS would love to work with employers to provide funding for additional students as part of a child care subsidy for employees

Economic Development Input

- CWI's HUB model should be pursued to centralize workforce development in smaller cities
- Michigan City needs to develop a 12-month event schedule to support small-scale retail
- The Level Up program is likely to come to Michigan City in the next year or so
- CWI's HUB model is launching in Portage (Garyton) and is one she would like to replicate in Michigan City
- There is a need to continue to work with Ivy Tech and other institutions of higher learning for adult education and certification

Built Environment Input

- Lubeznik partners with local churches and community partners to provide art opportunities on the West Side (and wishes to expand in the creative placemaking space)
- NIPSCO has no timeline for the generating plant's closure or for public outreach on reuse
- NIPSCO does plan to engage with the community
- There is a precedent for NIPSCO supporting CHDOs and other non-profit housing developers, should a non-profit developer start working in the city
- MC Parks completed safety improvements to several parks recently
- Programming at MC Parks occurs largely through partnerships due to budget cuts
- Midtown Trail is the next trail priority
- Relationships with National Parks is largely dependent on the superintendent
- Inclusive playgrounds are underway at Washington Park and Water Tower Park

COMMUNITY GATHERING

COMMUNITY MEETING

April 20 | 5:30 PM | H.O.P.E. Center

The ECDMC convened a community meeting following the third Advisory Coalition meeting. Approximately 70 people attended, the majority of whom live in the focus areas.

Following a quick presentation on the CCEI process and selection of the focus areas, participants were asked to mark strengths, weaknesses, and opportunities on maps in an exercise replicated from the first Advisory Coalition meeting. Following the exercise, the A+B team facilitated a discussion of the exercise and participants discussed some of the greatest needs.

Key takeaways include:

- Residents expressed a need for safe, affordable housing options for renters and homebuyers as well as opportunities for homeowner repairs for longtime homeowners, including marketing and enrollment assistance for existing programs
- Many noted the need for higher paying jobs and ways to reduce barriers to employment, including reforming the bus system
- Residents also recognize the need for more youth development activities—summer camps, employment opportunities, and other activities
- Regarding commercial development, participants identified façade improvements and housing near commercial centers as primary needs



Photos from Community Meeting courtesy of Karaline Cartagena Edwards

ONGOING ENGAGEMENT

Community engagement must be an ongoing aspect of the CCEI process and community input is needed throughout the process.

KEY ENGAGEMENT THEMES

WHAT WAS HEARD THE MOST FROM ALL GROUPS

A variety of topics were discussed during Advisory Coalition meetings, at Focus Groups, and during interviews. The following list summarizes those topics that were heard most frequently throughout the engagement process.

» HOUSING

Create housing options for all, specifically safe and affordable options

- Every constituency throughout the process noted a lack of housing opportunities across all income levels
- The lack of safe, affordable housing options presents a barrier to work and creates neighborhood instability
- Safe, affordable rental options should be pursued
- The newly formed Lake Michigan CDC is the only Michigan City based non-profit housing developer and they should be bolstered to build capacity to develop affordable homeownership opportunities
- Affordable homeownership opportunities should be paired with the training for both homeowners both pre-closing and post-closing (to focus on basic maintenance and upkeep of a home)

» EMPLOYMENT

Develop job readiness skills and eliminate barriers to employment

- Both employers and advisory coalition members expressed a need for job readiness skills for those seeking employment
- Programs such as United Way's Level Up program and CWI's Hub model received positive feedback from many, and there is a desire to bring both to Michigan City
- All recognized the need to eliminate or lessen barriers to employment, from transportation to child care
- Efforts to bolster child care options through IFF's work as well as ideas to alter the routes and schedules of the bus system should be supported

» LOCAL BUSINESS

Support small business and entrepreneurs

- Small businesses report complications from renting, the need for building repairs and façade improvements
- There is a need for networking and coalition building with similarly situated businesses
- Economic development professionals note the need to support emerging entrepreneurs across all ages

» YOUTH AND COMMUNITY

Bolster community centers and youth activities

- Community members note a lack of activities for youth, particularly teenagers, and the need to engage the youth in activities ranging from art to entrepreneurship to recreation
- There is a need to rehabilitate community spaces, such as the H.O.P.E. Center, and make them engaging spaces for the community to accomplish a variety of goals—recreation, programming, meeting space, and entrepreneur support

» TRANSFORMATIONAL REDEVELOPMENT

Advocate for community input on key redevelopment sites

- The South Shore Line double-track, the closure of the NIPSCO plant, and the potential relocation of the state prison site represent three large sites whose redevelopment would transform Michigan City, especially the priority areas
- Residents, employers, and community leaders recognize the importance of these sites and repeatedly brought them up throughout the engagement process
- Ensuring the community is organized and prepared to participate in discussions about and offer input on development opportunities related to these sites is needed and desired

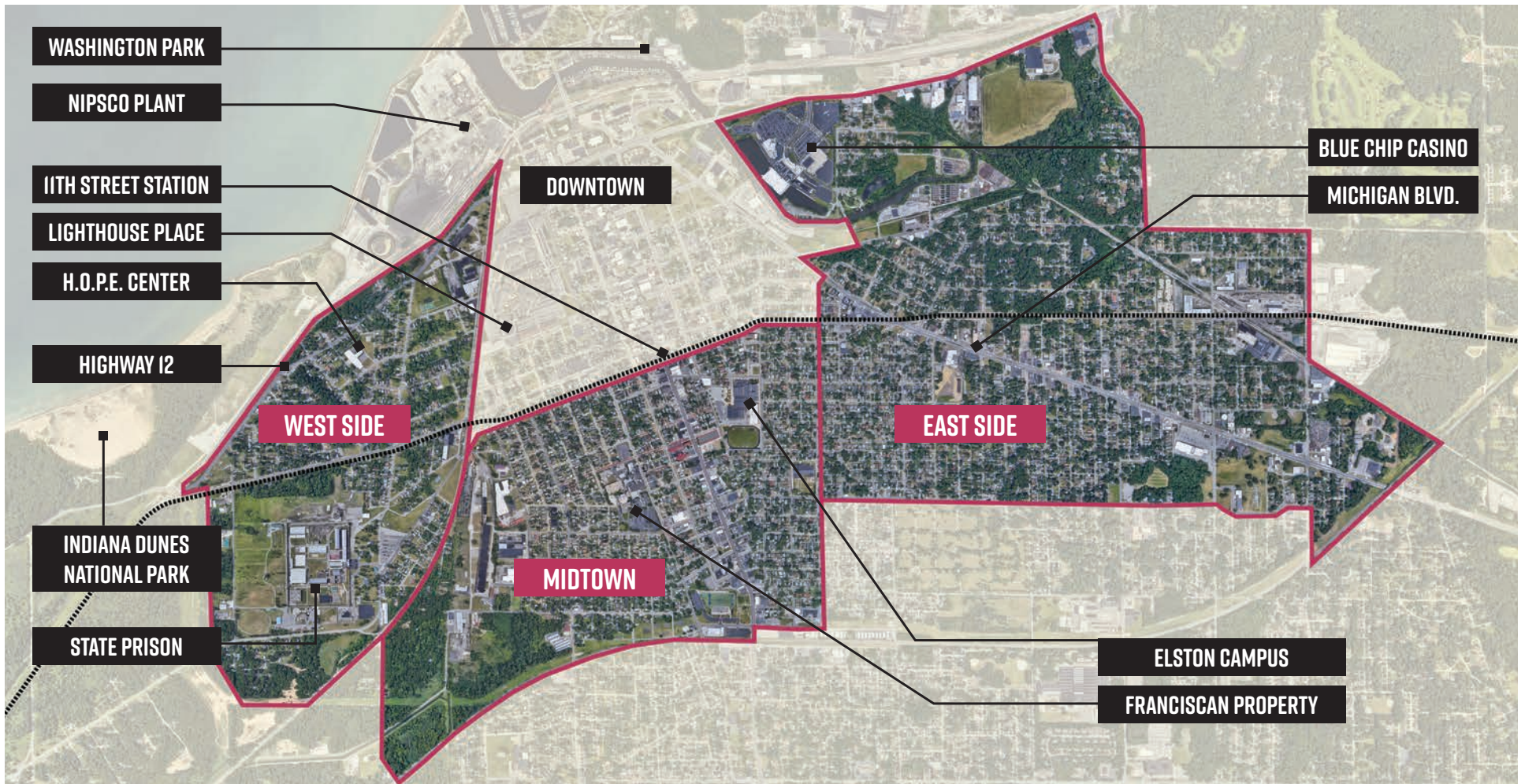


THE AGENDA
VIBRANT MICHIGAN CITY
ECONOMIC PROSPERITY **FOR ALL**

AGENDA SUMMARY

This is a CCEI Agenda—not a plan. This agenda represents a commitment to action by a group of local stakeholders—The Vibrant Michigan City Advisory Coalition. The goal of the Agenda is to leverage place-based investments for community benefit. To do this, the Agenda integrates community, economic, and workforce development efforts within underinvested communities to connect them to their regional economies. The table to the right summarizes this Agenda. Agenda items are organized into **SIX** categories identified by the numbers on the left. Within each category, there are multiple **AGENDA TASKS** (1.1, 1.2, and so on).

Each agenda task includes a topic, timing, and lead implementing organizations (implementors). The Theory of Change for Transformative Placemaking focuses on four **TOPIC** areas for agenda items to address: (1) Built Environment, (2) Economic Development, (3) Civic Life, and (4) Social Life. For each agenda task, a topic is identified. In addition, each task includes the **TIMING** needed to accomplish it. These are described as either short-term, mid-term, or long-term. Short-term items can begin in Year 1, while Mid-term items will likely take 2-3 years. Long-term items will likely take longer than three years, but there are steps recommended within the 3-Year time frame, such as visioning and advocacy. Lastly, **IMPLEMENTORS** are the lead implementing organizations identified to shepherd these items to completion. Partners in maroon are lead implementors, and those in orange are supporting partners. The map below highlights the three areas within the larger priority area boundary where these place-based tasks are located.



	AGENDA ACTION TASKS	TOPIC	TIMING	IMPLEMENTERS
1	Support Pathways to Employment for All Ages			
	1.1 Create a Local Opportunity Hub	Economic Civic + Social Built	Mid-Term	CWI, EDCMC, Universities, and Others
	1.2 Overcome Common Barriers to Employment	Economic	Short-Term	Local Non-profits, Local Employers, and Others
	1.3 Engage Youth in Activities and Entrepreneurship	Economic Civic + Social	Mid-Term	Vibrant Communities, Kidpreneurs, and Others-
2	Strengthen Local Commercial Districts and Businesses			
	2.1 Strengthen Michigan Boulevard	Economic Built Civic + Social	Mid-Term	Chamber, Black Business Association, Others
	2.2 Develop an Innovation Center	Economic	Mid-Term	EDCMC, Local Entrepreneurs, Others
	2.3 Support South Franklin and Midtown	Economic Built Civic + Social	Mid-Term	Redevelopment Commission, City Planning, Others
3	Build Healthy and Engaged Neighborhoods			
	3.1 Invest in the H.O.P.E. Center	Civic + Social	Mid-Term	H.O.P.E. Center, Black Business Association
	3.2 Activate Neighborhoods with Creative Placemaking	Civic + Social Built	Short-Term	Lubeznik Center, Public Art Committee, Others
	3.3 Support Neighborhood Associations	Civic + Social	Short-Term	EDCMC, Resident Leaders, Others
4	Construct Safe and Affordable Housing			
	4.1 Build and Rehab Single-family Homes	Built	Mid-Term	Lake Michigan CDC, EDCMC, Others
	4.2 Develop Affordable Neighborhood Housing	Built	Mid-Term	City Planning, Lake Michigan CDC, Others
5	Connect People to Recreation and Nature			
	5.1 Improve Highway 12 to Create Dune and Lake Access	Built Civic + Social	Long-Term	NIRPC, City Planning, and Others
	5.2 Invest in Expanded Trails	Built Civic + Social	Mid-Term	Parks Department, City Planning, and Others
6	Advocate to Transform Legacy Sites			
	6.1 Explore State Prison Reuse Options	Economic Built Civic + Social	Long-Term	Redevelopment Commission, NWI Forum, Others
	6.2 Encourage Community-Serving Reuse of NIPSCO Site	Economic Built Civic + Social	Long-Term	NIPSCO, Redevelopment Commission, Others

1

SUPPORT PATHWAYS TO EMPLOYMENT FOR ALL AGES

TASK I.I: CREATE A LOCAL OPPORTUNITY HUB

2

» WHY

Residents in the focus area face significant barriers and challenges to employment, evidenced by high poverty and low employment rates when compared to the broader City and region. Likewise, the Advisory Coalition members and employers shared concerns regarding potential employee work readiness skills and training needs. Many job seekers reportedly lack a driver’s license or face legal barriers to employment. Yet, the existing workforce development agencies are geographically scattered and difficult to access through public transportation.

3

» WHAT

The Center for Workforce Innovations (CWI) is a non-profit workforce development organization, serving a large and diverse region of Northwest Indiana. Recognizing the need to develop a local presence in the various cities it serves, CWI recently launched a new concept—an Opportunity Hub—where workforce development activities and agencies serving various needs on the workforce development spectrum co-locate in a central location. Operating out of a central location allows clients access to a range of services and minimizes the transportation challenges that occur when services are scattered. Thus, CWI seeks to establish an “Opportunity HUB” in Michigan City. Models for this includes Portage’s Garyton School and Gary’s Tolleston School. A hub of this kind will include services, such as satellite office space for workforce development partners, including Unity Way of Northwest Indiana’s Level Up program, which CWI expects to expand to United Way of LaPorte County. This program provides participants with one-on-one support to develop the skills needed and to access the services required for successful employment placement. Other activities expected at the Opportunity Hub include partnerships with Franciscan Health, Ivy Tech, Purdue Northwest and others; child care for Hub participants; driver’s education courses; conviction expungement; and workforce trainings through CWI’s mobile training unit. Ideally, the Hub will co-locate near spaces for recreation to provide participants with opportunities for health and wellness activities.

5

6

» HOW | FUNDING

Potential Funding Sources to Pursue

- CWI
- Non-profit partners
- Purdue Northwest
- Ivy Tech
- READI 2.0 (request for feasibility study, design, and construction)

» HOW | TASKS «

- Year 1 | Conduct a scan of area non-profits desired to have a presence at the Hub
Conduct a feasibility study to compare multiple locations, their various assets, spatial availability, and investment needs
- Year 2 | Select a preferred location and work with an architect to develop a design and construction budget
Consider a “pop-up” version in the interim
- Year 3+ | Aggressive target date to begin construction activities

» WHO «

Maroon is lead | Orange is support

CWI	Chamber of Commerce
EDCMC	Mayors Office
Education Partners	Local Non-profits
City of Michigan City	Employers
Unity Foundation	LC Public Library

target date

» WHEN «

short-term	mid-term	long-term
------------	----------	-----------

1

SUPPORT PATHWAYS TO EMPLOYMENT FOR ALL AGES

TASK I.2: OVERCOME COMMON BARRIERS TO EMPLOYMENT

2

» WHY

There are many available jobs in Michigan City, yet unemployment rates are high and employers report difficulties finding workers for open positions. According to EDCMC, at the time of this agenda creation process, there are 3,500 available jobs and only 1,200 people looking for work. Two major common barriers are a lack of reliable transportation and affordable child care.

IFF recently conducted a study of child care options in Michigan City. The assessment identifies opportunities to support home-based and center-based child cares. In addition, Michigan City already operates a bus system, which is a very unique asset for a city of its size. However, the hours of operation and the routes do not coincide with workforce needs, per employer and advisory coalition reports.

3

» WHAT

To address the barriers of limited child care options, Vibrant Michigan City will support the recommendations of the forthcoming IFF assessment. This assessment is expected to recommend upgrades to home-based child care centers and to determine the feasibility of a new child care center.

4

5

Michigan City's mayor reports upcoming upgrades to the bus system, including adjusting bus sizes for fuel efficiency and a relaunch of the Transit Triangle, connecting workers between Michigan City, LaPorte, and Purdue University Northwest. To complement these changes, Vibrant Michigan City will work with the city's Planning and Transit departments to assess the bus routes and schedules and determine the feasibility of making alterations to meet workforce demands. Upon determination, the Transit department will hire an experienced consultant to provide an updated bus system plan.

6

» HOW | FUNDING

Potential Funding Sources to Pursue

- Local employers
- READI 2.0 (child care facility needs from IFF report)
- Indiana Department of Transportation Public Mass Transportation Fund

» HOW | TASKS «

Year 1 | Explore expanding bus routes and operation hours throughout the city. Seek consulting expertise to update the bus system plan.

Depending on IFF child care study outcomes, begin implementation of recommendations

» WHO «

Maroon is lead | Orange is support

EDCMC

CWI

Chamber of Commerce

Redevelopment Commission

City of Michigan City

City Planning

Michigan City Transit

Local Employers

Local Non-profits

NIRPC

target date

» WHEN «

short-term

mid-term

long-term

1 SUPPORT PATHWAYS TO EMPLOYMENT FOR ALL AGES

TASK I.3: ENGAGE YOUTH IN ACTIVITIES AND ENTREPRENEURSHIP

2 » WHY

Michigan City offers a variety of activities for youth under 12. However, residents and stakeholders report a lack of fun and productive activities for youth ages 12-18.

Ages 12-15 | Stakeholders report a lack of after-school and summer programming for this age group, as summer camps and after-school activities often end at the age of twelve. Many working parents have no viable alternative other than to leave children at home alone. Research shows that a lack of prosocial activities for this age group can contribute to lower educational attainment and higher crime rates.

Working Age 16+ | As teens enter working age, there are opportunities to connect them with local job opportunities or encourage them in age-appropriate entrepreneurship activities. Founded by an Advisory Coalition member, the recently developed “Kidpreneur” program has blossomed in popularity. It works with kids aged 6-16, but has recently opened up for ages 17 and 18. Kidpreneurs are taught business principles and the importance of generational wealth.

3 » WHAT

In order to provide coordination between various local non-profits, schools, public agencies, and universities which serve youth, the Youth Serving Agencies (YSA) should be restarted. This organization, previously a stand-alone agency that functioned as a coalition of youth serving agencies, met regularly but stopped due to administrative problems. In lieu of a stand-alone organization, youth-serving agencies can meet as a coalition to coordinate on youth needs. Activities for the coalition partners include planning summer and after-school camps, workshops, and programs for ages 12-15 and working with MCAS and other local schools to expand open gym hours and build on existing programs such as Dave Ramsey financial program, entrepreneurship programs, Junior Achievement, and robotics team, with after-school and summer hours. The Boys & Girls Club will open a new teen space providing space for additional programming.

As the Kidpreneur program grows and expands, the program will explore paid internship possibilities tied to their own business ideas. Likewise, municipal departments, local universities, and employers will explore the creation of a Summer Teen Corp to provide work opportunities and support for a group of teens.

4 » HOW | FUNDING

Potential Funding Sources to Pursue

- CWI or the Foundation
- Workforce Development funding
- New state education funding / Career Scholarship Accounts (CSA)

» HOW | TASKS «

Year 1 | Convene a task force focused on growing and expanding youth activity options

Work with the City, local universities, local arts organizations, and area employers to expand paid summer internship programs

Provide support to the Kidpreneur and other programs to grow and expand programming

Restart YSA on a regular basis

» WHO «

Maroon is lead | Orange is support

“Kidpreneurs” Program

Unity Foundation

MCAS (Schools)

Employers

Municipal Departments

Universities

Boys and Girls Club

Main Street

target date

» WHEN «

short-term

mid-term

long-term

1

TASK 2.I: STRENGTHEN MICHIGAN BOULEVARD

2

» WHY

Michigan Boulevard is the main commercial corridor for East Side neighborhoods, but also a gateway corridor to Michigan City and Indiana Dunes National Park from the east. Many long-term and new businesses occupy the street, and the streetscape has comfortable sidewalks and well-maintained landscape elements. These elements make it physically walkable, yet it doesn't have enough of the destinations that neighbors want to walk to, particularly eastside residents who lack transportation options.

3

This corridor was the potential site of a local grocery startup, whose need is evidenced by the lack of grocery stores (only a Dollar Store currently fills this need) and a higher percentage of SNAP beneficiaries than the city as a whole. Several long-time business owners report an interest in investing in their properties, but are leery as they don't own their properties. Business owners also report a dramatic dip in sales during the winter months. The corridor is also long, and there is desire to include a mix of uses, not just single-use commercial, and to concentrate efforts in smaller geographies to maximize impact. Finally, business owners report a large number of youth who congregate at their businesses, particularly in the summer months, seeking employment or activities.

4

5

6

Enhancing Michigan Boulevard appears in many plans, including the 2020 NW Indiana Transit District Development Summary, yet without a cohesive agenda and mobilized stakeholders, the effort lacks momentum.

» WHAT

Michigan Boulevard business owners gathered together during the engagement portion of this agenda creation work and as a result are continuing to meet. With support from the Chamber and collaboration with the Black Business Association, the newly organized Michigan Boulevard Business Association will meet regularly over the next three years. Initial goals include developing an events calendar to drive yearlong activity and working collaboratively to improve building facades. The group also plans to segment the corridor due to the distinct character and needs of both the industrial section and the more traditional walkable commercial corridor. Additionally, due to the length of the corridor and the level of vacancies, there is interest in finding a mix of commercial uses and new mixed use or multi-family developments to stabilize the district.

» HOW | FUNDING

Potential Funding Sources to Pursue

- Chamber (initial staffing support)
- Funding mechanisms for facade grants, site improvements, and recruitment of grocery or other services

» HOW | TASKS «

Year 1 | Officially establish a Michigan Boulevard Business Association with a plan for recurring meetings

Identify "pop-up" event and placemaking activities with the City's Events Manager

Coordinate a summer youth cleanup

Year 2 | Pursue funding mechanisms and develop a commercial corridor plan to determine right-sizing of land uses and priority investments

» WHO «

Maroon is lead | Orange is support

Chamber of Commerce

EDCMC

Black Business Association

Local Businesses

Redevelopment Commission

City Planning

target date

» WHEN «

short-term

mid-term

long-term

1

STRENGTHEN LOCAL COMMERCIAL DISTRICTS + BUSINESSES

TASK 2.2: DEVELOP AN INNOVATION CENTER

2

» WHY

Michigan City has a rich history of innovation, including a number of businesses creating products ranging from railway cars in the past to air compressors today. Yet, according to economic development professionals, today’s entrepreneurs lack the supports necessary to start new businesses and new business growth is stagnant. Additionally, numerous existing plans call for reducing commercial vacancy, encouraging business growth in infill locations, and supporting pop-ups in vacant spaces.

3

» WHAT

In order to spur additional business creation and to support budding entrepreneurs, the EDCMC seeks to start a Business Resource and Innovation Center in Michigan City. This innovation center will support local emerging entrepreneurs with space and support as they grow and scale up. The innovation center will do this by providing affordable co-working space for emerging entrepreneurs, guiding businesses needing larger spaces through code compliance, health department, and other city approvals, and partnering with the Small Business Development Center (SBDC) to create recurring classes on business planning and financing. While the Innovation Center will support all entrepreneurs, it will also have a particular focus on technology, computers, and video gaming.

5

6

» HOW | FUNDING

Potential Funding Sources to Pursue

- SBDC - Small Business Development Center
- EDA - U.S. Economic Development Administration
- SCORE
- USDA grants
- City funding
- READI 2.0 (capital needs)

» HOW | TASKS «

Year 1 | Visit successful models to inform the selection of a site and center programming

Year 2 | Develop a “pop-up” version while the full center is planned

Work with an architectural team to develop a design and budget for fit out of the Center

Year 3 | Work on building out the space and marketing the Center

» WHO «

Maroon is lead | Orange is support

EDCMC

Purdue Northwest

Local Entrepreneurs

Federal Partners

Redevelopment Commission

State Partners

NWI Forum

NWI Food Council

Chamber of Commerce

target date

» WHEN «

short-term

mid-term

long-term



» **EXAMPLES** «

Top Left | Innovation Center

The Mill in Bloomington has an Event Center, small offices, and co-working spaces while hosting innovation training and supporting the tech community. Photo courtesy of Blackline Studio for Architecture.

Bottom Left | Black Entrepreneurship Center

Spelman College, and Morehouse College partnered to develop the Center for Black Entrepreneurship (CBE), the first-ever academic center of its kind to produce, train, and support a new class of Black entrepreneurial talent.

Bottom Right | Entrepreneurship Hub

Tech-Town in Detroit is an entrepreneurship hub that provides programs, education and resources for small businesses and tech entrepreneurs. It has co-working, offices, meeting and event space to accelerate an inclusive economy.



Note: examples photos only provided for some tasks

1 TASK 2.3: SUPPORT SOUTH FRANKLIN AND MIDTOWN

2 » WHY

Franklin Street acts as the City’s primary walkable commercial corridor, running north to south from Downtown to Midtown and beyond.

3 North of the South Shore tracks Franklin Street boasts many streetscape amenities, is highly crossable, and houses well supported businesses. South of the tracks, Franklin Street lacks many of those same amenities and has higher commercial vacancy rates, a higher number of deteriorated buildings, and a lack of pedestrian amenities and crosswalks.

4 Despite lacking these amenities, Franklin through Midtown is home to or adjacent to assets that benefit all three neighborhoods in the focus area, including great restaurants and local businesses. It is well connected to the Franciscan Hospital campus (which is undergoing redevelopment) and the Elston school campus (which is home to the YMCA, the Young Peoples Theater and Holdcraft Players theater groups, sports fields, and career training organizations).

5 In conversations, stakeholders voiced a desire to see Franklin Street receive the same enhancements and business support south of the tracks as it does north of them, believing this could spur additional neighborhood-serving retail and local employment opportunities. Likewise, the NW Indiana Transit District Development Summary voices a desire to see the new double-track station catalyze development south of 11th Street.

6 » WHAT

With the creation of the new transportation development district (TDD) formed around the new South Shore double-track in 2022, an opportunity exists to develop a multi-pronged approach to support the businesses and streetscape of South Franklin Street. City Planning will work to utilize these funds to improve the public infrastructure and will work with local businesses to explore means of business support. Public infrastructure improvements will focus on street activation and infrastructure improvements between the Franciscan and Elston sites, incorporating traffic-calming upgrades to improve pedestrian experiences and to support commercial and retail viability. Business supports and incentives will include facade improvements, site upgrades, and non-physical supports such as business planning.

» HOW | FUNDING

Potential Funding Sources to Pursue

- Transit Development District (TDD) for South Franklin Street improvements
- Franciscan Health
- READI 2.0 (funding gaps)

» HOW | TASKS «

Year 1 | Develop a streetscape plan for South Franklin Street and a budget for improvements

Begin outreach to Franciscan for potential investment on their property

Coordinate with Michigan City Area Schools regarding additional investment at Elston for community benefit

Conduct outreach to existing business owners to survey needs and ways to deliver incentives from the TDD funds

Year 3+ | Aggressive date to begin streetscape improvements

» WHO «

Maroon is lead | Orange is support

Redevelopment Commission	YMCA
City Planning	Franciscan Health
MCAS	Chamber of Commerce
EDCMC	Local Businesses

target date

» WHEN «

short-term mid-term long-term

1

TASK 3.I: INVEST IN THE H.O.P.E. CENTER

2

» WHY

Participants throughout the CCEI process called for the H.O.P.E. Center to receive investment to help it thrive for the West Side. Its central location and size makes it a key resource for the West Side as a space for social services, civic meetings, and social gatherings. However, the number of programs on site has decreased over the years—even as the West Side faces increasing challenges like high unemployment and poverty rates.

3

The center faces challenges with an aging facility, a small staff, and a non-local board of directors. Recently, they have been working with the Black Business Association to update the commercial kitchen facility for community use and to support small food-based entrepreneurs. This is particularly relevant as the priority area is a food desert and a number of residents manage community gardens and are interested in developing more.

4

5

» WHAT

Building the H.O.P.E. Center into a robust social hub for the West Side requires changes to its board, physical improvements to its building, and improved visibility to the community. Through attrition and relocation, none of the H.O.P.E. Center’s board of directors live in Michigan City. Recognizing the limitations this creates, the board of directors will expand its membership to include both local residents and members with expertise in securing and managing grants.

6

Due to the building’s age and deferred maintenance, it requires significant improvements. A feasibility study is needed to address energy efficiency, lighting, mechanical systems, accessibility and security, restrooms, parking, and outdoor space needs and capacity for community gardens. Although in a central location, the H.O.P.E. Center lacks appropriate signage, pedestrian and bike access, and visibility from Highway 12. A refreshed brand and signage will provide increased recognition among residents and potential partners wishing to utilize space for programs and activities.

» HOW | FUNDING

Potential Funding Sources to Pursue

- Local non-profits
- Local foundations

» HOW | TASKS «

Year 1 | Contact the current board of directors and begin discussion on board membership

Solicit proposals from consultant teams for a feasibility study for the facility, a brand refresh, and visibility and access upgrades from Highway 12

Year 2 | Work with consultant team to develop design and budget estimates and begin raising funds

Year 3+ | Aggressive date to select a construction team to begin improvements

» WHO «

Maroon is lead | Orange is support

H.O.P.E. Center

Unity Foundation

Black Business Association

Direct Service Providers

Local Churches

target date

» WHEN «

short-term

mid-term

long-term

1 2 3 4 5 6 TASK 3.2: ACTIVATE NEIGHBORHOODS WITH CREATIVE PLACEMAKING

» WHY

Members of the Advisory Coalition indicate residents often do not take part in large-scale annual events near the lakeshore due to high cost of entry. Likewise, the data shows a lack of third spaces in the focus area. Thus, there is a desire and need for an increase in free or low-cost cultural and arts events and activities in the focus areas.

Local pastors also report the success of recent arts programming with their congregations and a desire to see an increase in this type of activity. The Lubeznik Center for the Arts (LCA) partners with these congregations for arts programming and is currently working with the H.O.P.E. Center on a building mural.

» WHAT

Building on LCA’s existing partnerships and the strength and longevity of area churches, LCA, churches, and other local arts organizations will spur additional activation, art, and cultural activities in the focus areas, particularly in public areas. The partners will seek to involve leaders participating in the rebooted Neighborhood Leadership Academy (see Task 3.3) and youth leaders emerging from the Kidpreneurs (see Task 1.3) in activation strategies for creative placemaking and a summer arts initiative. LCA will expand its partnership with the West Side neighborhood, including through a connection to the planned neighborhood association (Task 3.3) LCA and local arts organizations will work to activate existing parks and public spaces through “pop-ups”, regular events, and other creative placemaking opportunities. And, should redevelopment opportunities transpire at the NIPSCO or state prison site, LCA, the Public Art Committee and other arts organizations will work to include a large sculpture park-type experience, to potentially turn the skyline defining cooling tower into art, and to enhance the gateway moments on the West Side.

» HOW | FUNDING

Potential funding sources to pursue include:

- LCA to pursue grant funding
- Indiana Arts Commission
- Main Street America Our Town Program
- NIPSCO
- Local REALTOR Association

» HOW | TASKS «

Year 1 | As an initial learning exercise, schedule a site visit with the Neighborhood Leadership Academy to visit other cities engaging in creative placemaking

Year 2 | Work with emerging Neighborhood Associations to identify a plan for a creative placemaking activity

Future | Consider ways to include public art and sculpture at gateways and in public spaces in larger redevelopment sites

» WHO «

Maroon is lead | Orange is support

Lubeznik Center

Local Artists and Business

Public Art Committee

Parks Department

Local Arts Organizations

Sustainability Commission

Local Churches

Streets Department

Local Business

target date

» WHEN «

short-term

mid-term

long-term



» EXAMPLES «

Top Left | Example of activating a public space

Led by Pillsbury Communities in Minneapolis—A street is temporarily closed for a Block Party event with Activity Stations (in this case a hula-hoop area)

Top Right 1 | Example of community-led art

Image of a “Black Lives Matter” mural outside City Hall in Cincinnati, OH

Top Right 2 | Example of Art on Large Infrastructure

Image of a painted set of silo structures in Greencastle, IN —could this serve as an example for the NIPSCO cooling tower?

Bottom Right | Example of community-led art

Temporary “Play” bus stop seating area, led by the Washington, D.C. Office of Planning and designed in built in coordination with local youth



Note: examples photos only provided for some tasks

1 TASK 3.3: INVEST IN NEIGHBORHOOD CIVIC INFRASTRUCTURE

2 » WHY

The Michigan City Comprehensive Plan (2018) and the Vibrant Communities of LaPorte County Action Agenda (2020) call for an expansion of neighborhood associations and the establishment of a Council of Neighborhood Associations, respectively. Yet, Eastport is the only neighborhood in the focus area with a current neighborhood association.

3

According to conversations with city planning officials and residents, neighborhoods lack defined identities and logos, mechanisms to regularly meet with public safety and fire departments, and organized ways of communicating with city leaders. Furthermore, the area is poised for an influx in new development, starting around the South Shore double-track and possibly continuing on the existing prison and NIPSCO sites. Creating a neighborhood civic infrastructure will position residents to communicate effectively with governmental agencies and officials and to provide input on proposed changes and developments.

4

5

» WHAT

The EDCMC launched a Neighborhood Leadership Academy (NLA) in 2020 to help boost civic involvement in the City’s neighborhoods, but their effort was disrupted by COVID. To restart the NLA, EDCMC will identify local resident-leaders for training and will support their efforts to organize neighborhood associations in the West Side and Midtown; they will also boost Eastport’s existing neighborhood association. The Mayor’s Office will assist in clarifying and promoting distinct neighborhood identities, and City Planning will work with each neighborhood to create or update the existing Quality of Life Plans to address zoning, housing, safety, and more. Municipal departments will participate in routine meetings with the newly formed neighborhood associations to track safety and other issues.

6

» HOW | FUNDING

Potential Funding Sources to Pursue

- Unity Foundation
- Gaming revenue

» HOW | TASKS «

Year 1 | Reinstiate the Neighborhood Leadership Academy

Convene neighbors from Midtown, West Side, and Eastport to engage in conversations regarding Neighborhood Associations

Year 2 | Update existing Quality of Life Plans

Clarify and promote distinct neighborhood identities

Year 3 | Create a Quality of Life Plan for West Side

» WHO «

Maroon is lead | Orange is support

EDCMC

H.O.P.E. Center

Resident Leaders

Local Churches

Mayor’s Office

Municipal Departments

City Planning

Vibrant LP County

target date

» WHEN «

short-term

mid-term

long-term

1

TASK 4.I: BUILD AND REHAB SINGLE-FAMILY HOMES

2

» WHY

Throughout the process, stakeholders were clear that there is a shortage of affordable housing in the focus area. Employers noted the lack of workforce housing for employees, causing problems for those without driver’s licenses or reliable transportation. Business owners on Michigan Boulevard noted the lack of safe affordable housing for employees which in turn leads to employee turnover. Local community-minded realtors noted that outside investors are out-bidding most potential first time home-buyers in these neighborhoods and that many rental homes have quality and code issues. Additionally, the West Side has a high quantity of vacant lots and abandoned or chronically vacant housing. And, several existing plans and studies note the need for affordable homeownership opportunities.

4

According to a recent study commissioned by the Redevelopment Commission, 80% of Michigan City’s housing stock was built prior to 1980. This paired with low incomes also indicates a high need for home owner repair.

5

» WHAT

Recognizing this need, the EDCMC recently helped create the Lake Michigan CDC to act as a nonprofit housing developer focused on the creation of affordable housing, particularly single lot infill housing, and owner-occupied home improvements. To this end, the CDC, the Redevelopment Commission, and City Planning are already coordinating on the reuse of vacant lots. EDCMC is supporting this effort due to its centrality to economic development efforts. Based on the available lots, the CDC will develop a set of criteria to prioritize decision-making on parcel-level single-family housing investments, including an inventory of conditions and a pattern book to guide infill housing. The CDC will create relationship with local banks, realtors, the City, and State to gain access to funds to support this work and to provide support, training, and resources to renters and homebuyers. And, the CDC will work with the City and banks to deploy homeowner repair funds by doing outreach and referring homeowner to available home repair opportunities.

6

» HOW | FUNDING

Potential Funding Sources to Pursue

- Local Funders and Area Banks (for homeowner repair and buyer counseling)
- HOME - HUD’s Home Investment Partnership Program
- CDBG - Community Development Block Grant, local
- Indiana Housing Trust Fund
- IHCD (down payment assistance program)
- Northwest Indiana Center on Aging (NWICA)

» HOW | TASKS «

Year 1 | Conduct a boots-on-the-ground inventory of all residential parcels in West Side and Eastport and create a corresponding map of vacancy and home conditions

Work with City Planning to create a series of 3-5 pre-approved infill home plans for parcels within West Side and Eastport

Coordinate with local banks to provide financial literacy training, homebuyer counseling, home ownership counseling (post-closing) and resources for rehabbing homes

Year 2 | CDC to begin first round of priority construction and rehab

» WHO «

Maroon is lead | Orange is support

Lake Michigan CDC

Area Banks

EDCMC

Mayor’s Office

Local Non-profits

City Planning

Redevelopment Commission

Vibrant Laporte County

LPCAR

target date

» WHEN «

short-term

mid-term

long-term

1 TASK 4.2: DEVELOP AFFORDABLE NEIGHBORHOOD HOUSING

2 » WHY

Michigan City, and particularly the focus areas, lack safe, affordable housing. According to a recent housing study commissioned by the Redevelopment Commission, over 80% of Michigan City’s housing units were built prior to 1980, and housing construction since 2010 has dramatically decreased, with almost no multifamily housing permits issued in the last few years. Pastors, employers, residents, and community leaders noted the loss of prospective residents to surrounding communities due to the lack of affordable housing opportunities.

4 The Eastport QOL Plan identified a goal to develop a multi-family affordable housing project on a site in the Canada neighborhood, on property that is under City or Redevelopment Commission ownership near the Trail Creek Greenway.

» WHAT

5 Long-term options on the West Side for multifamily affordable housing development may include the prison and NIPSCO sites. Near-term, Lake Michigan CDC can work with the City to assemble and develop City and Redevelopment Commission owned East Side properties in the Canada neighborhood. As the site is explored and a plan materializes, additional parcels may be necessary to complete the project. Given Lake Michigan CDC’s lack of experience, the CDC will likely need a development partner who will work with the CDC to craft a design and budget for the project designed to create affordable units while being sensitive to adjacent homes.

» HOW | FUNDING

Potential Funding Sources to Pursue

- Low-Income Housing Tax Credits (LIHTC)
- HOME - HUD’s Home Investment Partnership Program
- Indiana Housing Trust Fund

» HOW | TASKS «

Year 1 | Determine available parcels for the potential development site in Canada

Identify lead developer and partners

Pursue LIHTC and other sources of funding

Year 2 | Begin development activities on the initial site while creating a prioritized plan for additional future sites

» WHO «

Maroon is lead | Orange is support

City Planning

EDCMC

Lake Michigan CDC

Local Non-profits

Redevelopment Commission

LPCAR

target date

» WHEN «

short-term

mid-term

long-term

1 TASK 5.1: IMPROVE SAFETY OF HIGHWAY 12 TO CREATE DUNE AND LAKE ACCESS

2 » WHY

United States Highway 12 (US12) runs east to west through the northern part of Michigan City. At both the east end and west end of the focus area the road expands from two to four lanes. The street is also a barrier that cuts the West Side neighborhood off from Indiana Dunes National Park and reportedly encourages high speed, dangerous traffic in and around the residential West Side neighborhood. West Side residents note their proximity to the national park and the lakefront; yet, they feel cut off from these assets and rarely access them due to physical barriers despite the close proximity.

4 Both the Lake Michigan Gateway Implementation Strategy (2016) and the Marquette Plan Phase 2 (2008) call for changing the character of Highway 12, including adding tree lawns, sidewalks, and pedestrian crosswalks at intersections to allow easy access to the national park.

5 » WHAT

Using the Lake Michigan Gateway Implementation Strategy (2016) as a guide, Highway 12 will be made more pedestrian-friendly. In addition to the streetscape design provided there, additional crosswalks will be added for better connectivity to the lake and National Park.

6 As a state-owned highway, the City needs to coordinate with the Indiana Department of Transportation (INDOT) to enact these changes. In order to advocate for this and other long-term, complicated projects (such as the prison and NIPSCO site reuses in Tasks 6.1 and 6.2), a “Vibrant Michigan City” Advocacy team will be formed. This Advocacy team’s goal is to ensure resident and community input on large projects directly impacting the area and resident access to physical assets.

» HOW | FUNDING

Potential Funding Sources to Pursue

- INDOT Reconnecting Our Communities Grant
- Northwest Indiana Regional Planning Commission (NIRPC)
- Request READI 2.0 (design and construction)

» HOW | TASKS «

- Year 1 | Form “Vibrant Michigan City” Advocacy Team
- Year 2 | Create an RFP and select a team to develop streetscape plans and a budget based on the 2016 “Gateway Plan” concept with noted additions
- Year 3+ | Coordinate with INDOT for approval of Highway 12 design plans and seek funding for implementation
- Future | Engage communities in placemaking efforts along Highway 12

» WHO «

Maroon is lead | Orange is support

NIRPC

National Park Service

City Planning

NIPSCO

Vibrant MC Advocacy

West Side Neighborhood

INDOT

target date

» WHEN «

short-term

mid-term

long-term

1 TASK 5.2: INVEST IN EXPANDED TRAILS

2 » WHY

Both the Michigan City Comprehensive Plan (2018) and the Vibrant Communities for LaPorte County Action Agenda (2020), call for connecting Michigan City residents to the regional trail system and for enhancing pedestrian and bicycle mobility. This connectivity is particularly needed in the focus area neighborhoods where physical barriers like roads and large-scale developments separate residents from parks and especially the lakefront.

3 » WHAT

Michigan City has multiple trail projects that are at the conceptual phase, some with complete engineered drawings and others requiring design and construction documents. Likewise, there are many tasks elaborated in this agenda the include proposed trail connections, particularly from the West Side neighborhood to Indiana Dunes National Park.

5 Local biking advocacy groups, as well as bicycle enthusiast businesses, should be engaged to support trail development and use. There are also unique opportunities to engage local artists and arts groups to integrate placemaking activities at key trail nodes (Task 3.2).

6 » HOW | FUNDING

Potential Funding Sources to Pursue

- Indiana Trail Program
- Hold a Police Department Bike Sale to help fund amenities
- READI 2.0 (design and construction)

» HOW | TASKS «

Year 1 | Identify which trail projects should be the first priority for completion and seek funding for its completion

Partner with local biking advocates to increase trail ridership, promote bicycle safety, and provide rider education in the priority area

Set up a discount program for biking for a visit (i.e. Bicycle Passport Program)

Year 3 | Begin construction of priority trail segments

» WHO «

Maroon is lead | Orange is support

Parks Department

Mayor's Office

City Planning

Chamber of Commerce

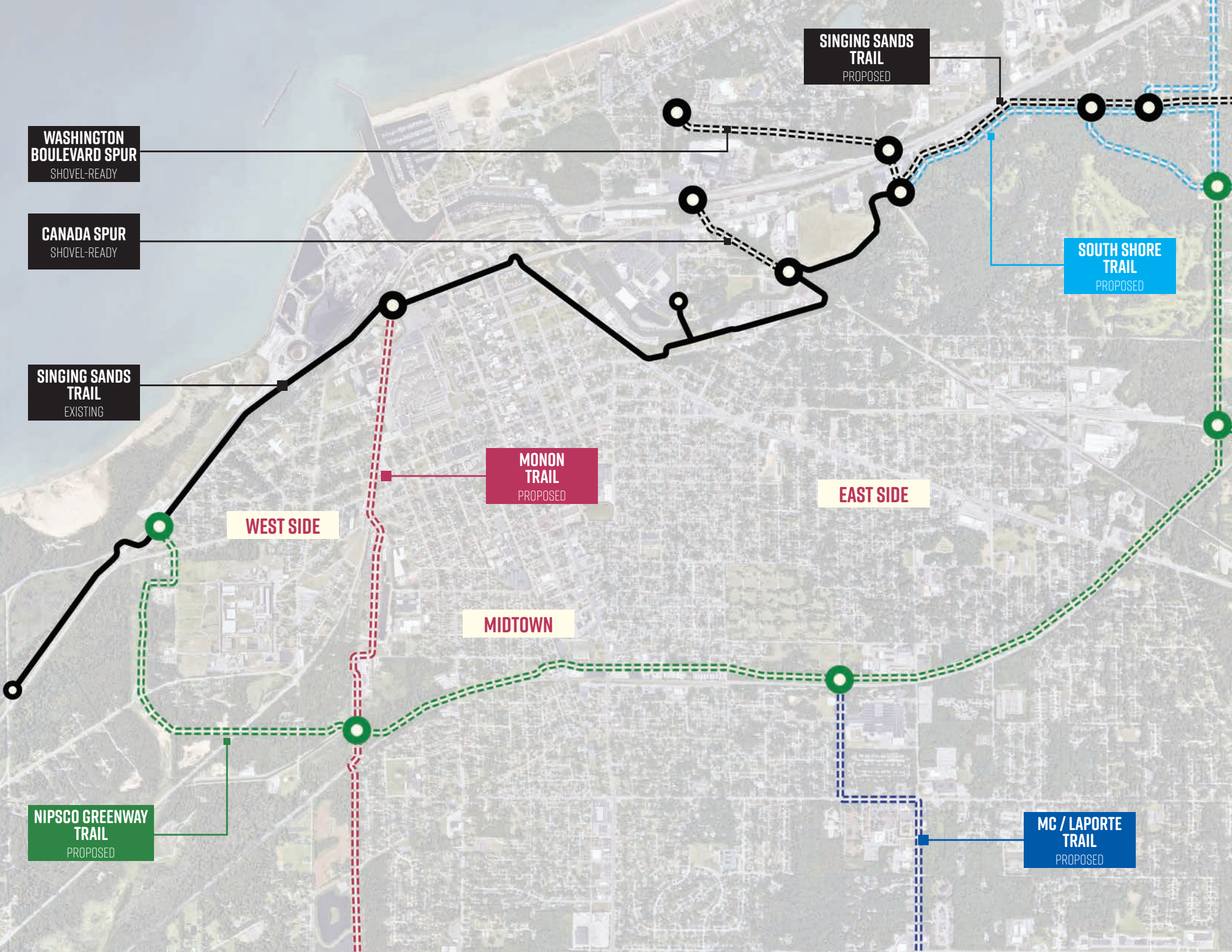
NIRPC

target date » WHEN «

short-term

mid-term

long-term



WASHINGTON BOULEVARD SPUR
SHOVEL-READY

CANADA SPUR
SHOVEL-READY

SINGING SANDS TRAIL
EXISTING

NIPSCO GREENWAY TRAIL
PROPOSED

MONON TRAIL
PROPOSED

SINGING SANDS TRAIL
PROPOSED

SOUTH SHORE TRAIL
PROPOSED

MC / LAPORTE TRAIL
PROPOSED

WEST SIDE

MIDTOWN

EAST SIDE

1 TASK 6.I: EXPLORE STATE PRISON REUSE OPTIONS

2 » WHY

The Indiana State Prison takes up a large acreage, nearly 100 acres, in the West Side neighborhood and divides the West Side neighborhood from the Indiana Dunes National Park and lakefront. Many West Side residents think this land could be put to better use with a mix-of uses that are more appropriate for a residential neighborhood and to create a livable connection to the national park for the entire city's benefit.

As part of READI 1.0, Michigan City received funds to undertake a prison relocation study. Soon after, however, the State of Indiana began an evaluation all of the state's prison sites. This put the local study temporarily on hold, waiting for state's determination on closure.

3 » WHAT

The Redevelopment Commission will hire a team to work with residents and other local stakeholders to examine redevelopment scenarios for the state prison site that focus on community priorities and on integrating the site into the West Side Neighborhood. During the engagement activities for this agenda creation process and during a visioning exercise at an Advisory Coalition meeting, participants expressed Ideas for how to integrate the site into the West Side neighborhood and what types of development they would prefer to see as part of the site's potential reuse. Ideas include creating a mixed-use and walkable village atmosphere, incorporating a mix of housing types and price ranges, reusing the oldest and best historic structures (such as the chapel), and including creative placemaking strategies in public spaces and gateways (See Task 3.2) Providing more direct access to the site from Highway 12 would also further connect residents to the national park (See Task 5.1).

Given the uncertain nature of the site's future, there is a need for advocacy for this site and other long-term complicated projects (such as Highway 12 and NIPSCO site reuse). "Vibrant Michigan City" will serve as an organizing group to funnel community input to relevant stakeholders (See Task 5.1 and 6.2).

4 » HOW | FUNDING

Potential Funding Sources to Pursue

- READI 1.0 (redevelopment scenario planning)
- READI 2.0 (infrastructure, including roads, utilities, and stormwater detention if timing allows)

» HOW | TASKS «

Year 1 | Review results of the statewide prison study with a goal of allowing reuse

Create an RFP for teams to assist the City in considering reuse options for the site. Work with the selected team to create alternatives for consideration and select a preferred alternative

Year 2 | Examine options for working with a development partner as a potential master developer or for select components of the site

Year 3 | Advocate for preferred reuse option with Indiana Department of Corrections (IDOC)

» WHO «

Maroon is lead | Orange is support

Redevelopment Commission

Mayor's Office

NWI Forum

State of Indiana

EDCMC

Vibrant MC Advocacy

City Planning

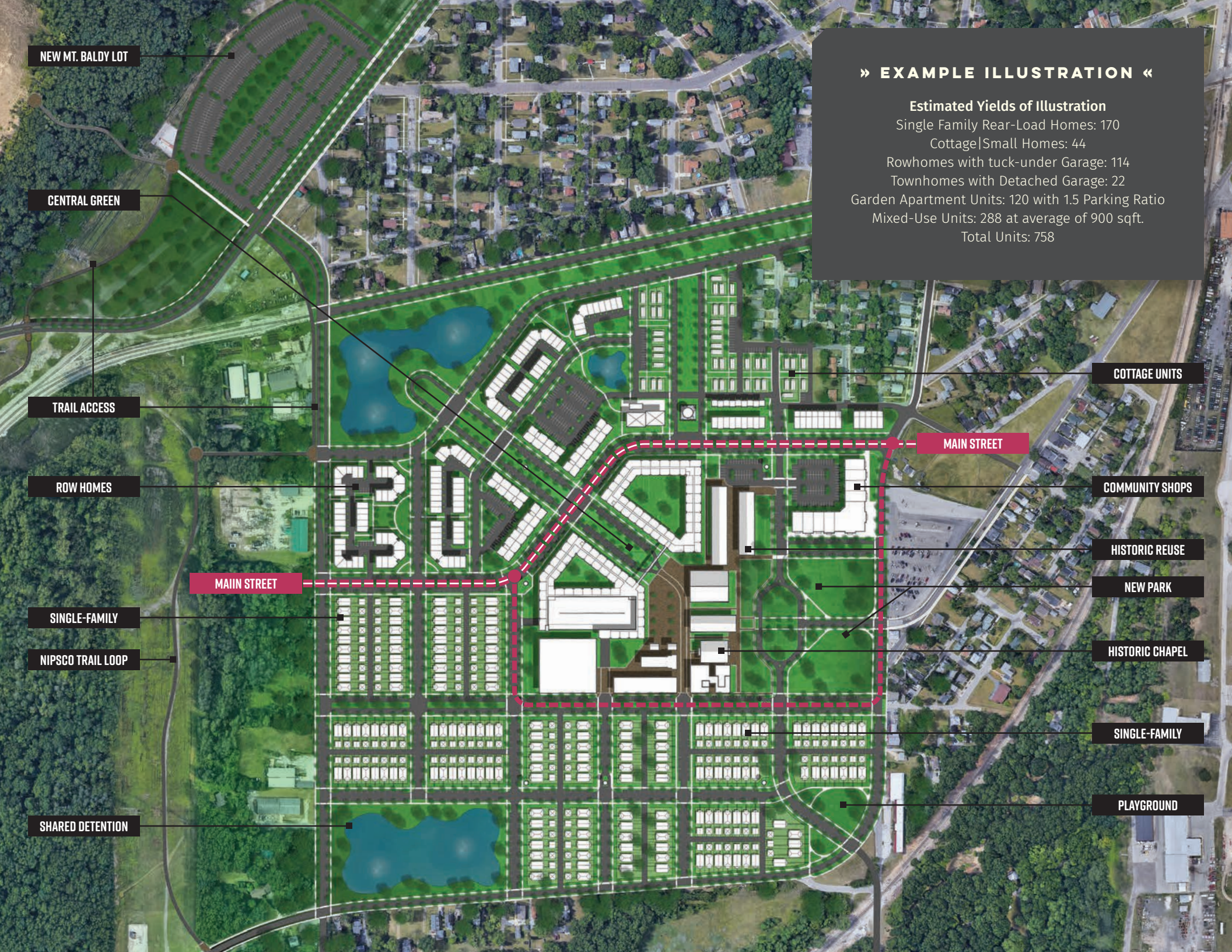
target date

» WHEN «

short-term

mid-term

long-term



» **EXAMPLE ILLUSTRATION** «

Estimated Yields of Illustration

Single Family Rear-Load Homes: 170

Cottage|Small Homes: 44

Rowhomes with tuck-under Garage: 114

Townhomes with Detached Garage: 22

Garden Apartment Units: 120 with 1.5 Parking Ratio

Mixed-Use Units: 288 at average of 900 sqft.

Total Units: 758

NEW MT. BALDY LOT

CENTRAL GREEN

TRAIL ACCESS

ROW HOMES

SINGLE-FAMILY

NIPSCO TRAIL LOOP

SHARED DETENTION

MAIN STREET

MAIN STREET

COTTAGE UNITS

COMMUNITY SHOPS

HISTORIC REUSE

NEW PARK

HISTORIC CHAPEL

SINGLE-FAMILY

PLAYGROUND

1 2 3 4 5 6 TASK 6.2: ENCOURAGE COMMUNITY-SERVING REUSE OF NIPSCO SITE

» WHY

By 2028, NIPSCO’s coal-fired power plant located on the lakeshore will be closing. Some of the contaminated coal ash ponds have been moved off site, but environmental remediation needs remain. While NIPSCO controls the site and its future, reuse of the property could transform the Michigan City Lakefront and the West Side Neighborhood’s access to it.

Throughout the engagement activities for this agenda creation process, stakeholders were concerned that without a community vision in place—and a way to advocate for that vision—that the site could become another wealthy tourist enclave or left vacant as remediation efforts stagnate. Residents and stakeholders expressed a desire for a public use that provides safe community access and increased economic opportunity.

» WHAT

This site’s future will last beyond current political tenure, so creating a long-term advocacy campaign to convey community desires to NIPSCO and state and regional political entities is needed. This group will work with the West Side and the City to develop a vision and advocate for it in a timely fashion. The “Vibrant Michigan City” Advocacy team will advocate for this and other long-term, complicated projects (such as Highway 12 and the state prison site reuse). (See Tasks 5.1 and 6.1). Part of this effort will include working with the community to develop a vision for the site and to advocate for active public spaces and creative placemaking opportunities. Key to this effort’s success will be establishing a relationship with NIPSCO as they plan closure, cleanup, and reuse and coordinating with other advocacy groups such as Just Transition NWI (focused on environmental justice) and the NAACP. As the community awaits more information on NIPSCO’s plans, Vibrant Michigan City will work to educate participants in the Neighborhood Leadership Academy (See Task 3.3) on effective advocacy and will study reuse of industrial sites with coal ash contamination.

During an Advisory Coalition meeting, participants participated in a visioning exercise to provide input on the ideal redevelopment of the site as pictured on the opposite page, however it is important to note that there are significant unknowns and flexibility regarding this vision will be required.

» HOW | FUNDING

Potential Funding Sources to Pursue

- READI 2.0 (feasibility study for the site)

» HOW | TASKS «

- Year 1 | Convene a group of key leaders and develop a campaign brand and meeting structure
- Year 2 | Work with a consultant team to engage the neighborhood to determine a vision for the site

» WHO «

Maroon is lead | Orange is support

NIPSCO

State of Indiana

Redevelopment Commission

National Parks Service

City Planning

Mayor’s Office

NIRPC

target date

» WHEN «

short-term

mid-term

long-term

» **EXAMPLE ILLUSTRATION** «

There are many caveats to the items shown in this image - and flexibility regarding the ultimate vision will be needed in the future.

This image reflects comments and ideas provided during the CCEI process. See the graphic on Page 52 for notes on particularly unknown issues, including whether the cooling tower or smoke stack remain, how far back the affordable housing is located from the lake, and whether the lake edge will be farther south due to the extent of coal ash fill and the sea wall.



SINGLE FAMILY HOMES

ROW HOMES

HOTEL + CONVENTION

LAKESIDE PROMENADE

DESTINATION RETAIL

TOWNHOMES

"POP-UP" PARK

APARTMENTS

NEW PUBLIC BEACH

VENUE + EVENT LAWN

PUBLIC "PIER" EDGE

HISTORIC REUSE

NEW PUBLIC PARK

MIXED-USE "SPINE"

DESTINATION RETAIL

COOLING TOWER "ART"

INDOOR RECREATION

« PUBLIC BEACH ACCESS + CONNECT TO WEST SIDE ACROSS HIGHWAY I2 »

» A NEED FOR FLEXIBILITY THIS IS ONE ILLUSTRATION ONLY

There are a number of factors that will have to be considered as the site actually develops in the future. The cooling tower may or may not be repurposed and the same goes for the smokestack. Additionally, the extent of coal ash may mean that the shoreline is not at the current location as indicated in this image. The community may wish for housing to be pushed farther back from the lake edge. With so many unknowns and possibilities, it is important to remember that this illustration represents comments and input, but is only one potential solution.

» PUBLIC PARK AND BEACH

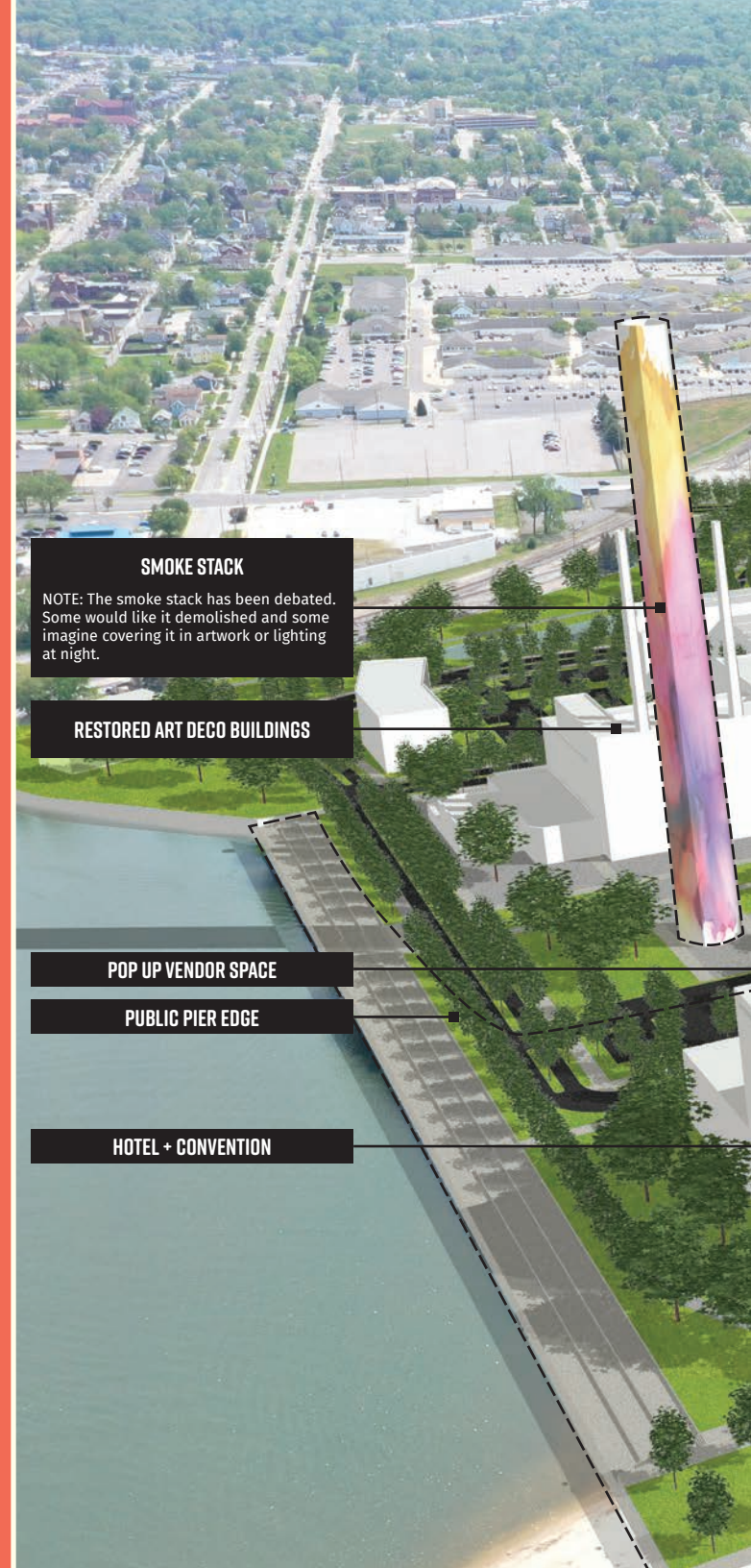
The lakeshore should be open to the public and West Side residents. There is a large new public park shown in this illustration at the center of the redeveloped site. Highway 12 would be enhanced with improved pedestrian connectivity to the West Side. Green spaces would extend from the park into other areas of the site. At the north edge of the park is a lawn with a public parking area that leads into a public beach on the lakeshore.

» CONCERT VENUE ON LAKE MICHIGAN

It is important to extend the tourism season to support local businesses and provide more activities. This illustration shows a new outdoor concert venue with a bandshell and lawn where audiences can view Lake Michigan beyond the performance. This would act as a draw regionally and help to extend the lakeshore's season of use.

» ART IN THE SKYLINE

The height of the NIPSCO power plant cooling tower and the smokestack on campus make these features act as skyline elements for Michigan City. This illustration shows those towers being maintained but turned into large scale public art installations. Projected light displays could make the towers an interactive element in the night sky. These features, as noted above, are only one potential outcome. If demolished in the future, these features could be replaced with additional public space and amenities.



SMOKE STACK

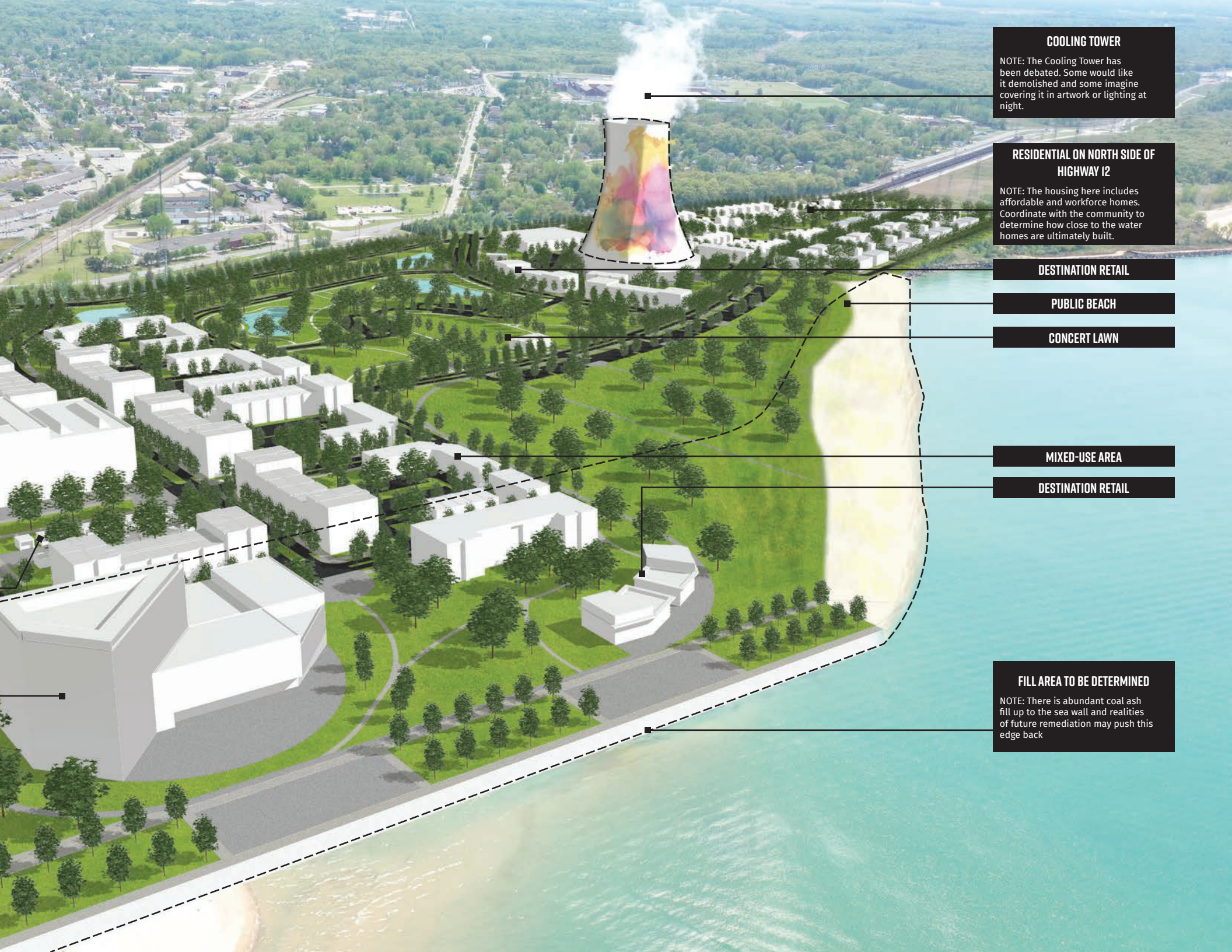
NOTE: The smoke stack has been debated. Some would like it demolished and some imagine covering it in artwork or lighting at night.

RESTORED ART DECO BUILDINGS

POP UP VENDOR SPACE

PUBLIC PIER EDGE

HOTEL + CONVENTION



COOLING TOWER

NOTE: The Cooling Tower has been debated. Some would like it demolished and some imagine covering it in artwork or lighting at night.

RESIDENTIAL ON NORTH SIDE OF HIGHWAY 12

NOTE: The housing here includes affordable and workforce homes. Coordinate with the community to determine how close to the water homes are ultimately built.

DESTINATION RETAIL

PUBLIC BEACH

CONCERT LAWN

MIXED-USE AREA

DESTINATION RETAIL

FILL AREA TO BE DETERMINED

NOTE: There is abundant coal ash fill up to the sea wall and realities of future remediation may push this edge back

An aerial photograph of a large, multi-winged school building complex, likely a high school or university campus. The building is constructed of brick and features numerous windows and flat roofs. A prominent entrance with a set of stairs is visible on the right side. The surrounding area includes parking lots with several cars, a large open field, and residential neighborhoods in the background. The entire image is overlaid with a semi-transparent red color.

APPENDIX
VIBRANT MICHIGAN CITY

EXERCISE 1: SUMMARY REPORT

At the second Advisory Coalition meeting, attendants were provided the following summary report based on the input exercise from the first Advisory Coalition Meeting

« FEBRUARY ADVISORY COALITION MEETING »

FIRST INPUT EXERCISE

« BIG IDEAS »	<p>ECONOMIC</p> <ul style="list-style-type: none"> • Reuse NIPSCO to National Park (3x) • Transform Westside by reusing prison (2x) • Grocery store for the Westside and Eastside (3x) • Franklin Corridor as commercial center (2x) • More service sector at Eastgate - food/laundry • Small business incubator • Partner programs with Blue Chip 	<p>BUILT ENVIRONMENT</p> <ul style="list-style-type: none"> • Reuse the prison site (housing + mixed-use) (4x) • Infill, rehab, and new housing in Canada (3x) • New housing (mall edges, near station) (2x) • Water park at MCA Admin / Elston YMCA (2x) • Skate park - expand Westside, add to MCA site (2x) • Beachfront / riverfront - NIPSCO + Singing Sands (2x) • Housing programs - affordable, infill, and rehab 	<p>CIVIC / SOCIAL</p> <ul style="list-style-type: none"> • Community Center at Franciscan site (3x) • Renovations + added programs at HOPE Center (3x) • Bring university programs into town • Funding for a youth center • Support New Covenant Outreach • Community gardens Cleveland Park area
« STRENGTH »	<p>ECONOMIC</p> <ul style="list-style-type: none"> • 11th Street Station and development (3x) • NIPSCO reuse opportunity is a strength • Lighthouse Place Outlet Mall • Eastport has assets - great area for business (2x) 	<p>BUILT ENVIRONMENT</p> <ul style="list-style-type: none"> • Michigan City School Admin Building site • Ames Field is a gateway • Skate Park at Michigan and 4th • Land to extend mixed-use development in Eastport 	<p>CIVIC / SOCIAL</p> <ul style="list-style-type: none"> • The HOPE Center is a community strength (4x) • Elston School YMCA and organizations (2x) • Franciscan Hospital • 5th Ward is strong
« WEAKNESS »	<p>ECONOMIC</p> <ul style="list-style-type: none"> • Prison is a weakness (12x) • Eastgate Plaza outdated, no grocery (5x) • NIPSCO needs reused (2x) • Blue Chip Casino (3x) 	<p>BUILT ENVIRONMENT</p> <ul style="list-style-type: none"> • Michigan Boulevard is not vibrant (2x) • Need better infill housing programs • Walker Street Park needs improved 	<p>CIVIC / SOCIAL</p> <ul style="list-style-type: none"> • Police - lo pay, too few officers • Unknown environmental issues for gardens • Canada neighborhood needs improved • Vacancy around Lincoln Avenue • No City Hall in Eastport

EXERCISE 2: BREAK-OUT TABLE BRAINSTORMING

At the second Advisory Coalition meeting, attendees were asked to pick one of three break-out tables to brainstorm potential agenda tasks, leaders, and priorities. These tables were focused on (1) Economic Actions, (2) Built Environment Actions, and (3) Civic and Social Actions. attendees were each provided a list of inputs to guide discussions, including goals from relevant previous plans, summaries of inputs from the first meeting, and guiding questions from the consultant team.

VIBRANT MICHIGAN CITY - AC MEETING #2
Economic Prosperity for All

ECONOMIC AGENDA - POTENTIAL ITEMS

Items from Existing Plans

- Momentum: Michigan City 4040 Comprehensive Plan
 - Encourage business growth in infill locations
 - Developing a micro-loan program for small businesses
 - Expand number of industry-recognized certification trainings
 - Promote high-density TOD
 - Create a comprehensive streetscape plan for commercial corridors
- Vibrant Communities of Laporte County - Action Agenda
 - Expand adult educational programming
 - Expand career development partnerships in high schools
 - Support talent attraction & retention incentives
 - Pop-up shops for new businesses in vacant spaces

Items from First Input Exercise / Other conversations (February AC Meeting)

- Reuse the prison site to transform the Westside (by far the most comments at meeting)
- Reuse the NIPSCO site - increase city - connect the Westside to the lake and National Park
- Address food desert issue from economic angle (also covered in civic/social)
 - Grocery store - or - work with grocer for buying power?
 - Support other food ventures - restaurant owners, entrepreneurs
- Commercial Corridors (also in built environment)
 - East Side - Michigan Boulevard - better development standards, more vibrant, more service businesses
 - West Side - Willard - bring back neighborhood commercial, nooks, watering holes, a Main Street
 - Midtown - Franklin south of 11th - improved commercial south of new station, not just north
- Economic programs + partnerships
 - Small business incubator
 - Partner with Blue Chip Casino for more local opportunities

Discussion points

- What should happen with the prison site?
- What should happen with the NIPSCO site?
- What other economic programs can we consider?

Questions to the team

- How does the city support entrepreneurs or new business development?
- What are barriers to employment?
- What types of businesses have trouble retaining workers or filling jobs? why?
- What are job opportunities for graduating seniors?
- Do workers have access to job training?
- How do people get to work?
- What are the various time blocks people work? Are they able to have a high quality of life on various shifts?

VIBRANT MICHIGAN CITY - AC MEETING #2
Economic Prosperity for All

BUILT ENVIRONMENT AGENDA - POTENTIAL ITEMS

Items from Existing Plans

- Momentum: Michigan City 4040 Comprehensive Plan
 - Walkable mixed-use neighborhoods with a range of home types / costs
 - Rehabilitate historically significant sites and brownfields
 - Adaptive reuse of Franciscan
 - Smaller, neighborhood-scale parks for residents - evenly distributed
- Vibrant Communities of Laporte County - Action Agenda
 - Develop a placemaking & public art program
- Lake Michigan Gateway Implementation Strategy
 - Make Route 12 a "complete street" - bike lanes, tree lawns, better building standards
 - Connect 10th Street into Route 12 on Westside
- NW Indiana Transit District Development Summary
 - Improve Michigan Boulevard in Eastport
 - Walkable commercial streets and nodes in neighborhoods with missing middle housing
- Laporte County Housing Analysis & Action Agenda
 - 100+ subsidized, 3300+ workforce, 1200+ upper-income homes by 2030 (5700 total - MC is ~30% of county)
 - 11th Street Development (200 units) - You Are Beautiful Development (150 units)

Items from First Input Exercise (February AC Meeting)

- Big, transformative projects
 - Reuse of the prison site - historic rehab with mixed-use and housing
 - NIPSCO site - historic rehab with mixed-use and housing
- Neighborhood infill and new housing
 - Infill in West Side and East Side
 - In Canada area / land in Eastport
 - Near rail, edges and near new station
- Parks and green spaces
 - Slate parks and water parks both mentioned
 - Beachfront and/or riverfront approach to NIPSCO site and along Singing Samos Trail
 - Ames Field, Walker Street Park, Elston YMCA, and NCAS site all mentioned
- Commercial Corridors/Neighborhood Center streets - also mentioned in Economic
 - Michigan Boulevard improvements to help Eastside - more vibrant and pedestrian-friendly
 - Connect 10th Street to Route 12 - good entry for West Side
 - Make Route 12 a "complete street"
 - Willard on West Side and Franklin south of 11th - improve as core street for neighborhoods

Discussion points

- How can NIPSCO and prison site better connect with the neighborhood in the future
- With vacant lots and need for housing - any areas to concentrate on / early phases?

Questions to the team

- Where do people naturally gather and interact?
- How do people bike or walk places - any known problems / gaps / needs?
- How do people get to major job centers?
- Can people walk to parks or green spaces?
- What type of housing is missing? - what do different people want (families, young employees, seniors)

VIBRANT MICHIGAN CITY - AC MEETING #2
Economic Prosperity for All

CIVIC + SOCIAL AGENDA - POTENTIAL ITEMS

Items from Existing Plans

- Vision 2025 - 2035
 - Expand the number of neighborhood associations
 - Eliminate substandard rental housing
- Vibrant Communities of Laporte County - Action Agenda
 - Form a Council of Neighborhood Associations
 - Explore incentives to revitalize neighborhoods and communities
 - Develop home-ownership education opportunities
- Laporte County Housing Analysis & Action Agenda
 - Housing Trust Fund for gaps in affordable housing

Items from First Input Exercise (February AC Meeting)

- Community Centers - or centers for neighborhood support and engagement
 - The HOPE Center - largest amount of input at meeting
 - Franciscan site - for community wellness programming?
- A Youth Center
 - Where to find funding?
 - Elston School YMCA and other programs
- Community-based food-desert efforts
 - Community gardens - how to support, locations, needed programs? Cleveland Park mentioned
 - Question regarding soil health / environmental concerns
- Neighborhood outreach
 - Supporting neighborhood pride / events?
 - Neighborhood churches, New Covenant Outreach site

Discussion points

- We've heard there aren't established neighborhood associations - should we help build those up?
- What are the neighborhood events / annual celebrations?

Questions to the team

- Where do people go to hang out outside?
- Where do people go to celebrate publicly?
- What are the festivals and events that attract all residents?
- How do people advocate their ideas to city government?
- How do people learn what city government is doing?

EXERCISE 3: BREAK-OUT RUNNING AGENDA DEEP-DIVE

At the third Advisory Coalition meeting, attendants were provided an initial “Running Agenda” made up of tasks developed during the second Advisory Coalition meeting’s Breakout Table sessions.

Attendees were provided an initial running agenda summary of all items and then each break-out table was provided a list of agenda topic areas with specific tasks or discussion points for each.

VIBRANT MICHIGAN CITY - RUNNING DRAFT AGENDA
An Inclusive Economic Development Agenda for Michigan City

RUNNING AGENDA AS OF 4.20 - SUMMARY

- Support for Healthy and Engaged Communities**
 - 1.1. Reinvigorate the HOPE Center as a Community Hub
 - 1.2. Activate Core Neighborhoods and Engage Residents
 - 1.3. Arts and Placemaking in Neighborhoods
- Core Neighborhood Housing (Westside, Midtown, Eastport, Canada)**
 - 2.1. For the Westside - Coordinate with Lake Michigan CDC on Scattered-Site Infill
 - 2.2. Eastport Quality of Life Plan Support
 - 2.3. Midtown Quality of Life Plan Support
- Transformational Westside Opportunity Sites**
 - 3.1. Complete Streets Upgrades to US2
 - 3.2. An Unknown Future for the State Prison Site
 - 3.3. Future Ideas for NPSCO Site - Connecting West Side to Lake Michigan
- Walkable Neighborhood Commercial**
 - 4.1. Coordination with Main Street
 - 4.2. Michigan Boulevard as a Gateway and Main Street
 - 4.3. Midtown South Franklin - Connection from Franciscan to Elston
 - 4.4. Update Commercial Zoning at Neighborhood Nodes
- Employment and Entrepreneurship**
 - 5.1. Addressing Barriers and Creating Pathways to Employment
 - 5.2. Connecting graduating seniors to meaningful and high-paying jobs
 - 5.3. Support for Entrepreneurs
- Outdoor Recreation**
 - 6.1. Invest in the Inland in Neighborhood Parks and Greenways
 - 6.2. Next Phase of Trails
 - 6.3. A Boost for Recreation

VIBRANT MICHIGAN CITY - RUNNING DRAFT AGENDA
An Inclusive Economic Development Agenda for Michigan City

- 2.3. QOL Plan: Construct new affordable apartments - target initial effort near Franklin and Midway
- 2.3. QOL Plan: Consider support for goals of transit, bike, and signage from previous plan
- Community Safety**
 - 2.4.1. Task: Goal of increasing safety and reducing crime rate in Eastport QOL Plan
 - 2.4.2. Task: Identify overlap areas between plan objectives and improved community safety
 - 2.4.3. Task: Coordinate with Matt Ashline from IL - study on youth gun violence training with police
- TRANSFORMATIONAL WESTSIDE OPPORTUNITY SITES**
LEAD: Redevelopment Commission, City Planning, State

A - Data - Lower and declining population - size: Acheive (prior to high percentage)
B - Previous plans - Master Revocation Study ongoing, Gateway Plan
C - AC Meetings - State of top 3 items from AC meetings
D - Engagement -
E - Best Practices -

 - 3.1. **Complete Streets Upgrades to US2**
 - 3.1.1. History: The argument from Round Bally to Walnut Street - Connections to HOPE Center
 - 3.1.2. Task: Work with landscape architects to develop drawings based on the 2016 "Gateway Plan" concept
 - 3.1.3. Task: Incorporate many crosswalks assuming better access to the Lake and NPSCO
 - 3.1.4. Task: Coordinate with NPOD for approval of US2 design plans and seek funding to implement
 - 3.1.5. Task: Engage the community in placemaking efforts along US2
 - 3.2. **An Unknown Future for the State Prison Site**
 - 3.2.1. Unknown: State is conducting a state-wide study of prison sites and facilities
 - 3.2.2. Unknown: Results of this will not be made available until a later time
 - 3.2.3. Task: Determine community desires for the site in the event the prison site isn't re-used
 - 3.2.4. Task: Provide details to Redevelopment Commission for potential future consideration
 - 3.3. **Future Ideas for NPSCO site - Connecting West Side to Lake Michigan**
 - 3.3.1. Coordinate with NPSCO board on timing of cleanup and closure
 - 3.3.2. Need advocacy - to revive the site for mixed use and public benefit (not wealthy homes)
 - 3.3.3. All to show how to connect westside neighborhood (Need US2/ NPOD coordinator)
- WALKABLE NEIGHBORHOOD COMMERCIAL**
LEADERSHIP: Chamber, City Planning, EDMC

A - Data -
B - Previous plans - Previous Revisions to Zoning, 2016 Gateway Plan
C - AC Meetings - Michigan Boulevard, Neighborhood Nodes, and Support for Local Businesses all Concepts
D - Engagement - FOCUS Group with Michigan Boulevard Businesses
E - Best Practices -

 - 4.1. **Coordination with Main Street**
 - 4.1.1. Task: Coordinate with Main Street organization and discuss options for a part, full-time director
 - 4.1.2. Task: Capacity building and strategic planning with Main Street
 - 4.1.3. Task: Expand focus to a Michigan Boulevard and South Franklin Business Association
 - 4.2. **Michigan Boulevard as a Gateway and Main Street**
 - 4.2.1. Task: Develop a Michigan Boulevard Business Association
 - 4.2.2. Task: Address low property ownership by businesses
 - 4.3. **Midtown South Franklin - Connection from Franciscan to Elston**
 - 4.3.1. Task: Identify who the key individuals are from all parties for coordination, Elston and Franciscan
 - 4.3.2. Task: Coordinate on a master development with Franciscan and Elston connected to Franciscan
 - 4.3.3. Task: A facilities evaluation and reuse study for the Elston site
 - 4.3.4. Task: Apply New MU zoning Class developed for Marquette Mall at both sites
 - 4.4. **Update Commercial Zoning at Neighborhood Nodes**

VIBRANT MICHIGAN CITY - RUNNING DRAFT AGENDA
An Inclusive Economic Development Agenda for Michigan City

- SUPPORT FOR HEALTHY AND ENGAGED COMMUNITIES**
LEAD:

A - Data - High unemployment, low educational attainment, food desert
B - Previous plans -
C - AC Meetings - Various challenges mentioned in multiple meetings
D - Engagement - Pastor's meeting
E - Best Practices - United Way LEVEL UP, See Give Inc. work in Gary

 - 1.1. **Reinvigorate the HOPE Center as a Community Support Hub**
 - 1.1.1. Goal: A thriving multi-service center that doubles as a social hub of the community
 - 1.1.2. Task: Needs study (see below) with a scan of potential local social service partners and needs
 - 1.1.3. Task: Conduct a feasibility analysis and a vision for the current building and site
 - 1.2. **Potential Role of Ice or Store-Home, Family and Community Supports**
 - 1.2.1. Task: Pursue Early Learning, including 2023 EEL Grants for 0-3 aged Children (LA 1)
 - 1.2.1.1. Application due in June - 7 funded, pursue
 - 1.2.1.2. Task: Services to support those providing senior care to relatives
 - 1.2.1.3. Task: Mental health services
 - 1.2.1.4. Task: Financial literacy and education
 - 1.3. **Potential Role of Ice or Store-Home: Food security programs**
 - 1.3.1. Support Westside Community Garden at Free Hope
 - 1.3.2. Coordinate to incentivize growers to use 7th Street urban developments
 - 1.3.3. Consider options to work with larger growers for buying power issues
 - 1.3.4. Consider replicating some programs from Hudson Park at HOPE (Group kitchen, healthy cooking classes, and climate-controlled food locker options)
- 1.3. **Activate Core Neighborhoods and Engage Residents**
 - 1.3.1. Find funding for and reinvigorate Neighborhood Leadership Academy
 - 1.3.1.1. Task: Support growth of Eastport Neighborhood Association
 - 1.3.1.2. Task: Create a neighborhood association for Midtown
 - 1.3.1.3. Task: Create a neighborhood association for Westside
 - 1.3.2. Task: Recruit leaders to reinvigorate Westside Improvement Group and start association for Midtown
 - 1.3.3. Task: Work with the unions, vendors, and non-profits that provide homeowner readiness in study area
- 1.4. **Arts and Placemaking in Neighborhoods**
 - 1.4.1. Task: Coordinate with LAC on arts and placemaking to activate neighborhood public spaces
 - 1.4.2. Task: Consider public art rental program at gateways into the neighborhoods from visible corridors
 - 1.4.3. Task: Consider art-led or creative outdoor events, such as concerts, games, playsets, etc.

- CORE NEIGHBORHOOD HOUSING (Westside, Midtown, Eastport, Canada)**
LEADERSHIP: Lake Michigan CDC, City Planning

A - Data - Housing affordability may be due to poor quality, high vacancy, and low population on Westside
B - Previous plans - See LaPorte County study goals, Current plans for apartments near double-track
C - AC Meetings - Concern over conditions and need for affordable housing
D - Engagement - Housing focus group still to meet, Follow up with Matt Gosse from 1st Source Bank
E - Best Practices -

- 2.1. **For the Westside - Coordinate with Lake Michigan CDC on Scattered-Site Infill**
 - 2.1.1. Task: Conduct a scan on the ground inventory of vacancy and needs for all single-family lots
 - 2.1.2. Task: Identify a cluster of initial parcels near the HOPE Center to target for rehab and infill
 - 2.1.3. Task: Develop a pattern-book for infill housing to meet physical context and quality standards
- 2.2. **Eastport Quality of Life Plan Support**
 - 2.2.1. Task: Conduct a scan on the ground inventory of vacancy and needs for all single-family lots
 - 2.2.2. QOL Plan: Financial literacy training and homebuyer club/outing
 - 2.2.3. Additional Item - Pursue a LI-TC project for the available site in Canada
- 2.3. **Midtown Quality of Life Plan Support**
 - 2.3.1. QOL Plan: Increase homeownership rates (target of 80% per year in plan)

VIBRANT MICHIGAN CITY - RUNNING DRAFT AGENDA
An Inclusive Economic Development Agenda for Michigan City

- 4.4.3. Update outdated zoning to allow easier reuse of commercial buildings and sites in neighborhoods
- EMPLOYMENT AND ENTREPRENEURSHIP**
LEADERSHIP: EDMC

A - Data - Shows very high unemployment
B - Previous plans - Eastport QOL
C - AC Meetings - A lot of discussion at Economic Break-out Table
D - Engagement - FOCUS group with employers
E - Best Practices -

 - 5.1. **Addressing Barriers and Creating Pathways to Employment**
 - 5.1.1. Task: Address barrier of daycare needs
 - 5.1.2. Task: Address barrier of transportation needs
 - 5.1.3. Task: Tap into resources of high speed fiber running through Michigan City
 - 5.1.4. Task: Consider Goodwill's Excel Center for those who've left the region
 - 5.1.5. Task: Explore expanding United Way's level job programs in Michigan City
 - 5.1.6. Task: Promote and support Center for Workforce Innovation's mobile training unit
 - 5.2. **Connecting graduating seniors to meaningful and high-paying jobs**
 - 5.2.1. Task: Expand MCAS programs - Job shadowing at Franciscan - Partner with GM, Carpenters Union
 - 5.2.2. Task: How to increase local opportunities in manufacturing to young, local workers
 - 5.2.3. Task: Can any Tech provide new training in fields desired by local youth?
 - 5.2.4. Barrier: Need for mentors, recovery credits, (school courses are already met)
 - 5.3. **Support for Entrepreneurs**
 - 5.3.1. Task: Develop a task force to evaluate potential for Entrepreneurial Center (The Hill in Bloomington)
 - 5.3.2. Task: Consider opportunities in computer gaming field
 - 5.3.3. Task: Support for micro- and storefront business startups
- OUTDOOR RECREATION**
LEADERSHIP: PARKS DEPARTMENT
 - 6.1. **Invest in Neighborhood Parks and Greenways**
 - 6.1.1. Eastside Task: Water Tower Park in closer alignment to be complete in 2024
 - 6.1.2. Eastside Task: Support the Eastside Community at Walker Park with its driving grounds
 - 6.1.3. Eastside Task: Increase use of kayak launch at Hansen Park
 - 6.1.4. Westside Task: Coordinate with LAC and HOPE Center to increase activation at Pullman Park
 - 6.1.4.1. Support for Amenities Corporation
 - 6.1.4.2. Additional support for active state park amenities
 - 6.1.4.3. Consider additional tree planting, art, and program options
 - 6.2. **Invest in the Next Phase of Trails**
 - 6.2.1. Task: Finish the top priorities of the 5 major trails that are planned in concept but not designed
 - 6.2.1.1. Task: Support the NPSCO ROW Trail along rail line south of Ames Park
 - 6.2.2. Task: Signage for the 5 trails Phase 1 and 2 is complete
 - 6.3. **A Boost for Recreation**
 - 6.3.1. Task: Find funding to bring back a dedicated recreation director to focus on programming
 - 6.3.2. Task: Develop a task force to create an indoor recreation center in the study area
 - 6.3.3. Task: Include an indoor pool, as Michigan City has many beaches, but no pool and the pool at Elston is beyond its usable life.

DRONE PHOTOGRAPHY - STATE PRISON HISTORIC CORE

This is an image showing the historic core of the Indiana State Prison site at the center of the West Side neighborhood. The historic chapel stands out, as do many of the older buildings with brick columns and stone trim detailing. Many wanted to see the more historic buildings be reused if the prison closes or relocates. Mount Baldy at the Indiana Dunes National Park and Lake Michigan can be seen in the distance.



Drone photo by consultant team | May 2023

DRONE PHOTOGRAPHY - NIPSCO ON THE LAKESHORE

This is an image showing the NIPSCO power station on the Lake Michigan Lakeshore, immediately adjacent to the marina, the city's downtown, the West Side Neighborhood, and the Indiana Dunes National Park.



Drone photo by consultant team | May 2023

DRONE PHOTOGRAPHY - NIPSCO ART DECO BUILDINGS AND SIGN

This is an image showing the older art deco buildings at the center of the NIPSCO site and the large rooftop sign. Some wondered if the more attractive older buildings and smokestack were a possibility for reuse, while the more industrial sheet metal buildings could be demolished.



Drone photo by consultant team | May 2023

DRONE PHOTOGRAPHY - H.O.P.E. CENTER

This is an image showing the H.O.P.E. Center building and grounds from the air with the NIPSCO cooling tower in the upper left to indicate how close the center and the West Side neighborhood are to Lake Michigan and to the Indiana Dunes National Park.



Drone photo by consultant team | May 2023

DRONE PHOTOGRAPHY - THE WATER TOWER

This is an image showing the water tower just north of Michigan Boulevard on the East Side. It is one the priority areas' defining features.



Drone photo by consultant team | May 2023

DRONE PHOTOGRAPHY - ELSTON

This is an image showing the former Elston Middle School site in Midtown. "Saint Stans" is shown in the upper right with Franciscan Hospital behind.



Drone photo by consultant team | May 2023

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An aerial photograph of Michigan City, Indiana, featuring a large industrial facility on the left and a residential area with many trees in the foreground. The image is overlaid with a semi-transparent red color. A white horizontal line is positioned above the main text, and another is below it.

VIBRANT MICHIGAN CITY

ECONOMIC PROSPERITY **FOR ALL**