



# Youth Action Plan

For Gary, Indiana





# TABLE OF CONTENTS

Executive Summary	4
About My Community, My Vision	6
Community Profile	6
What is an Action Plan?	7
The Process	7
Initiatives	
Professional Development Program	8
After School Programs	9
Cooperative Development Program	10
Increased Food Security	12
Community Center	13
Appendix A: Economic Strategies	14
Appendix B: Environmental Assessment	20

# EXECUTIVE SUMMARY

---

This document covers the processes and ideas generated by the Gary, Indiana My Community, My Vision group during the period from September 2015 until April 2016. My Community, My Vision is a program through the Lieutenant Governor's office, ran by the Indiana Housing and Community Development Authority (IHCDA) and Ball State University's (BSU) Department of Urban and Regional Planning. The purpose of the program is to combat "brain drain" in Indiana's communities by asking highschool students what they want out of their hometowns, what they like and dislike about them, and how they can be made into places that they will either stay in after highschool or return to after college.

This action plan was created by a Ball State University Department of Urban and Regional Planning graduate student with the assistance of and based on the feedback of the members of Arise, a Gary non-profit dedicated to improving the lives of Gary's youth through the arts and performance. Through a series of meetings between September 2015 and April 2016, discussions were had about the student's perceptions of their city, good and bad, how they thought it needed to change to become the type of city they would want to live in. Many ideas were presented, but the majority of them revolved around the generalized lack of resources and facilities available to those in their late teens and what they felt were significant gaps in their education that were leaving them unprepared for life after highschool. As such, many of the initiatives presented in this action plan focus on remedying these issues.

The first initiative to be presented is a call for the creation of a professional development program. Many people have ideas for businesses, but what far fewer people have is the necessary knowledge and skills needed to take that idea and forge it into a real, functioning business. The purpose of this program would be two-fold: The first would be to provide highschool students and recent graduates with a program that fills in the gaps in their education with regard to transitioning from highschool to the professional world, ranging from how to write a cover letter and resume to how to successfully interview to basic financial literacy in managing ones own finances. The second is to provide would-be entrepreneurs in the city with a crash-course in the ins and outs of how to create & present a viable business plan, how to fund its startup, and what to expect as a business owner.

The second initiative calls for the development of after school programs to provide students with somewhere safe and productive to be when school is not in session. Ideas for programming ranged from sports, to arts education, to academic assistance, and educational opportunities they may not have in their schools. Whether new programs need to be developed or existing programs partnered with, coordinated, and refined as needed is yet to be determined.

The third initiative calls for the creation of a cooperative business model education program, hopefully resulting in the eventual creation of a cooperative business of a type that would be determent to be needed by the community. The reason for this is that the cooperative business model is often not well understood, but offers a

variety of advantages over other models that could give a significant advantage to businesses starting in challenging areas, including reduced individual risk and creation of community consensus on what needs exist that need to be filled.

The fourth initiative calls for increasing the food security of the city, addressing the problems caused by a lack of access to fresh, affordable foods in many areas of the city. This would involve the creation of community gardens within the city, along with the necessary organizations and means of distribution if needed.

The fifth initiative calls for the creation of a community center focused on the needs of Gary's highschool students, providing for a central location for hosting many of the services already discussed. Of all the initiatives, this is the most ambitious and most difficult if the goal is the creation of a new facility, either constructing a new building or the rehabilitation of an existing building. An alternative could be partnering with an organization that already has access to a sufficient facility and combining resources.

Finally, in the appendixes, there is provided an economic development document, further detailing funding opportunities and an environmental assessment document, outlining some of the environmental assets and challenges present in and around the city of Gary.

While this plan provides an initial roadmap of needs and desires, it is not fully comprehensive and is only the first stage of what is intended to be an ongoing program with continuing support being provided by IHEDA and BSU.

# ABOUT MY COMMUNITY, MY VISION



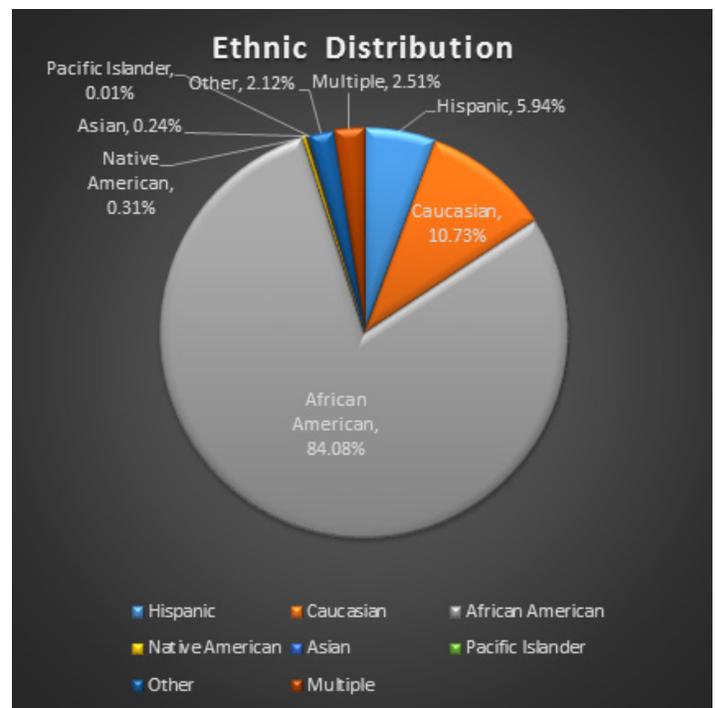
My Community My Vision (MCMV) is an initiative through Indiana’s Lieutenant Governor’s office to help with the development of Indiana’s communities. The program is geared toward actively engaging Indiana’s high school level youth in civic affairs and the development of their communities. The program is administered by the Indiana Housing and Community Development Authority (IHCD),

with assistance from Ball State University’s Urban Planning department. The program employs senior and graduate level Ball State University (BSU) students to work as both mentors to the youth and as planners, creating strategic plans that express a youth-guided community vision.

## COMMUNITY PROFILE: GARY, INDIANA

Founded in 1906 by the US Steel Corporation, Gary is a steel city that at one time was known for its industrial output, rapid growth, strong economy, and diversity. With the decline of the steel industry in the 1960’s however, Gary lost its primary economic engine and began its long decline. As jobs quickly disappeared and the economy began to turn, the “White Flight” that affected many American cities in the mid 20th century can into full effect in Gary, resulting in a city that is today over 84% African American, the highest in the country. While this loss of diversity is perhaps lamentable, it did create an environment which allowed for many firsts for the African American community, including the 1968 election of mayor Richard G. Hatcher, the first African American mayor of a city with a population greater than 100,000 people and the hosting of the groundbreaking 1972 National Black Political Convention.

Today, many outsiders would know Gary as a city of disinvestment, crime, vacant & abandoned buildings, and poverty. Though this view is not wrong exactly, it is incomplete and ignores what Gary has not lost and has



Source: 2010 US Census

continued to develop. It ignores its enviable location in the Chicago Metropolitan area that places it in close proximity to an important international city. It ignores its potential for easy and inexpensive development. And most importantly it ignores its people, who have continued to live in and work towards the betterment of the city despite the unfortunate loss of its industry.

## WHAT IS AN ACTION PLAN?

An Action plan is a document created by a community to list priority initiatives and goals for the community's future and set strategies to accomplish those goals. It also provides a list of resources, strategies, and precedent case studies that are necessary and helpful in accomplishing the community's vision and lists the

initiatives, goals, strategies and resources that will turn this document into reality. An Action plan is a useful document because it calls attention to issues that need to be addressed in the community and provides concrete ways in which these issues can be effectively addressed.

---

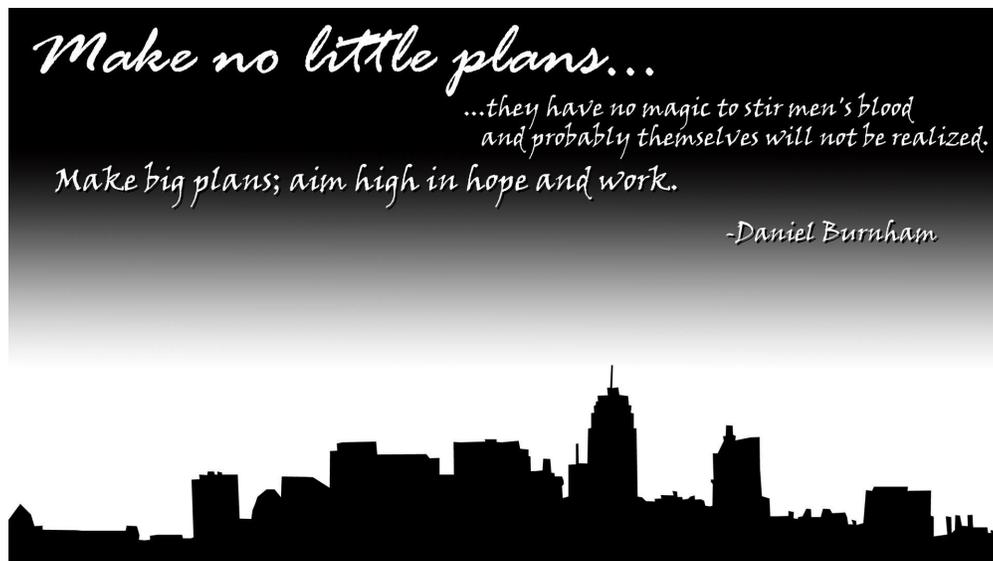
## THE PROCESS

### GROUP MEETINGS

Several meetings were held between the Ball State University mentor and the members of the Gary MCMV group during September 2015 to January 2016. During these meetings the group members were informed by the mentor about what planning is, what the process is like, and what would generally be taking place over the span of this project. Time was also spent discussing their perspective of Gary, why they liked and didn't like, what they thought should change, how it should change.

### STAKEHOLDER MEETING

A meeting with individuals and representatives from organizations in the community that had been identified as key stakeholders was held on April 7th. Here the ideas and initiatives developed over the previous months were presented to these key stakeholders and their feedback was solicited in order to further refine the initiatives. Attitudes among the various representatives were positive with regard to the contents of the action plan, with many agreeing with the students' assessments of issues withing the city and ideas for solutions.



# Initiatives

## PROFESSIONAL DEVELOPMENT PROGRAM

### What

This initiative calls for the development of a professional development program for high school aged students. This program would provide educational resources on a variety of topics related to the transition from student life to college or career life. Topics to be covered would range from how to write a resume and cover letter or how to dress and prepare for an interview to basic financial & business literacy and how to go about starting one's own business. The focus will be on preparing individuals to become entrepreneurs and business owners in the community. This program would seek to take Gary's brightest young problem solvers and, at a grassroots level, provide them with the practical tools they need to take their ideas on stimulating economic development within the city and make them a reality.

### Why

A significant issue identified by the student group was the lack of training during their high school education to prepare them to enter the workforce or professional world. Additionally, initial research indicates a dearth of afterschool programs for the 9<sup>th</sup> through 12<sup>th</sup> grade demographic in the city of Gary, though multiple afterschool programs exist for younger students. Like other afterschool programs, this one would be providing an activity for this underserved group. Longer term, it would be seeking to address a variety of goods and services needs within the City of Gary that currently are not being filled due to a lack of qualified individuals. This would also

have the effect of generating additional employment as new businesses are founded.

### How

Implementing this initiative will involve developing a program of topics to be covered, finding qualified professionals willing to present the material, and generating a timeline of when and where the seminars will be given.

### Partners

This section will contain a list of partner organizations who are important in achieving this initiative.

### Case Studies

The Youth Entrepreneurship program at the Robinson Community Learning Center in South Bend, Indiana is an after school program ran in partnership with The University of Notre Dame's Mendoza College of Business. In this program students between the ages of 13 and 18 are walked through the process of developing an idea, researching its viability, developing a business plan around it, and marketing this idea to potential investors. In addition to the development of business planning skills, the program also focuses on the development of written and oral communication skills, research techniques, and critical thinking.

**Website:** <http://rclc.nd.edu/assets/20372/ye.pdf>

**Website:** <http://rclc.nd.edu/youth-programs/entrepreneurship-and-advanced-skills/youth-entrepreneurship/>

# AFTER SCHOOL PROGRAMS

## What

This initiative calls for the development of a variety of after school programs in order to provide students a safe and productive place to be after their classes let out. Ideas for programs range from sports, to arts education, to academic assistance, to open counseling, addressing the needs of the community and filling gaps currently not covered by existing organizations and programs.

## Why

A lack of available activities to occupy students after their school day had ended was identified by several of the students as a problem at the core of several other issues, such as criminal activity, drug use, and general delinquency. The hope is that by providing a variety of after school programs; ranging from academic assistance & tutoring, art programs, sports activities, and extracurricular educational opportunities, providing students with something to do on a regular basis and somewhere to hang out when school is not in session will reduce the number of students on the street and provide them with something positive to focus their energy on.

## How

This initiative will primarily involve searching out necessary qualified administrators to run the program and seeking out sources of funding, as well as the development of a program of events and activities. A variety of organizations that offer similar services are already

Right: Harlem RBI's "Field of Dreams", a former abandoned lot that is now a hub of community activity.  
Source: Harlem RBI

active within the city, so an alternative to providing new programs could be a focus on coordinating with existing organizations, optimizing their programming to better serve the needs of the community, and increasing their marketing to the community so more students are aware of what is on offer.

## Partners

This section will contain a list of important partners in achieving this initiative.

## Case Studies

Harlem RBI is a large and successful sports-focused after school program operating since 1991 in the East Harlem neighborhood of New York City. They promote teamwork, leadership, physical health, and civic engagement through the medium of baseball. In addition to the after school baseball program, the organization has also expanded into operating a charter school in order to better address the educational needs of the community they serve.

**Website:** <https://www.harlemrbi.org/>

**Website:** <http://www.dreamschoolnyc.org/>



# COOPERATIVE DEVELOPMENT PROGRAM

## What

This initiative calls for the creation of a cooperative development program that would begin by educating interested individuals on what a cooperative is and how it is different from other business models, how a cooperative might benefit them and their community, how they can go about creating a cooperative, and where to find resources to assist them in this endeavor.

## Why

Traditional business development has often had a difficult time becoming established and succeeding in rustbelt cities like Gary. They often suffer from disinvestment and falling populations, resulting in substandard infrastructure, decreasing employment, and shrinking incomes among their populations. This often leads investors wishing to develop a new business looking for more potentially profitable places to invest.

The cooperative business model seeks to address several of the aspects of other business models that can hinder success in difficult economic circumstances. Primarily, a cooperative business is driven not by profit, though a cooperative needs to be profitable to continue to exist, but instead by mission and the vision of its members. A cooperative's structure, built by and around many members as opposed to a single owner, also distributes the risks and responsibilities of business ownership, removing that burden from a single individual and making it more manageable for those who otherwise may not be able to. For Gary, this is particularly important in order to help address some of the challenges and offset some of the risks associated with new businesses opening in the city.



A Cooperative business doesn't need to be fancy as long as it serves the needs of its members and community.  
Source: Twin Rivers Community Care Co-Op

## How

The initial step in this process would be a series of classes to educate interested individuals in the community on what a cooperative business is, how they differ from more familiar business models (sole proprietorships, corporations, not for profits, etc.), and how to go about organizing and running one.

After this there would ideally be a dedicated core of individuals who were both willing and able to carry forward in the creation of a cooperative organization with the intent to raise community funds and interest for future ventures.

The timeline for implementation of this initiative will be variable due to its reliance past the initial stages on community involvement. Existing examples of community-centric food/grocery cooperatives however indicates that 3 years is the reasonable amount of time that it should be expected to take from the time the core group of individuals forms with intention and a physical facility opening its doors. The development and implementation of a cooperative education program however will take much less time. It is not unreasonable to expect that the first classes would be given within five months.

## Partners

### Indiana Cooperative Development Center

225 S. East St., Suite 737, Indianapolis, IN 46202

Phone: 317.692.7707

Fax: 317.692.7787

Website: [www.icdc.coop](http://www.icdc.coop)

## Case Studies

The Northeast Investment Cooperative is a cooperative that allows residents of Minnesota to invest financially to collectively buy, rehab, and manage commercial and residential property in Northeast Minneapolis.



NEIC was founded in 2011 by a small group of community members who were tired of looking at poorly used property in their neighborhood and waiting for traditional developers to fix it. So they decided to do something about it. They envisioned a way for community members to become owners and investors in a real estate development cooperative that would buy and rehab properties in their community.

In 2015, NEIC completed their first project, the redevelopment of a vacant commercial property into a space that now houses 3 local businesses and provides 25 jobs for the community.

Website: <http://www.neic.coop/>



### VOLUNTARY AND OPEN MEMBERSHIP

Cooperatives are voluntary organizations open to all persons able to use their services and willing to accept the responsibilities of membership, without gender, social, racial, political or religious discrimination.

### DEMOCRATIC MEMBER CONTROL

Cooperatives are democratic organizations controlled by their members, who actively participate in setting policies and making decisions. The elected representatives are accountable to the membership. In primary cooperatives, members have equal voting rights (one member, one vote) and cooperatives at other levels are organized in a democratic manner.

### MEMBERS' ECONOMIC PARTICIPATION

Members contribute equitably to, and democratically control, the capital of their cooperative. At least part of that capital is usually the common property of the cooperative. Members usually receive limited compensation, if any, on capital subscribed as a condition of membership. Members allocate surpluses for any or all of the following purposes: developing the cooperative, possibly by setting up reserves, part of which at least would be indivisible; benefitting members in proportion to their transactions with the cooperative; and supporting other activities approved by the membership.

### AUTONOMY AND INDEPENDENCE

Cooperatives are autonomous, self-help organizations controlled by their members. If they enter into agreements with other organizations, including governments, or raise capital from external sources, they do so on terms that ensure democratic control by their members and maintain their cooperative autonomy.

### EDUCATION, TRAINING AND INFORMATION

Cooperatives provide education and training for their members, elected representatives, managers, and employees so that they can contribute effectively to the development of their cooperatives. They inform the general public, particularly young people and opinion leaders, about the nature and benefits of cooperation.

### COOPERATION AMONG COOPERATIVES

Cooperatives serve their members most effectively and strengthen the cooperative movement by working together through local, national, regional and international structures.

### CONCERN FOR COMMUNITY

While focusing on member needs, cooperatives work for the sustainable development of their communities through policies accepted by their members.

Cooperatives around the world operate according to a core set of principles. These principles, along with the cooperative purpose of improving quality of life for their members, make cooperatives different from other businesses.

Source: National Rural Electric Cooperative Association

Left: NEIC's first completed community redevelopment project.  
Source: NEIC

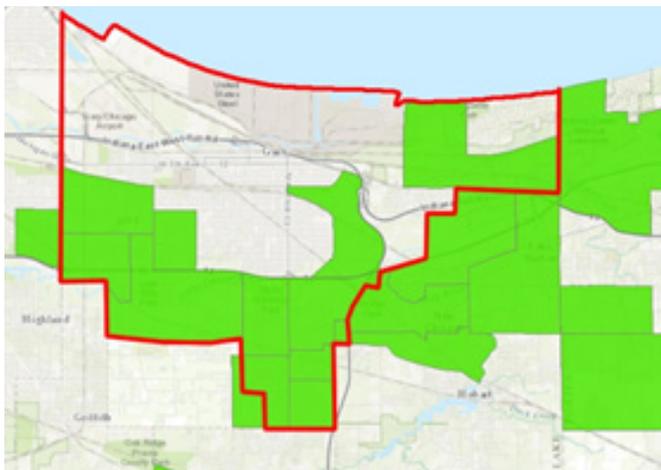
# INCREASED FOOD SECURITY

## What

This initiative calls for increasing the food security of Gary neighborhoods through the development of community gardens and local markets, increasing access to fresh foods.

## Why

A significant percentage of the city of Gary is classified as food deserts, meaning that residents do not



Food deserts, here represented in green, are common in and around the city of Gary. Source: USDA

have ready access to the foods necessary for a balanced diet such as fresh vegetables and fruit. This initiative calls for the development of an urban agriculture program in the city of Gary. This program would serve two purposes. First it would provide the residents of the city with a source of fresh, locally grown produce. Secondly it would create a number of jobs and job training opportunities. Gary has a significant number of abandoned and vacant lots which could be utilized.

## How

This initiative will involve identifying any potentially existing urban agriculture programs in Gary and

Lake County to partner with, or if none exist developing a program, to spearhead the development of a community garden network in the city of Gary. Gary has many vacant lots which could prove ideal for developing garden plots on the block or neighborhood level.

## Partners

This section will contain a list of important partners in achieving this initiative.

## Case Studies

Growing Power, headquartered in Milwaukee, Wisconsin and with additional facilities in Chicago, Illinois and Madison, Wisconsin, is a national nonprofit organization and land trust supporting people from diverse backgrounds, and the environments in which they live, by helping to provide equal access to healthy, high-quality, safe and affordable food for people in all communities. Growing Power implements this mission by providing hands-on training, on-the-ground demonstration, outreach and technical assistance through the development of Community Food Systems that help people grow, process, market and distribute food in a sustainable manner.

**Website:** [www.growingpower.org](http://www.growingpower.org)

## What is a Food Deserts?

Food deserts, as defined by the U.S. Department of Agriculture (USDA) are defined as "...a low-income census tract where a substantial number or share of residents has low access to a supermarket or large grocery store."

On a more detailed level, what this means is a census tract where the poverty rate is 20% and more than 1 mile from a grocery store for urban areas or 10 miles from a grocery store for rural areas. While this may seem fine for those who have their own vehicle, for those without it can make it difficult for them to access fresh and healthy food.

Source: USDA



# COMMUNITY CENTER

## What

The calls for the development of a community center facility that targets highschool-aged students and provides a safe place for them to go after school, with various programs and activities available to provide something for them to do at a time when many students would instead be alone at home or out on the streets.

## Why

In addition to providing recreational activities, the center will also provide a variety of other services that are needed by the target demographic. This will include educational services like tutoring and homework assistance, counseling services, and extracurricular educational services to prepare high-school aged students to enter that adult world, such as financial literacy training and assistance with such topics as how to properly file one's tax forms and how to apply insurance. The community center serves as the core piece of several of the other initiatives, providing a location from which the proposed programs can be ran.

## How

This initiative is the most ambitious in this action plan and will be the most difficult to realize. While acquiring property in the city of Gary can be relatively easy and cheap, the cost of rehab and buildout will still be significant. Raising funds for the creation of a new community center will likely require a significant fundraising efforts and several years of planning and setup. An alternative to building a new facility, as with the after school programs initiative, is to take a look at what

organizations and facilities in Gary are already serving as community centers, determine in what areas they are lacking, and partner with them to fill these gaps.

## Partners

This section will contain a list of important partners in achieving this initiative.

## Case Studies

The McAllen public library is built inside what was formerly a Wal-Mart. The largest single-floor



library in the United States, this project provides guidance in how large, vacant commercial/retail facilities can be re-purposed for alternative public uses.

**Website:** <http://www.archdaily.com/339970/mcallen-main-library-meyer-scherer-rockcastle>

**Website:** <http://latimesblogs.latimes.com/jacketcopy/2012/07/where-walmart-failed-a-library-succeeds.html>



The McAllen Public Library was able to transform a large and difficult to utilize space into something attractive, welcoming, and useful to the community.  
Source: LA Times

# APPENDIX A: ECONOMIC STRATEGIES

While each community has their specific goals and initiatives, there are several factors that each plan has in common. A list of economic improvement strategies was developed at a meeting of MCMV Year One community members in November 2014 in Columbus, IN. The list was compiled and organized by India Ballard-Bonfito. This portion of the plan is intended to share resources which empower each community to achieve their goals.

- Business Improvement Districts
- Crowdfunding
- Heritage Tourism
- Makers Districts
- Revolving Loan Funds
- Downtown Living Opportunities
- Student Led Restaurants
- Community Gathering Events
- Food Security
- Resource Recovery

The list includes the overall strategies for community development. Viewed alone, these strategies can be rather overwhelming. “How does one actually implement heritage tourism?” for example, is a question you might ask yourself. If broken down into smaller tasks in the form of individual projects and programs, coupled with community dedication and provided the resources to do so, the goals can become ever-achievable!

Oftentimes, larger goals must be broken down into smaller projects, pilot projects and use project-specific funding sources to be achieved. Once a history of success is established, then higher-dollar funders will be more likely to give, as is the case for federal funding resources.

Prepared by Lindi Connover

Overall strategies	
Smaller Projects/programs (1-5 years)	Longer-term goals (5-15 years)
Crowdfunding	Business improvement districts
Revolving loans funds	Heritage Tourism Makers districts
Student-lead restaurants Community gathering events	Downtown living opportunities
Farmers markets Community Gardens	Food security
	Resource recovery

## ACTION

All programs, whether they are small projects with a short timeline, or larger projects that will take five years or more, require collaboration with various local, state and federal partnerships. Such partnership is essential for success, but also demonstrates strong, grassroots commitment to community improvement. Keys to success include the following:

**A core group of dedicated individuals who will begin the planning.**

The good news is that you already have this in place by being a part of the My Community, My Vision program! But you may need more people on board, which involves “selling” or lobbying for your project(s). Before you can really begin to inform and educate, you have to identify and plan out the smaller tasks of your specific projects/plan. Again, because of your involvement in the My Community, My Vision program, you already have a really strong start!

## IDENTIFY LOCAL STAKEHOLDERS

Include local county and city government (mayor, city & county council, commissioners), school boards, libraries, parks departments, community leaders, businesses and business owners, political parties, banks, chambers of commerce, tourist and visitors centers. This step usually involves the core group of organizers to brainstorm and systematically write down what headway has been made. Time will be spent looking up phone numbers, asking questions, being re-directed to the right people and generally learning the “lay of the land” in your local community.

## EDUCATE & ADVOCATE

Now your job is to get the stakeholders on board with your project, to bring them into the fold and get them excited for your plan. This is the step in which partnerships really begin to emerge and blossom. You will discover aspects of your community which you didn't already know and begin to work together with others who are passionate about your town(s). Delegate out to your core group of people specific tasks required to get the job done. Don't be afraid to ask for help and guidance. This is your chance to show stakeholders what the plan is and why you need them.

## ASSIGN TASKS TO ACHIEVE THE PLAN

You have committed individuals, agencies, organizations, and all sorts of local institutions ready to see your plan take shape and begin to make a difference in the experiences of people within the community. Identify which institutions are best suited to take part in various aspects of the process and ask them to do so.

## FUNDING

Funding sources for community projects can be broken down into several basic category types. Each type of funding sources has its benefits and particular use, which are described below.

1. Grants
2. Private Corporate/Business sponsorship
3. Individual sponsorship
4. In-kind sponsorship
5. Crowd funding
6. Tax Incentives
7. Loans

## GRANTS

Grants are monies which are applied for by organizations from foundations. These are monies that do not need to be repaid, but often have certain requirements, including public acknowledgement and reporting. Foundations which grant money usually have one or more application rounds each year and give priority to particular program areas or project types. Check with each foundation for details.

One great thing to keep in mind is that each county in Indiana has an established community foundation. This good fortune was made possible by the Eli Lily Foundation. These local community foundations grant funds in each county, and their giving levels can vary based on available funds. This is always a great place to start with funding and grants because these foundations are plugged in to what is happening on the local level and are very accessible.

## PRIVATE CORPORATE OR BUSINESS SPONSORSHIP

Oftentimes, corporations or local businesses are interested in working with local communities to support projects, especially if those projects have some connection

to the business's mission or commercial matter. Like grants, sponsorship dollars do not need to be repaid but may require significant public acknowledgement and reporting. Business sponsorship committees may also have application deadlines, or rolling deadlines. Be sure to check with each business prior to requesting funding.

One great way to encourage sponsorship is to frame it as an advertising opportunity for the local business by giving them naming rights and/or allowing the entity to place their logo on publicly displayed objects like signs, etc.

#### INDIVIDUAL SPONSORSHIP

Individual sponsorship generally occurs for a particular event and is funded by an individual, family, or small group of individuals who have donated money to the same thing. Typically, this type of sponsorship involves direct solicitation and request, and does not include an application. These types of sponsorships might be given as memorials for a loved one, because the individual(s) cares about the program/project, and can include naming rights.

#### IN-KIND SPONSORSHIP

In-kind donations or sponsorships occur when an entity provides goods or services free-of-charge as a donation and does not include direct monetary donations. In kind sponsorship is often appropriate for projects that might require supplies that can be donated by a local business, but can occur at any scale. It might also be appropriate for overhead costs that an organization might not have in their budget as they start up, like marketing services.

#### CROWDFUNDING

Crowdfunding is an emerging field of fundraising

in which funds are requested from a large group of people, usually for a singular project, and typically occurring through intense social media campaigns. There are 3 participants in the crowdfunding model: the project initiator who proposes the project, individuals/groups who support and fund the project; and a moderator to bring the groups together. The project initiator creates a business plan and marketing strategy for their idea. After deciding on an appropriate crowdfunding platform, they connect with a moderator. The moderator assists them in finding local supporters appropriate for the project.

An organization typically sets up a website which accepts pledges; if a particular amount is met, then those pledges are turned into donors and the project is funded. See this resource for rules about crowdfunding projects in Indiana: <http://www.in.gov/sos/securities/4114.htm>.

#### TAX INCENTIVES

This type of economic development tool requires detailed coordination with governing bodies like state and local councils and government agencies. Tax incentive tools are designed to bring a certain type of business or resident to an area and offer certain tax credits or benefits for those people/businesses.

#### BUSINESS IMPROVEMENT DISTRICTS

A business improvement district is an economic development tool with a purpose to improve the livelihood of a downtown area. Through a BID, all owners within the proposed district are required to contribute to the communal fund through an assessment fee. Additional funds can be raised (through efforts like those described above). These communal funds are then used for services that benefit the downtown; this in turn makes the area

more attractive to visitors, tourists, residents, which spurs businesses, and propels from there. This requires intensive local organizing and buy-in from policy makers who will approve the plans and assessments, owners within the district, and intense management once implemented.

#### REVOLVING LOANS

Revolving loan funds provide a source of capital within the community that can be used to fill in gaps for funding. They provide low interest loans to community members. When the loans are repaid, the loan amount is returned to the fund and is available to other borrowers. This type of funding is most useful for projects that will eventually make money and be self-sustaining. RLFs are typically administered by planning and development commissions or economic development organizations. Initial funding can come from federal grant programs and other sources, listed above.

#### BUSINESS LOANS

Business loans are available through banks. Loans must be repaid with varying levels of interest. The best resources are usually those in one's own community, including local credit unions and banks.

## GARY IMPLEMENTATION & ECONOMIC DEVELOPMENT PLAN PROFESSIONAL DEVELOPMENT

This initiative really calls for contracting with a professional in the career development field to help develop a program that meets the needs of the students. Funding to contract with someone to develop the project could be accomplished through grants and/or NAP credits.

#### GRANTS

Grants from the local community foundation or

---

other private foundations can be sought out to help with components of the project. The best way to begin this application is to clearly describe what it is that the group wants—which is a career development professional to help create a program within the high school or extracurricular setting. Then, find out how much this might cost and create the budget.

#### NAP CREDITS

NAP Credit funding is an opportunity with through the State of Indiana whereby a non-profit can apply for tax credits that can be sold to an individual or business. The dollars acquired through this sale can be applied to just about any component of this project. Dollars from NAP credits can help with hiring someone to develop the program.

## AFTER SCHOOL PROGRAMS & COMMUNITY CENTER

A robust city-wide economic development plan can help to stimulate some youth-centric things to do for the young people of Gary. Meanwhile there are other ways to develop activities for youth that can be relatively immediate and also simple to implement.

First, students should identify what it is that they want to do. Oftentimes, young people are bored in their towns, but they cannot exactly identify what it is that would make them not bored. Having an honest discussion about what it is, very specifically, that the Gary youth want to have available to them is the first step to overcoming this issue.

Once a few specific ideas have been identified,

they can then begin to determine how to get to achieve those goals. For example, students may want a coffee shop & internet café, a place to gather, relatively inexpensively, to “hang out” and even to conduct meetings. The first step would be to locate a space in which to establish the café. The next stop would be to make a list of the necessary supplies and materials that they would need and to create a business plan. Seeking out sources of startup capital is the next step.

If a profit-generating business model is not the type of plan that the students would want to implement, the students will still need to follow the same basic steps of listing the necessary supplies and materials, and delineating the specific components of the project(s).

Potential fundraising options are listed below.

**Indoor recreation:** There are physical places that would facilitate indoor recreation, like the YMCA, libraries, and other community centers. Each of this particular structures is appropriate for indoor programming. What needs to be delineated are the specific programs that youth would like to implement.

#### MEMBERSHIPS

One option for the center is to offer a memberships to the facility for a set rate. Membership to the center would be a set rate and allow families or individuals to attend. Conducting a one-time robust membership drive aimed at “starting up” would provide part of the upfront costs needed for one-time capital improvements.

#### SPONSORSHIPS

A committee of dedicated individuals may solicit sponsorships from local businesses and, in turn, provide advertising opportunities for those businesses and/or

individuals. For example, a local business, Agency XYZ, may choose to sponsor the project at the \$250,000 dollar level, and in turn, the facility might be named the “Agency XYZ Pool” and the business can place their logo and advertising information around the facility.

#### GRANTS

Grants from the local community foundation or other private foundations can be sought out to help with components of the project. It is important to understand that oftentimes, grantors will not fund all components of a project. For example, finding bricks and mortar grants can be quite tricky. But, looking for grants that support parts of the construction of the pool might be more effective.

#### PUBLIC FUNDING

Seeking input and help from the city and/or county is an option. Asking for funds to be allocated to particular parts of the project, like operating costs, would be a good option.

#### LOANS

A loan from a local bank or credit union is a logical option for an initiative of large magnitudes. Since banks rarely finance 100% of a project, funds that are raised from the options above will help to fill the gap. Repayment can be made from entrance fees and other funds raised through things like goods sold.

## CO-OPERATIVE DEVELOPMENT PROGRAM

This excellent opportunity would give Gary the ability to try a new business model that, by its nature, has incentive to flourish in the place that it is established. Learning about a co-operative is easy and relatively

inexpensive. Creating a good business plan takes must dedication and vision.

The first step in this process would be to identify the type of business that the group would like to see start up. Then, research different projects that are similar in scope. The general consensus about co-ops is that even the smallest model requires, at minimum, \$2million in startup dollars. These dollars can be gathered through loans, grants, and from support from other co-operatives.

## FOOD SECURITY

This initiative calls for creating an urban garden as well as a distribution method, like a small-scale farmers market. While vacant lots abound in Gary, some of these areas may require remediation. This is a perfect pilot initiative for ARISE because it is scalable, measurable, small, yet allows for students to see the impact of their work in a very tangible way while also providing a good to the community.

Grants, NAP Credit funding and in-kind sponsorships are the way to go for this project. NAP Credit funding is an opportunity with through the State of Indiana whereby a non-profit can apply for tax credits that can be sold to an individual or business. The dollars acquired through this sale can be applied to just about any component of this project. Dollars from NAP credits can help to supplement components of this project that cannot be gathered through alternative support forms detailed below.

### SPONSORSHIPS

A committee of dedicated individuals may solicit sponsorships from local businesses and, in turn, provide advertising opportunities for those businesses and/

or individuals. For example, a local business, Agency XYZ, may choose to sponsor the project at the \$250,000 dollar level, and in turn, the garden might be named the “Agency XYZ Garden” and the business can place their logo and advertising information around the garden. Several businesses have been identified in the plan already from which to seek sponsorship.

### GRANTS

Grants from the local community foundation or other private foundations can be sought out to help with components of the project. It is important to understand that oftentimes, grantors will not fund all components of a project. For example, finding bricks and mortar grants can be quite tricky. But, looking for grants that support parts of the construction of the garden might be more effective.

### IN-KIND DONATIONS

In-kind donations or sponsorships occur when an entity provides goods or services free-of-charge as a donation and does not include direct monetary donations. Local businesses are usually good candidates for requesting in-kind donations, especially for specific and clearly detailed projects such as this. Asking a local hardware store for wood for the raised beds and a local landscaping company for soil, for example, are good in-kind donation candidates. In turn, ARISE should provide marketing and advertising materials for the sponsoring business. For example, after the garden has begun selling products, the committee could have grand opening day in which the newspaper covers the project, and notes that the hardware store sponsored the project.

# APPENDIX B: ENVIRONMENTAL ASSESSMENT

## Gary Resource Inventory & Hazards

Prepared by Spencer Starke

This document is a list of the environmental hazards and environmental resources in the Gary area. The hazards are mainly chemical in nature; they include active and archived sights. The resources are areas and features that Gary has available to it, these areas are opportunities for development.

### **Hazards:**

#### **Active Superfund Sites**

The Environmental Protection Agency (EPA) has listed 19 active superfund sites. These sights are potentially harmful to human health and are on schedule to be cleaned up.

1. Bowman School  
975 West 6th Ave.  
Gary, IN 46402
2. Houses Junk Yard  
E Of Clark St 3/8mi N Of Jct  
Gary, IN 46406
3. Roland Dump Fire  
1 Mile North Of 6001 Industrial Hwy  
Gary, IN 46406
4. Bear Brand Hosiery Company  
205 East 21st Street  
Gary, IN 46407
5. Petro Station Truck Stop  
1401 Ripley Street  
Gary, IN 46405
6. Csx Train Derailment Old Hobart Road  
6700 Old Hobart Road  
Gary, IN 46403
7. Gary Dog Pound Site  
625 W 9th Place  
Gary, IN 46402
8. 9th Ave Abandoned Drum Site  
9th Ave And Cline  
Gary, IN 46406
9. H And H Enterprise  
7540 W. 9th Ave.  
Gary, IN 46406
10. Gary Tar Pit  
2nd Pl & Waite St  
Gary, IN 46404
11. Happy Bubbles  
2955 W 5th Ave  
Gary, IN 46404
12. Gary Sanitary Dist Lake Sta Sewage Trmt Plt  
3600 W 3rd St  
Gary, IN 46402
13. Cantu Family Residential Wells  
145 N Porter St  
Gary, IN 46406
14. Gary Lagoons  
5500 Industrial Highway  
Gary, IN 46406
15. Sterling Materials  
1000 N Clark Rd  
Gary, IN 46406
16. Conservation Chemical Company  
6500 Industrial Highway  
Gary, IN 46406
17. Summit Auto Shredder Residue Fire  
6901 Chicago Avenue  
Gary, IN 46406
18. City Of Gary Drums  
7360 Chicago Avenue  
Gary, IN 46402
19. Premier Chemical Corporation Of America  
5735 West 5th Avenue  
Gary, IN 46406

## Grand Calumet River

The river is currently considered an area of concern. Efforts have been underway to remove pollutants.

## Archived Superfund Sites

There are 41 superfunds sites that have already been cleaned up and are listed as archived. These sights may be redeveloped potential depending on the specification of the site. More information can be found on the Superfund Redevelopment initiative website (1).

## Brownfields

Brownfields are areas that previously were used for industrial or commercial uses. The land is considered contaminated but not to the level of a NPL. These areas can be used for business developments and retail parks once they have been cleaned. There are currently 22 identified brownfields in Gary; there are probably more that have not yet been identified.

## Polluters

There are currently 13 active sources of pollution within and immediately surrounding Gary. These sources affect the air, soil, and water quality throughout Gary. The listed polluters have varying degrees of output, from negligible to severe.

1. Vcna Prairie Inc Yard 1122  
2555 W 15th Ave  
Gary, IN 46402
2. Uss Gary Works  
One N Broadway  
Gary, IN 46402
3. Tube City Ims  
1 N Broadway  
Gary, IN 46401

4. Republic Steel Gary Cfb  
2800 E Dunes Hwy  
Gary, IN 46402
5. Republic Engineered Products Inc Gary Cfb  
2800 E Dunes Hwy  
Gary, IN 46402
6. Ozinga Ready Mix Concrete Inc Indiana Div Gary Plant  
400 Blaine St  
Gary, IN 46406
7. North American Refractories Co  
76 N Bridge St  
Gary, IN 46404
8. Levy Indiana Slag Co  
1 N Buchanan St  
Gary, IN 46401
9. Carmeuse Lime Inc Buffington  
1 N Carmeuse Dr  
Gary, IN 46402
10. Beaver Oil Co Plant 2  
1040 Michigan St  
Gary, IN 46402
11. Arcelormittal Plate Llc Gary Plate  
1 N Broadway  
Gary, IN 46402
12. Anderson Development Co Gary  
3400 W 4th Ave  
Gary, IN 46406

## Lakeshore

Lake Michigan is Gary's greatest environmental resource. The current state of the shore however is on of Gary's largest hazards. Implementing lakeshore clean up programs would be helpful for bolstering the aesthetic of Gary. It is no secret that Gary is often seen as a decaying city that has been plagued with industrial pollution. Cleaning up this pollution and establishing healthy natural areas, could be the first step in changing Gary's image. This would be a very difficult undertaking, yet one that would greatly improve the health of both the residence

and the environment.

### **Parks**

1. Washington Park
2. Roosevelt Park
3. Ironwood Park
4. Gary Parks Department Administration
5. Roosevelt Pavillion
6. Jackson Park
7. Buffington Park
8. Gateway Park
9. Pittman Park
10. Ambridge Park
11. Aetna-Bloomingle Field
12. McBennet Park
13. Marquette Park
14. North Gleason Park
15. Gary Green House
16. Brunswick Park

Parks are essential for health communities. They establish publicly shared space that people can enjoy and recreate in. Having areas for young people to participate in sports and to enjoy being in open areas has been shown to improve performance in school as well as benefits mental health. This becomes of even greater significance when children are under stress from their surrounding environments. Expanding parks in Gary could greatly benefits the communities which inhabit the area b proving communal space for expression and recreation.

### **Recommendations:**

- Expand parks
- Connect parks with bike trails
- Incorporate local flora and fauna into both the proposed

and existing parks

### **Empty lots and Brownfields:**

The abundance of empty lots is great opportunity for establishing local green space. These areas have tremendous potential. Putting these spaces to use would not only improve the quality of place in Gary, but could brand Gary as an innovative city. The recommendations below are just few uses out of a myriad that may be implemented. With brownfields however it is important to consider the remediation that may need to take place.

### **Recommendations:**

- Urban Gardens
- Butterfly Gardens
- Song Bird Gardens
- Neighborhood parks
- Art parks
- Outdoor theatre space
- Local markets

1: <https://www.epa.gov/superfund-redevelopment-initiative/superfund-redevelopment-basics>

## Gary Environmental Element

### Intro:

In the wake of the industrial boom, Gary has been left with an abundance of waste and hazards. Factories sit empty and natural resources like the Grand Calumet River and Lake Michigan remain tainted. The future of Gary is dependent upon the ability of its citizens to remediate and mitigate the natural resources around them so that they can again profit from the benefits that they provide.

### What:

Great strides have been made to clean up the Lake Shore and the Grand Calumet. A lot of work still remains to be done in the area. One way those Gary citizens could embrace the newly improved natural health of the area is by organizing. Creating an organization charged with the purpose of engaging the community in environmentally driven activities would help to foster an atmosphere of environmental consideration. This organization would be geared towards youth and to community empowerment. With projects such as park development, youth education, and urban gardening the primary objective would be to build relationships between the citizens and their environment. The organization would also help to combat food deserts, improve health and promote civic engagement.

### Why:

The benefits of having a clean river and a clean lake are substantial. A clean lake would make Gary a much more attractive place to live and visit. The dunes national park east of Gary is a prime example of how clean lakeshore can draw people to an area. The dunes are one of the most unique areas in Indiana and are enjoyed by thousands of people a year. Lakes have an abundance

of recreational opportunities and are aesthetically noteworthy. Lake Michigan is much more than a regular lake as well. It is one of the largest lakes in the world and is home to many unique species of wild life. Restoring the health of the lake as much as possible would increase the areas value, and would help to rejuvenate the citizens. The Grand Calumet is much like Lake Michigan in that it is an important resource for attracting people. Yet its health might be even more important when considering the health of the citizens of Gary. The Grand Calumet is heavily degraded after years of abuse. The river runs through parts of Gary making it a vector of pollution throughout the city. For the health of the citizens and the good of the city the Grand Calumet should continue to be remediated. As these two resources begin to recover it is important to give ownership to the citizens of Gary rather than to businesses and factories. By organizing a group specifically geared towards the utility and protection of these resources, would go far in ensuring more benign uses for both the lakeshore and the river.

### Environmental Youth Activities:

Focusing programs around educating and engaging youth within the natural areas of Gary would be important to create a culture of environmental pride within Gary. Youth engagement is a problem facing Gary, by offering an activity that trains youth in urban gardening, environmental management and community engagement that problem can be addressed.

### Park Creation:

The amount of empty lots in Gary is substantial. These empty lots have the potential to provide many services for the citizens that are in Gary. One service they could provide is environmental remediation, by cleaning up these lots and planting remediation vegetation these areas

can become suitable habitat for wildlife and provide spaces for the public to recreate. Creating these spaces could be the charge of the new organization. By organizing youth and other members of the community, these groups could create parks that would benefit their city.

#### Urban Farming:

Alongside habitat creation, urban gardens can be implemented to put empty lots to productive uses. Gardening programs that engaged the youth of Gary will help to create stronger bonds between the young and their environment. Experiencing natural processes through gardening is great way of building an appreciation of the environment.

Urban Gardening also helps to empower people because it gives them avenue to provide for themselves. Healthier communities are born through healthy food systems. Getting the community involved would only further build up the resilience provided through urban gardening.

#### How:

Getting people organized to ensure the protection would be extremely helpful in the maintenance of the remediation that has happened thus far in Gary. Creating an organization that is geared towards community development and environmental education would be a great way to educate and empower people with their environment in mind.

#### Environmental Empowerment Initiative:

Finding leaders within the community that are motivated to empower the local residence and encourage environmental preservation/conservation within Gary would be a necessary to ensure the success of the

organization. These leaders should be sourced from youth engagement groups, environmental activists groups and from local universities such Indian University North West. These leaders would be responsible for structuring and maintaining the organization.

The organization would be charged with educating and enabling the people of Gary to be engaged in their local environment. This can be accomplished in a host of different ways. However youth engagement, park creation, and urban farming would be especially pertinent in Gary's context.

#### Financing:

Transforming sites into parks or urban gardens is a costly endeavor. According to a Kent State study site preparation for urban gardens costs within a range of 70 to 500 dollars per 100 sq. ft. (Kent State). Park creation can cost between Finance: Parks can cost anywhere from 100 to 200 dollars per 100 sq. ft. (Kent State). However there are a lot of great resources to aid in financing these projects. Federal and State grants geared towards local agriculture production have increased in number in the last ten years. Applying for these grants would be up to the leaders of the organization.

#### Schedule

1. Contact people of interest within the community with backgrounds in community development, youth organization and environmental education.
2. Higher at least five members to structure and implement the organization
3. Establish the goals of the organization around empowerment and the environment
4. Partner with pre-existing groups local, nationally and internationally

5. Begin to engage the youth through multiple means:
  - Arts
  - Education
  - Recreation
6. Examine the community and determine sights for parks and gardens
  - Sights should be select based upon suitability and community need
7. Secure funding for individual projects
8. Start projects