

# Gary Downtown-Emerson NEIGHBORHOOD SPOTLIGHT

## Gary Downtown-Emerson Quality of Life Plan







## Acknowledgments

We have received an overwhelming reception from the community throughout the Spotlight planning process. There have been so many individuals and organizations that have contributed to the success of this project and the overall impact of the Spotlight process within the Gary Downtown Emerson footprint. We would like to gratefully acknowledge the vital contributions and support provided by all of our community stakeholders.

Giving acknowledgement to Families Anchored in Total Harmony (F.A.I.T.H. CDC), without the vast support of our Backbone Organization it would not have been possible to produce this Collective Impact plan. FAITH CDC has always been very responsive in providing necessary information, commitment, guidance and support. We thank them for that.

Additionally, we would like to thank The Legacy Foundation for selecting the Gary Downtown Emerson area to participate in the Neighborhood Spotlight. Acknowledgement is extended to Prosperity Indiana for their diligence in providing technical assistance and support throughout the Spotlight process.

*Proverbs 3:6 In all your ways acknowledge Him, and  
He will make your paths straight.*



*We would like to give a  
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award, and project  
initiation prior to her  
untimely passing.*





## Contributors

Thank you to the many organizations and people who contributed to the development of this plan by offering their guidance, expertise, and ideas.

18th Street Brewery  
21st Century Charter School  
Accion NWI  
Agape Ministries, Inc.  
ArtHouse  
Backhus Consulting LLC  
Bethel Church  
Big Daddy's BBQ  
Calumet College of Saint Joseph  
Catholic Charities Diocese of Gary  
Centennial UMC  
Centier Bank  
Changing Lives, Changing Patterns  
Chase Bank  
City of Life Center  
City of Refuge Christian Church  
Community Health Net  
Community Orchard  
Davis Dade Security  
Devoted to Healing  
Englewood Christian Church  
Englewood Community Development  
Corporation  
First Midwest Bank

Food Bank of NWI  
Freeman Foot Care  
Gary 411  
Gary Chamber of Commerce  
Gary Chicago Crusader  
Gary Genealogy Group  
Gary Historical & Cultural Society  
Hobart NW Neighborhood Spotlight  
Horizon Path Blazers  
Indiana American Water  
Indiana Landmarks  
Indiana Parenting Institute  
InfoScope Service, Inc.  
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Lake County Bar Association  
Legacy Foundation  
Mama Pearl's BBQ  
Methodist Hospital  
Fox 32 Chicago /my 50 Chicago  
New Divine Truth  
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Northwest Indiana Regional Planning  
Commission

Northwest Indiana Veterans Village  
NWI Times  
Post-Tribune  
Progressive Community Church  
Prosperity Indiana  
Purdue University  
RailCats & USS Steelyard  
Sojourner Truth House  
SpaceAge Marketing  
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# Executive Summary

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The Gary Downtown-Emerson community is excited to present its Quality of Life Plan as part of the Neighborhood Spotlight program. Neighborhood Spotlight is a place-based initiative for reinvesting in Lake County, Indiana, communities sponsored by the Legacy Foundation. Spotlight is a collaborative approach to community development, rooting the planning process in strategies for relationship building and engagement. Residents and partners were invited to participate in a three step process of Organize, Decide, and Act; the publication of this plan marks the conclusion of the Decide phase. This is not a true conclusion, however, as residents and partners will continue to build relationships and organize, will continue to identify strategies and create plans of action as they move to implement their vision for the community. This plan, forged by months of hard work and supported by years of grassroots community engagement, serves as the foundation for improving the quality of life in the Gary Downtown-Emerson community over the next five years and beyond.

Convened by the Families Anchored in Total Harmony Community Development Corporation (F.A.I.T.H. CDC), the planning process brought together numerous community organizations, residents, and other partners to analyze neighborhood data, create a community vision, identify priorities, develop key neighborhood strategies, and coordinate roles for implementation. This document represents a strategic plan guiding future actions that will significantly improve the quality of life for those who love, live, worship and work in the Gary Downtown-Emerson area.

Through the visioning process, five areas were identified as common priorities for community residents and stakeholders:

- Historical and Cultural Environment
- Housing and Economic Development
- Public Safety, Infrastructure and Transportation
- Health, Wellness, and Livability
- Education and Youth

These areas were the focus of many meetings and much discussion, culminating in the ideas presented in this plan.



# Vision Statement

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The Downtown-Emerson neighborhood of Gary, Indiana, is a diverse community of engaged residents whose love for their neighborhoods leads to its revitalization. Residents work alongside churches, nonprofits, businesses, and local government to create thriving businesses and recreational opportunities connected by reliable, affordable public transportation and accessible sidewalks. Residential areas are well care for and include safe homes for households of all sizes and income levels. Residents and visitors alike enjoy the area's many historical, cultural, and outdoor recreation sites and activities. Everyone from youth to seniors can find services and resources at community centers, which also help prepare job seekers and connect them to employment opportunities. **By working together, members of the Downtown-Emerson neighborhood create and nurture a welcoming, active, flourishing community.**

# Neighborhood Background

The Emerson Neighborhood could rightly be called the heart of the city of Gary. Founded by the U.S. Steel Corporation in 1903, Gary was created to house the 10,000+ workers needed by the mill within walking distance of street cars. The first, and best-planned, subdivision lay within Emerson's boundaries. Broadway and Fifth Avenue, intersecting just south of the steel plant, formed the central business and government district, or "downtown," the hub of a thriving city which enjoyed its golden age in the 1920's and continued to grow through the 1950's.

The Gary Land Company building constructed in May of 1906 also served as a post office and the first town government office. On July 14<sup>th</sup>, 1906, a referendum was held to incorporate Gary as a town. Gary's existence was completely dependent on U.S. Steel's 1905 decision to expand its operations into Northern Indiana. Once that decision was made, the corporation poured over \$78 million into buying the land, building the mills, and developing the first subdivision. The Gary Land Company, a U.S. Steel subsidiary, was more interested in promoting a community in which workers owned their own homes. Ultimately, it was the construction, engineer, and corporate managers of U.S. Steel who, through its subsidiary, Gary Land Company, determined the design and layout of the city. The 800 acres designated for residential and commercial development were situated immediately south of the mill site and plotted into four thousands lots.



called Gary. This area was used as Negro settlement for some skilled Negro workers brought in from Pittsburgh, PA. Although the Negro lived all over the patch they were only allowed to buy land south of 15<sup>th</sup> Avenue and east of Broadway.”

The Gary Land Company built homes east of Broadway now bounded by Virginia Street on the west, 11<sup>th</sup> Avenue on the north and 15<sup>th</sup> Avenue on the south. “This was the first negro ghetto in Gary. This area was called Steel Mill Quarter and is now a part of the Emerson footprint,” according to Robert Catlin, Emeritus Professor of History at Indiana University Northwest in 1917. “U.S. Steel decided to build housing for blacks only, setting the stage for residential segregation.” Dolly Millender of Gary Historical and Cultural Society added, “[T]hat at no time in the early days was the Negro allowed to live north of the Wabash tracks in what was then



## Preserving Our History

Downtown-Emerson Spotlight volunteers worked to restore the life of the old Gary Land Company building through a clean-up event in 2016. Richard Moe, President of the National Trust, states, “Preservation promotes respect for those that came before us and those that will come after. Preservation is making opportunities for contact with our shared heritage and that is the glue that holds us together.”



Emerson School was one of the first schools built in Gary in 1909. It was the first school that demonstrated the live-work-play model by William A. Wirt, who is often considered the modern father of education based on how he structured the modern-day school system. Emerson was the first K-12 school in Gary and eventually had many prominent alumni, such as Academy Award winner Karl Malden, football player Alex Karras and Indiana Dunes artist Frank Dudley. Emerson School also had the state of Indiana’s first indoor pool (Davich, 2015). Emerson School was



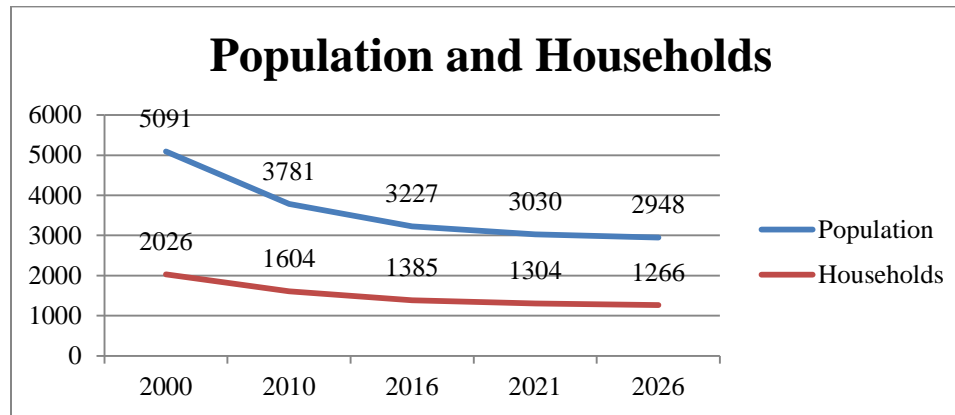
Emerson School

integrated in 1948 after numerous attempts, including an attempt in 1928 by James Weldon Johnson (author of *Lift Every Voice*) as a field officer for the National Association for the Advancement of Colored Peoples (NAACP) (Lane, 1978). The school housed a performing arts magnet program for a number of years, which has since moved to the Wirt-Emerson VPA Academy. In 2008, the Emerson High School facility closed due to lack of funds and mold issues. The building remains on the National Register of Historic Places.

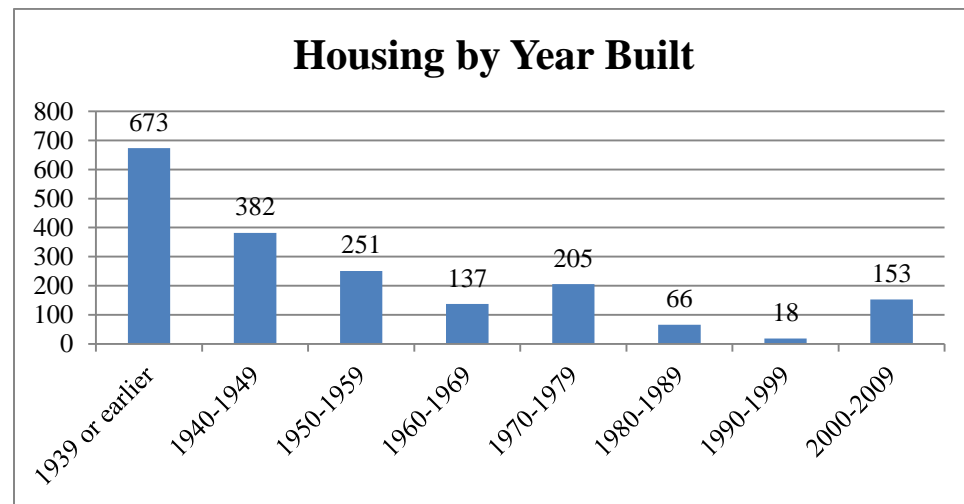


Volunteers Clean Up the School Grounds

Historically, Emerson had a population that was mostly of Eastern European descent, such as immigrants from Bosnia, Serbia, Greece, Croatia, Hungary and Poland. As time elapsed in Gary, Emerson became a predominately African-American neighborhood, accounting for the majority of the population by 1990. In addition to this demographic shift, Emerson has seen a large population decline, with the population dropping from 9,500 people in 1970 to 3,000 people in 2010—an almost 70% decrease in population in four decades (Catlin, 1993). This is a more significant loss in population than was experienced by the City as a whole, which saw a population decline of about 55% during the same period (Stats Indiana). That trend is expected to continue over the next decade, as indicated in the graph below (FullInsite).



Emerson was one of the first neighborhoods to experience wide scale demolition during the Richard G. Hatcher administration in the 1970s, due to the age of the buildings and rapid population loss. Now, due to its vacant land and access to four major highways, Emerson has begun to position itself as an urban agricultural area where people can farm and still easily access various areas of northwest Indiana (Gary, 2016).

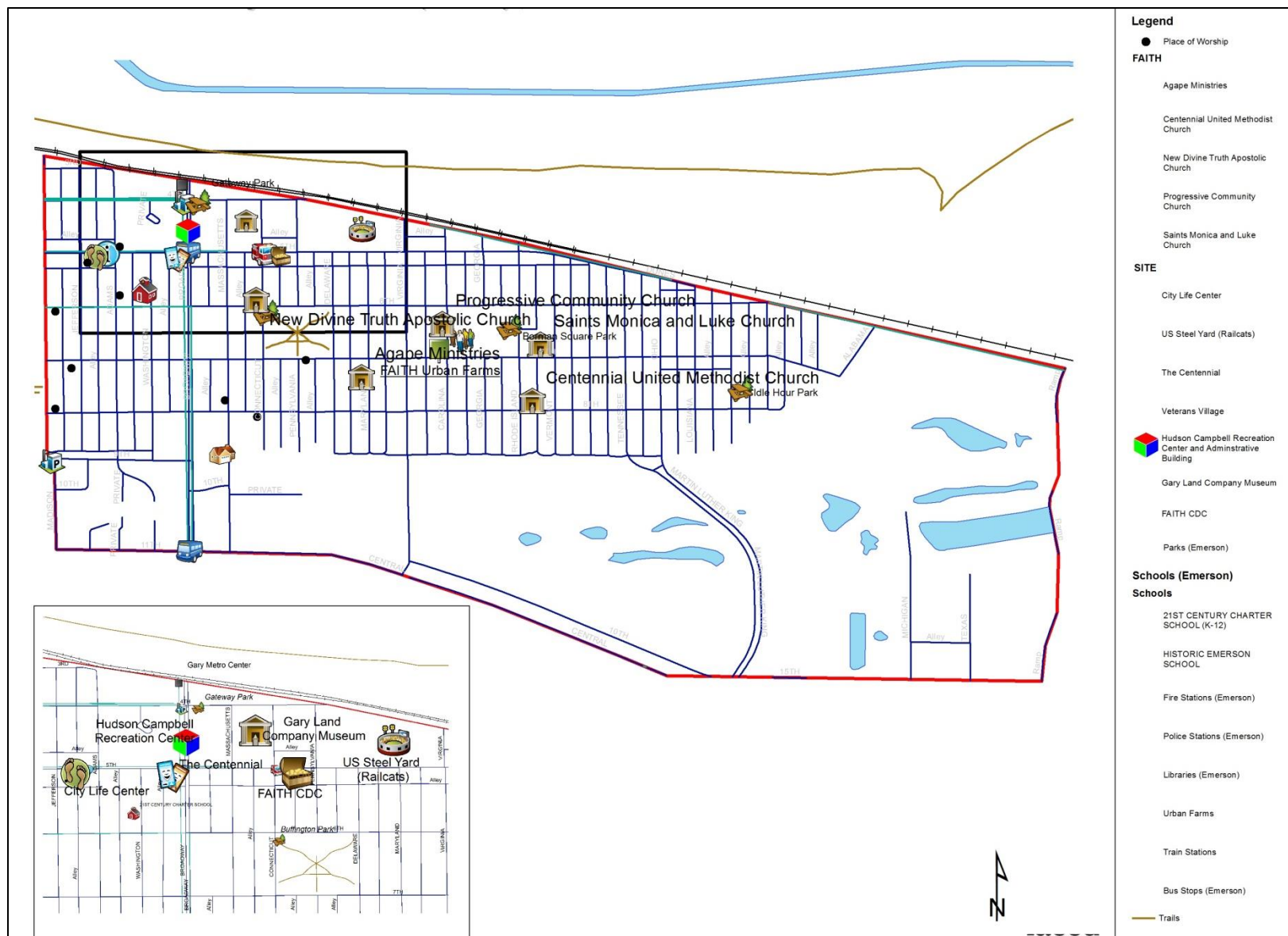


Notable buildings and community facilities in Emerson include:

- St. Monica and St. Luke Church
- U. S. Steel Yard
- Fire Station #1, Gary Fire Department
- Progressive Baptist Church
- Genesis Convention Center
- City Hall
- Lake County Courthouse
- Emerson School for the Visual and Performing Arts
- ArtHouse: A Social Kitchen
- Gateway Park
- Buffington Park
- Borman Square Park

The major roads in the Emerson Community are Broadway (SR 53), Virginia Street, Tennessee Street and 4<sup>th</sup> and 5<sup>th</sup> Avenues (US 12/20 and Dunes Highway). Emerson is also located near I-65 and I-90, which is better known as the Indiana Toll Road. Bus Service is provided by the Gary Public Transportation Corporation (GPTC) including routes #6 (E. 35th Avenue/Marshalltown), #13 (Oak and County Line Road), #19 (W. 6<sup>th</sup> Avenue Tolleston) and #22 (Horace Mann/Village via Taft Street Broadway Express to 93<sup>rd</sup> Avenue). On call paratransit service is also available by GPTC. The South Shore Line, which is an electric commuter rail line that runs from South Bend, Indiana to Chicago, Illinois, also has a downtown stop in the Downtown Emerson area, located on 4<sup>th</sup> Avenue.





# Background to Quality of Life Planning

Gary Downtown Emerson's Quality of Life Plan is the culmination of more than a year of relationship-building and planning efforts. This plan is not final; it will continue to evolve with the emerging priorities and needs of the community as new opportunities are identified and past concerns are resolved. As a community, Downtown Emerson seeks to participate in the revitalization efforts occurring within Gary via a place-based collective impact process. Collective Impact is based in five core principles (see side bar).

Downtown Emerson created this plan as a participant in the Neighborhood Spotlight program of the Legacy Foundation. Neighborhood Spotlight is a new initiative for making strategic investments in communities. The Legacy Foundation has made a major commitment to relational place-making in which leaders and citizens are fostering positive community change to create stronger, more vibrant neighborhoods that enhance regional vitality. The Foundation launched Neighborhood Spotlight as a collaborative approach to community development. Through this program, community residents and stakeholders from the public, private and nonprofit sectors have worked together to identify their collective vision and priorities for Downtown Emerson. Stakeholders then worked together to create goals and action plans for achieving the vision.

## Planning Process

Downtown Emerson residents and stakeholders attended three training sessions over the course of 2015, where they learned about the Neighborhood Spotlight process for collective impact. The group formed a Steering Committee with Families Anchored in Total Harmony Community Development Corporation—F.A.I.T.H. CDC—as the backbone organization. The neighborhood applied for Spotlight and, at the end of the year, was selected by the Legacy Foundation as one of two communities that would participate in the program in 2016.

## Principles of Collective Impact

- 1) Common Agenda**  
A shared vision for change
- 2) Shared Measurement**  
Shared data and consistent measurement of results
- 3) Mutually Reinforcing Activities**  
Coordinated programs and initiatives avoid duplication while aligning efforts
- 4) Continuous Communication**  
Open communication between all partners
- 5) Backbone Support**  
FAITH CDC provides oversight, connection, and process guidance

The original Downtown Emerson Spotlight Steering Committee consisted of twelve volunteers with a variety of backgrounds and connections within the community. They hired a community builder, Brenda Burch, to help carry out the planning process. Burch and the Steering Committee agreed to take the unusual step of creating a team of community builders in order to utilize the unique strengths of multiple people. At different points in the year, Michael Lewers, Elaine Castellanos, Phyllis Haberkamp, and Burgess Peoples all served as community builders. Together the Steering Committee and Community Builders conducted over 300 one-on-one conversations, asking community leaders to identify the strengths, weaknesses, opportunities, and threats in the Downtown Emerson neighborhood today. The feedback was presented in a report and presentation in June 2016, which was followed by a neighborhood visioning session.

Five themes were identified in the vision:

- Historical and Cultural Environment
- Housing and Economic Development
- Public Safety, Infrastructure and Transportation
- Health, Wellness, and Livability
- Education and Youth

These themes became the focus of Work Groups. Volunteers used the kickoff report, the vision statement, and other feedback to ensure that they addressed the needs and priorities of the whole community as they developed goals around each theme. They then identified some of the key steps and strategies needed for accomplishing each goal and began reaching out to partners to secure their commitment to support the plan and participate in the strategies. In 2017, Esther Lewis took over the role of Community Builder to guide the community in completing the planning process and beginning implementation.



Downtown Emerson in 10 Years: Visioning Workshop

The goals and strategies presented in this document are just the beginning of Downtown Emerson's work to create a stronger, more vibrant community. The plan includes steps that will take place over the next five years; over that time, new ideas and priorities will emerge as the goals here are accomplished and checked off the list. Downtown Emerson will continue to revisit this plan, adding new partners, goals, and strategies, and celebrating the work that's already been successful.

# Work Plan

Work Groups met in 2016 and early 2017 to discuss  
Downtown Emerson's vision and next steps.

The following Work Plan highlights the goals, strategies, and partners  
engaged in making the Downtown Emerson vision come to life.

Historical and Cultural  
Environment

Housing and Economic  
Development

Public Safety, Infrastructure, and  
Transportation

Health, Wellness, and Livability

Education and Youth



# Historical and Cultural Environment

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As was described in the background section, the Downtown Emerson neighborhood is a historic community that thrived in the first half of the twentieth century. Several sites in this area are included on the National Register of Historic Places:

- Gary Land Company Building  
4<sup>th</sup> Ave. and Pennsylvania St.
- Knights of Columbus Building  
333 W. 5<sup>th</sup> Ave.
- Gary Public Schools Memorial Auditorium  
700-734 Massachusetts St.
- Ralph Waldo Emerson School  
716 E. 7<sup>th</sup> Ave.

The City is organizing Gary Preservation Tours for the summer of 2017 to “showcase our downtown through a historical lens.” The tours will include eight historic sites, including properties that are currently vacant. Funding raised by the tours will go toward beautifying Broadway, a major street in the Downtown Emerson neighborhood, and securing historic abandoned sites.





**Goal 1:** Obtain Indiana State Historical Markers highlighting the historical relevance of at least 3 sites within the Gary Downtown Emerson Spotlight by 2019.

Action Steps	Responsible Party	Supporting Partner(s)	Timeframe	Measures/Evaluation
Reach out to existing agencies to identify sites of historical and cultural significance within the Gary Downtown Emerson footprint.	Naomi Millender	<ul style="list-style-type: none"> <li>Gary Historical and Cultural Society</li> <li>Indiana Landmarks</li> <li>Patricia Brown</li> <li>Teresa Guzman</li> </ul>	December 2017	A list of historical and culturally significant community spaces.
Develop brief descriptions for each site	Tiffany Tolbert	<ul style="list-style-type: none"> <li>Arts, Culture and History Committee of the Gary Common Council</li> <li>Sam Salvesen</li> <li>Alex Koerner</li> </ul>	December 2017	A detailed description of the cultural significance of at least 10 historical sites within the Gary Downtown Emerson Spotlight foot print so that the Historical and Cultural work group can decide the feasibility of placing an historical marker.
Identify and secure funds to purchase at least 3 markers from Indiana Historic Bureau within the Gary Downtown Emerson Spotlight	Sam Salvesen Alex Koerner	<ul style="list-style-type: none"> <li>Gary Historical and Cultural Society</li> <li>Indiana Landmarks</li> <li>Patricia Brown</li> <li>Teresa Guzman</li> <li>FAITH CDC</li> </ul>	December 2017	Raise at least \$7500 to purchase Indiana Historical Markers for at least 3 historically relevant sites within the Gary downtown Emerson Spotlight.
Submit Application to Indiana Historic Bureau to acquire Indiana Historical Markers for at least 3 sites.	Tiffany Tolbert	<ul style="list-style-type: none"> <li>Indiana Historic Bureau</li> <li>Gary Historical and Cultural Society</li> </ul>	March-June 2018	Application submitted for consideration before June 30 <sup>th</sup> .

Notified of Application to obtain Markers are approved. Pay for Markers.	FAITH CDC	<ul style="list-style-type: none"> <li>• Sam Salvesen</li> <li>• Alex Koerner</li> <li>• Gary Historical and Cultural Society</li> <li>• Indiana Landmarks</li> </ul>	September 2018	Indiana Historic Bureau makes the Markers
Indiana Historic Bureau provides Indiana Historical Markers for at least 3 sites.	Tiffany Tolbert	<ul style="list-style-type: none"> <li>• Indiana Historic Bureau</li> <li>• Gary Historical and Cultural Society</li> </ul>	December 2018	Acquire markers for 3 Historical sites within the Gary Downtown Emerson footprint.
Coordinate with the City of Gary and Indiana Department of Transportation on the install of the Indiana State Historical Marker signs.	FAITH CDC	<ul style="list-style-type: none"> <li>• City of Gary, Departments of Zoning, Building, and Public Works</li> <li>• Indiana Department of Transportation</li> </ul>	December 2018-December 2019	Indiana State Historical Markers are installed.
Identify sponsor for ribbon cutting	Jena Bellezza	<ul style="list-style-type: none"> <li>• Gary Historical and Cultural Society</li> <li>• FAITH CDC</li> <li>• City of Gary</li> </ul>	December 2019	Identification of at least 2 sponsors for a ribbon cutting event
Coordinate a ribbon cutting event, marketing Emerson as a historic hub of the City of Gary and the Northwest Indiana region.	Jena Bellezza	<ul style="list-style-type: none"> <li>• Gary Historical and Cultural Society</li> <li>• FAITH CDC</li> <li>• City of Gary</li> </ul>	July 2020	Event with at least 30 residents and community members

**Goal 2:** Engage at least 30 residents in 2 or more events promoting the historical and cultural significance of sites or events within the Gary Downtown Emerson Spotlight footprint annually through 2022 to increase tourism to the area, support the local arts community, and give residents an interest in the preservation of their neighborhood.

Action Steps	Responsible Party	Supporting Partner(s)	Timeframe	Measures/Evaluation
Annually promote Indiana Parenting Institute's Historical site scavenger hunt through recruitment of 25 participants.	Tara Nelson	<ul style="list-style-type: none"> <li>• Gary Historical and Cultural Society</li> <li>• Indiana Landmarks</li> <li>• Patricia Brown</li> <li>• Teresa Guzman</li> <li>• Indiana Parenting Institute</li> </ul>	April 2017 and ongoing	25 participants engaged in historical scavenger hunt.
Annually promote the Gary Preservation tour through the recruitment of 20 participants	Sam Salvesen Alex Koerner	<ul style="list-style-type: none"> <li>• Arts, Culture and History Committee of the Gary Common Council</li> <li>• Gary Historical and Cultural Society</li> <li>• Indiana Landmarks</li> <li>• Patricia Brown</li> </ul>	April 2017 and ongoing	20 participants in each of 3 walking tours of historically relevant sites
Promote Arts, Culture and History Festival at the site of the Gary Land Company building by recruiting at least 15 volunteers to work	Naomi Millender	<ul style="list-style-type: none"> <li>• Gary Historical and Cultural Society</li> <li>• Indiana Landmarks</li> <li>• FAITH CDC</li> </ul>	August 2017 and ongoing	15 volunteers assisting with the event
Promote Gary Poetry Project through recruitment of at least 30 attendees	Naomi Millender	<ul style="list-style-type: none"> <li>• Gary Historical and Cultural Society</li> <li>• Indiana Landmarks</li> <li>• FAITH CDC</li> </ul>	December 2017 and ongoing	30 attendees present to support local artists with the Gary poetry Project.

**Goal 3:** Share information on historic sites with at least 15 people via mobile application by 2019 that support interactive historical tours within the Gary Downtown Emerson Spotlight.



Action Steps	Responsible Party	Supporting Partner(s)	Timeframe	Measures/Evaluation
Research mobile apps to support interactive historical tours within the Gary Downtown Emerson Spotlight footprint.	Sam Salvesen Alex Koerner	<ul style="list-style-type: none"> <li>• Gary Historical and Cultural Society</li> <li>• Indiana Landmarks</li> <li>• Patricia Brown</li> <li>• Teresa Guzman</li> <li>• FAITH CDC</li> </ul>	March 2018	Identify 3 perspective applications to support historical walking tour within the foot print and costs associated with the production of each app.
Identify funding to support procurement of 1 application that the downtown Emerson Community decides to move forward with.	FAITH CDC	<ul style="list-style-type: none"> <li>• Gary Historical and Cultural Society</li> <li>• Indiana Landmarks</li> <li>• Patricia Brown</li> <li>• Teresa Guzman</li> </ul>	September 2018	Raise at least \$20,000 to support implementation and maintenance of identified application.

Market the launch of the App	FAITH CDC	<ul style="list-style-type: none"> <li>• Gary Historical and Cultural Society</li> <li>• Indiana Landmarks</li> <li>• Patricia Brown</li> <li>• Teresa Guzman</li> </ul>	July 2019	Production of 100 flyers, posters, and any additional electronic or printed signage.
Launch application that would give verbal description and photos of historic sites within Gary Downtown Emerson Spotlight foot print.	FAITH CDC	<ul style="list-style-type: none"> <li>• Gary Historical and Cultural Society</li> <li>• Indiana Landmarks</li> <li>• Patricia Brown</li> <li>• Teresa Guzman</li> </ul>	December 2019	Working application with at least 30 downloads accessible to citizens living in and visiting the Gary Downtown Emerson Spotlight.
Launch the App at an event with at least 15 attendees to download it to their smart phones	FAITH CDC	<ul style="list-style-type: none"> <li>• Gary Historical and Cultural Society</li> <li>• Indiana Landmarks</li> <li>• Patricia Brown</li> <li>• Teresa Guzman</li> </ul>	December 2019	A list of at least 15 names of attendees that downloaded the app

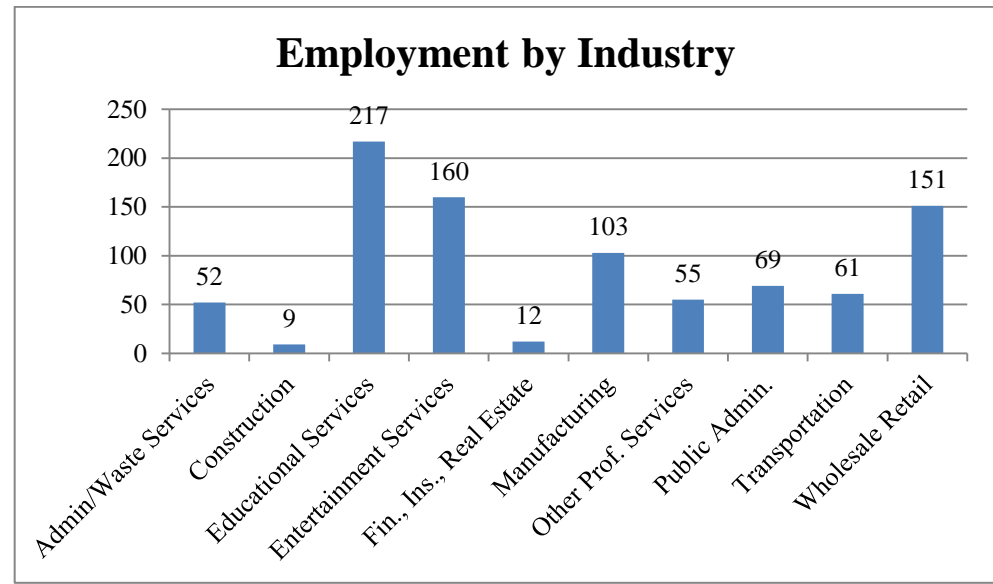
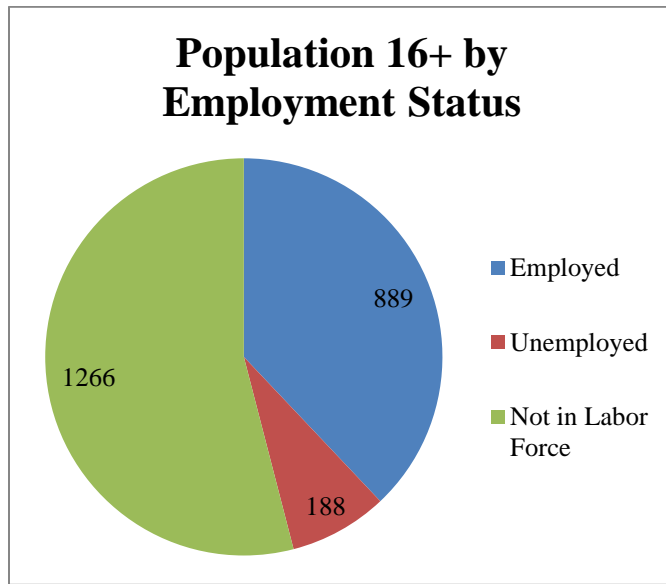


# Housing and Economic Development

Currently, many of the retail and mixed-use buildings in Downtown Emerson are vacant and in poor condition. This poses problems because many of these buildings are historic in nature and require more funding to demolish. Many of the largest employment centers, such as U.S. Steel, the City of Gary, the Indiana Family and Social Services Administration and Lake County Courthouse are located in Downtown Emerson. The presence of these buildings, along with the newly restored 504 Broadway Building, the Genesis Convention Center, ArtHouse: A Social Kitchen and U.S. Steel Yard, have increased traffic throughout this area.

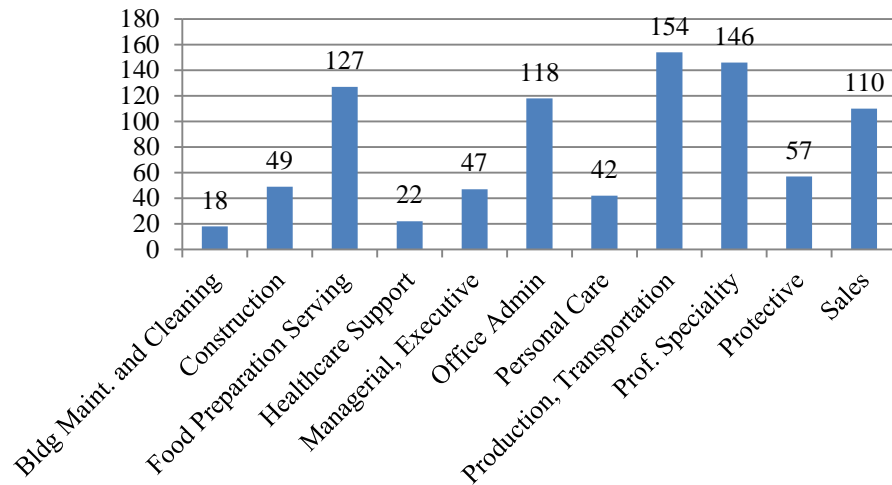
Over half of the Downtown-Emerson population over the age of 16 is not in the labor force. This includes anyone who isn't currently working or actively looking for work. Some people choose not to look for work due to age (teenagers, retired persons) or other commitments (students, stay-at-home parents). However, this number could also include people who choose not to look for work because they don't believe that any jobs are available or that they'll be able to get a job.

The industries that employ the largest numbers of residents include educational services, entertainment services, and wholesale retail. The most common occupations include production/transportation, professional specialties, and food preparation/serving. Median household income in the

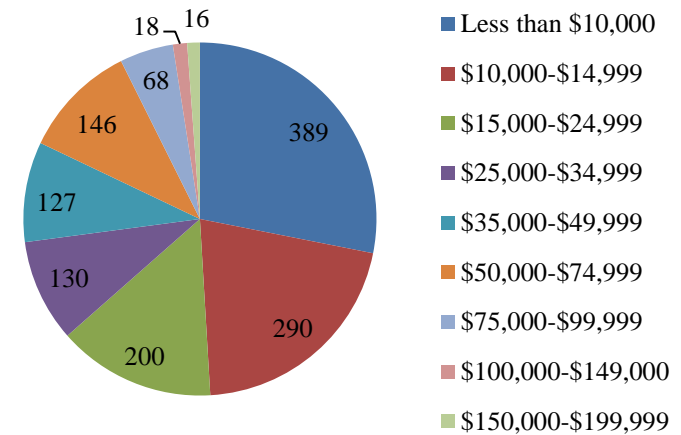


neighborhood is \$15,649. Almost half of all households earn less than \$15,000. However, when taking the race of the householder into account, it's clear that income is not equally distributed; white householders have a median income more than four times higher than that of black householders and more than twice that of Hispanic or other householders.

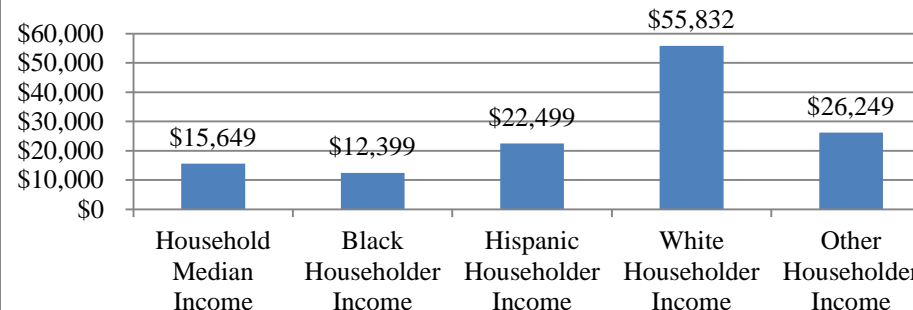
### Employment by Occupation



### Household Income

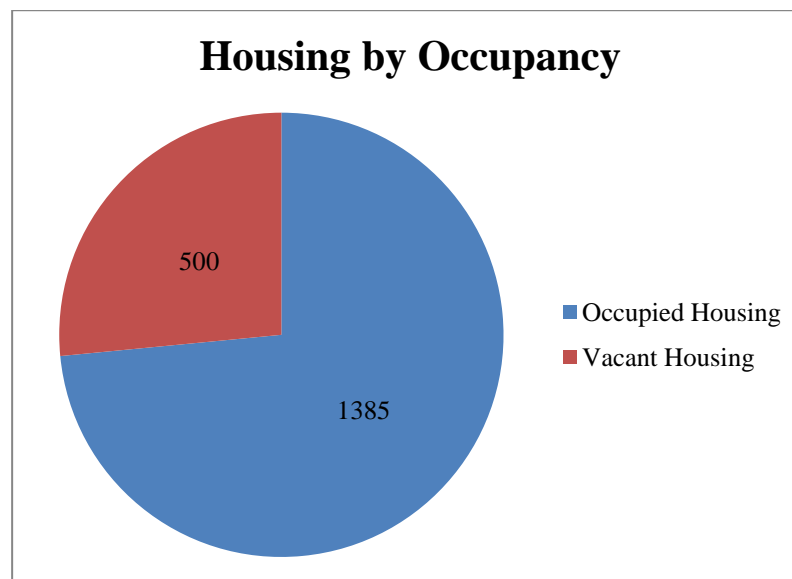
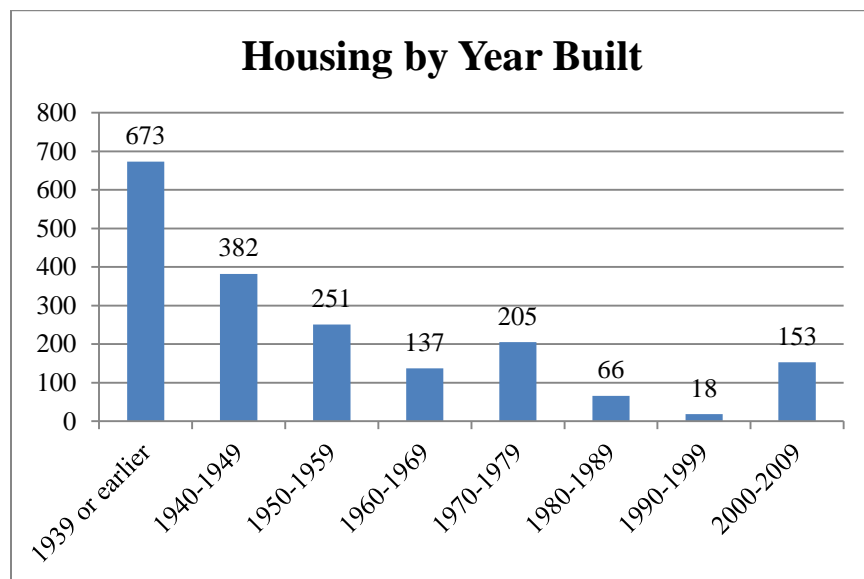


### Median Income

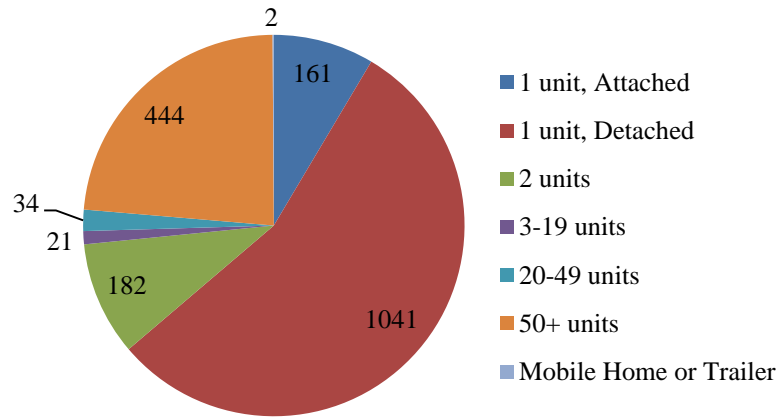


Housing is another indicator of economic vitality, as housing conditions have a strong connection to health and public safety and homeownership can be a means for preserving household assets. Over a third of housing units in Downtown-Emerson were built before 1940, and just over a fourth of housing units are vacant. The majority of housing units are single-family houses, but over a quarter of homes are in multi-family structures. More than twice as many people rent as own their home in the neighborhood, which is a significantly higher proportion of renters than elsewhere in the county and state. Of owner-occupied homes, a third are worth less than \$40,000; a quarter are worth more than \$80,000.

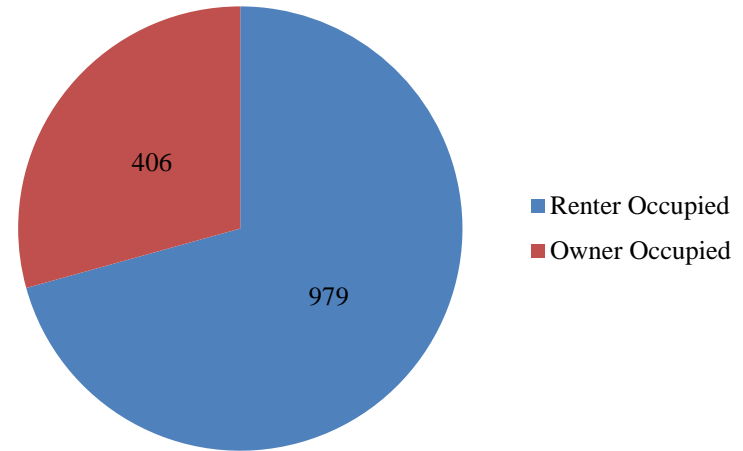
There are also vacant lots throughout the Downtown-Emerson area, many of which lack proper maintenance. There are opportunities to acquire these lots through the Lake County Treasurer’s Office and the City of Gary’s Redevelopment Commission. Organizations such as Faith Mowers and FAITH CDC have partnered with the City to demolish houses and other abandoned structures within the next five years. There is also a great need for senior housing, since people over the age of 65 make up 14.5% of the total population (Census.gov). Improvements on the South Shore Line also provide an opportunity to attract new residents to Downtown Emerson.



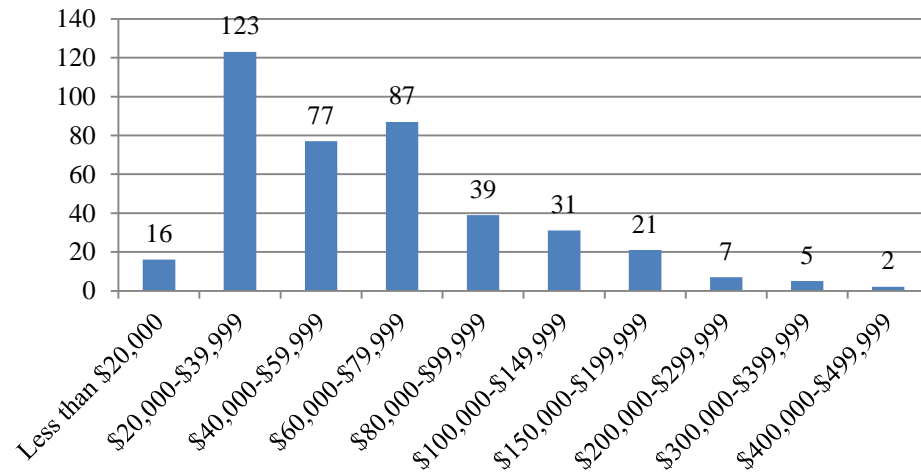
### Housing by Type



### Housing by Tenure



### Owner-Occupied Housing Values



**Goal 1:** Certify or collaborate with a Community Development Financial Institute (CDFI) to support Economic Development efforts within the Gary Downtown Emerson Spotlight footprint by December 2019

*CDFI Certification is the U.S. Department of the Treasury's recognition of specialized financial institutions serving low-income communities.*

Action Steps	Responsible Party	Supporting Partner(s)	Timeframe	Measures/Evaluation
Participate in CDFI monthly third Thursday conference call to collect information on next steps to CDE certification	Curtis Whittaker	<ul style="list-style-type: none"> <li>• FAITH CDC</li> <li>• Phillp McCandies</li> <li>• Geneva Osawe</li> </ul>	January 2018	Written instructions of next steps to certification
<p>Evaluate Organization's eligibility and capacity to operate as a CDE</p> <p><i>A Community Development Entity (CDE) is a domestic corporation or partnership that is an intermediary vehicle for the provision of loans, investments, or financial counseling in low-income communities. Certification as a CDE allows organizations to participate either directly or indirectly in the New Markets Tax Credit Program</i></p>	Curtis Whittaker	<ul style="list-style-type: none"> <li>• FAITH CDC</li> <li>• Phillp McCandies</li> <li>• Geneva Osawe</li> </ul>	January 2018	Clear concise plan on how to move forward with certification



Reach out to Regional Federal Credit Union and evaluate if a partnership is possible	Curtis Whittaker	<ul style="list-style-type: none"> <li>• FAITH CDC</li> </ul>	June 2017	Commitment from Regional to support fund CDE distinction
Contact additional individuals that are invested in securing a CDE certified through the CDFI	Curtis Whittaker	<ul style="list-style-type: none"> <li>• FAITH CDC</li> <li>• Phillip McCandies</li> </ul>	January 2018	10 individuals or organizations that are committed to certifying a CDFI within the region
Engage elected officials in the data collection process. Request support of application	Curtis Whittaker	<ul style="list-style-type: none"> <li>• CDFI committed individuals</li> </ul>	June 2018	Federal elected official commits to supporting application
Compile CDFI documentation and submit application for consideration	Curtis Whittaker	<ul style="list-style-type: none"> <li>• CDFI committed individuals</li> </ul>	January 2019	A completed and submitted CDFI application
Respond to any request for documentation	Curtis Whittaker	<ul style="list-style-type: none"> <li>• CDFI committed individuals</li> </ul>	December 2019	Secure CDE certification

**Goal 2:** Certify or collaborate with a Community Development Financial Institute (CDFI) to apply for New Market Tax Credits to support Economic Development efforts within the Gary Downtown Emerson Spotlight footprint by December 2022

*The NMTC Program incentivizes community development and economic growth through the use of tax credits that attract private investment to distressed communities.*

Action Steps	Responsible Party	Supporting Partner(s)	Timeframe	Measures/Evaluation
Evaluate organization capacity to secure New Market tax credit	Curtis Whitaker	<ul style="list-style-type: none"> <li>FAITH CDC</li> </ul>	June 2019	A clear plan on how to move forward
Contact additional individuals that are invested in securing NMTC	Curtis Whittaker	<ul style="list-style-type: none"> <li>FAITH CDC</li> <li>Phillp McCandies</li> </ul>	December 2019	10 individuals or organizations that are committed to securing NMTC within the region
Engage elected officials in the data collection process. Request support of application	Curtis Whittaker	<ul style="list-style-type: none"> <li>NMTC committed individuals</li> </ul>	June 2019	Federal elected official commits to supporting application
Compile NMTC documentation and submit application for consideration	Curtis Whittaker	<ul style="list-style-type: none"> <li>NMTC committed individuals</li> </ul>	January 2020	A completed and submitted NMTC application
Respond to any request for documentation	Curtis Whittaker	<ul style="list-style-type: none"> <li>NMTC committed individuals</li> </ul>	June 2020	Secure CDE certification
Determine NMTC documentation and support needed	Curtis Whittaker	<ul style="list-style-type: none"> <li>NMTC committed individuals</li> </ul>	January 2021	Develop a plan of action to gather documentation and support
Gather necessary information to support NMTC application	Curtis Whittaker	<ul style="list-style-type: none"> <li>NMTC committed individuals</li> </ul>	December 2021	Submit NMTC application

**Goal 3:** Establish a Gary Downtown Emerson business network to increase and support business development within the footprint by an additional 10 businesses by December 2022.

Action Steps	Responsible Party	Supporting Partner(s)	Timeframe	Measures/Evaluation
Research businesses operating within the Gary downtown Emerson footprint	Lashawn Whittaker	<ul style="list-style-type: none"> <li>• Marion Williams</li> <li>• Curtis Whittaker</li> <li>• Phillip McCandies</li> <li>• Debra McBride</li> </ul>	December 2017	Identification of at least 15 businesses operating within the footprint
Petition those identified businesses to commit to the Gary Downtown Emerson Spotlight business network	Lashawn Whittaker	<ul style="list-style-type: none"> <li>• Marion Williams</li> <li>• Curtis Whittaker</li> <li>• Phillip McCandies</li> <li>• Debra McBride</li> </ul>	June 2018	75% of identified businesses will commit to the business network
Develop business needs survey	Debra McBride	<ul style="list-style-type: none"> <li>• Lashawn Whittaker</li> </ul>	August 2017	Production of a written 15-25 question survey
Research and establish the best route to present the survey i.e. mail, in person, e-mail	Debra McBride	<ul style="list-style-type: none"> <li>• Lashawn Whittaker</li> </ul>	August 2017	Survey transferred in the preferred method of presenting
Administer survey to identified businesses that have committed to the network	Debra McBride	<ul style="list-style-type: none"> <li>• Lashawn Whittaker</li> </ul>	December 2018	100% of committed businesses complete survey
Analyze survey results	Debra McBride	<ul style="list-style-type: none"> <li>• Lashawn Whittaker</li> </ul>	January 2018	Formulate a list of top three concerns or needs identified by network
Communicate survey findings and Develop a strategic plan for the business network	Debra McBride	<ul style="list-style-type: none"> <li>• Gary Downtown Emerson Business Network</li> </ul>	March 2018	The strategic plan created
Research City of Gary's planning documents to verify the location of commercial areas	Lashawn Whittaker	<ul style="list-style-type: none"> <li>• Marion Williams</li> <li>• Curtis Whittaker</li> <li>• Phillip McCandies</li> <li>• Debra McBride</li> <li>• City of Gary Planning</li> </ul>	October 2017	Group will identify commercially zoned areas within the Gary Downtown Emerson Spotlight footprint.

Work with the City of Gary's Economic Development and Planning Departments of business attraction.	Lashawn Whittaker	<ul style="list-style-type: none"> <li>Gary Downtown Emerson Business Network</li> </ul>	January 2019	Identify the process for bringing businesses to the City of Gary
Identify possible shortcomings to the process	Lashawn Whittaker	<ul style="list-style-type: none"> <li>Gary Downtown Emerson Business Network</li> </ul>	March 2019	Identify at least 2 solutions to all identified shortcomings of the process of bringing new businesses
Develop a list of prospective businesses that would be willing to relocate within the Gary Downtown Emerson Spotlight footprint	Marion Williams	<ul style="list-style-type: none"> <li>Gary Downtown Emerson Business Network</li> </ul>	July 2019	Production of a list of at least 30 businesses that would be willing to relocate or expand its operations to the footprint
Separate the list of prospective businesses by industry	Lashawn Whittaker	<ul style="list-style-type: none"> <li>Gary Downtown Emerson Business Network</li> </ul>	December 2019	Assign the recruitment efforts of each industry to a specific business network participant
Initiate recruitment effort	Business network participant (Lashawn Whittaker)	<ul style="list-style-type: none"> <li>Gary Downtown Emerson Business Network</li> </ul>	March 2020	Each Business network participant identifies at least 2 businesses that are interested in relocating to the footprint and report its intentions to the business network
Support identified businesses through the City of Gary's process of relocating or expanding its business to the footprint	Lashawn Whittaker	<ul style="list-style-type: none"> <li>Gary Downtown Emerson Business Network</li> </ul>	December 2020	At least 3 New businesses complete process to relocate to the footprint with technical assistance from Business Network
Advocate to the City of Gary to add a quick processing fee to expedite the application process	Curtis Whittaker	<ul style="list-style-type: none"> <li>Gary Downtown Emerson Business Network</li> </ul>	December 2022	The City of Gary implements an expedite fee for businesses relocating
New businesses identify other businesses	Lashawn Whittaker	<ul style="list-style-type: none"> <li>Gary Downtown Emerson Business Network</li> </ul>	December 2022	At least 10 new businesses complete process to relocate within the footprint by 2022

**Goal 4:** Identify 50 unemployed Gary Downtown Emerson residents and refer them to resources so that at least 10 are employed by December 2022.

Action Steps	Responsible Party	Supporting Partner(s)	Timeframe	Measures/Evaluation
Develop employment needs survey	Debra McBride	<ul style="list-style-type: none"> <li>Lashawn Whittaker</li> </ul>	June 2017	Production of a written 15-25 question survey
Research and establish the best route to present the survey i.e. mail, in person, e-mail	Debra McBride	<ul style="list-style-type: none"> <li>Lashawn Whittaker</li> </ul>	June 2017	Survey transferred in the preferred method of presenting
Administer survey to residents in the desired method	Debra McBride	<ul style="list-style-type: none"> <li>Lashawn Whittaker</li> </ul>	June 2017	Identify at least 40 zone residents who are unemployed
Analyze survey results	Debra McBride	<ul style="list-style-type: none"> <li>Lashawn Whittaker</li> </ul>	June 2018	Formulate a list of top three employment concerns or needs identified by the survey
Contact identified residents about employment opportunities	Debra McBride	<ul style="list-style-type: none"> <li>Lashawn Whittaker</li> <li>Geneva Osawe</li> <li>Brenda Burch</li> </ul>	July 2017	at least 20 identified residents express interest in finding employment
Identify barriers to employment (no diploma, no childcare, felony, etc.)	Debra McBride	<ul style="list-style-type: none"> <li>Lashawn Whittaker</li> <li>Geneva Osawe</li> <li>Brenda Burch</li> </ul>	July 2017	100% of 20 identified residents complete questionnaire to identify barriers
Provide resource referrals to service providers, including for gently used clothes for interviews	Agape Fellowship	<ul style="list-style-type: none"> <li>St Monica St Luke</li> <li>Embassies of Christ</li> </ul>	August 2017	85% of referrals followed up on
Speak with employers about employment opportunities for zone residents	Lashawn Whittaker	<ul style="list-style-type: none"> <li>Gary Downtown Emerson Business Network</li> </ul>	December 2017 and ongoing	10 zone residents employed
Refer residents to future companies who need workers in the City of Gary	Lashawn Whittaker	<ul style="list-style-type: none"> <li>Gary Downtown Emerson Business Network</li> </ul>	December 2017 and ongoing	10 zone residents employed

**Goal 5:** Certify as a community housing development organization (CHDO) in support of securing affordable housing tax credits through the State of Indiana by 2022.

*A CHDO is a private nonprofit, community-based organization that has staff with the capacity to develop affordable housing for the community it serves.*

Action Steps	Responsible Party	Supporting Partner(s)	Timeframe	Measures/Evaluation
Complete CHDOs 101 capacity building series to learn how to become CHDO certified	Curtis Whittaker	<ul style="list-style-type: none"> <li>• FAITH CDC</li> <li>• Phillip McCandies</li> <li>• Geneva Osawe</li> <li>• Patty Sprague</li> </ul>	January 2018	one participants training and return with training resources to support certification
Complete CHDO board 101 capacity building series to learn how to become CHDO certified	Curtis Whittaker	<ul style="list-style-type: none"> <li>• FAITH CDC</li> <li>• Phillip McCandies</li> <li>• Geneva Osawe</li> <li>• Patty Sprague</li> </ul>	February 2018	one participants training and return with training resources to support certification
Complete CHDO Board 2.0 - Succession Planning capacity building series to learn how to become CHDO certified	Curtis Whittaker	<ul style="list-style-type: none"> <li>• FAITH CDC</li> <li>• Phillip McCandies</li> <li>• Geneva Osawe</li> <li>• Patty Sprague</li> </ul>	March 2018	one participants training and return with training resources to support certification
Complete CHDO Board 3.0 capacity building series to learn how to become CHDO certified	Curtis Whittaker	<ul style="list-style-type: none"> <li>• FAITH CDC</li> <li>• Phillip McCandies</li> <li>• Geneva Osawe</li> <li>• Patty Sprague</li> </ul>	March 2018	one participants training and return with training resources to support certification
Complete HOME Rental Guide and HOME Homebuyer Guide capacity building series to learn how to become CHDO certified	Curtis Whittaker	<ul style="list-style-type: none"> <li>• FAITH CDC</li> <li>• Phillip McCandies</li> <li>• Geneva Osawe</li> <li>• Patty Sprague</li> </ul>	April 2018	one participants training and return with training resources to support certification

Complete Project Planning Home 1 and 2 capacity building series to learn how to become CHDO certified	Curtis Whittaker	<ul style="list-style-type: none"> <li>• FAITH CDC</li> <li>• Phillip McCandies</li> <li>• Geneva Osawe</li> <li>• Patty Sprague</li> </ul>	May 2018	one participants training and return with training resources to support certification
Complete Capacity Building 1 and 2 capacity building series to learn how to become CHDO certified	Curtis Whittaker	<ul style="list-style-type: none"> <li>• FAITH CDC</li> <li>• Phillip McCandies</li> <li>• Geneva Osawe</li> <li>• Patty Sprague</li> </ul>	June 2018	one participants training and return with training resources to support certification
Identify additional individuals that are invested in securing a CHDO certification	Curtis Whittaker	<ul style="list-style-type: none"> <li>• FAITH CDC</li> <li>• Phillip McCandies</li> <li>• Geneva Osawe</li> <li>• Patty Sprague</li> </ul>	June 2018	10 individuals or organizations that will provide assistance and support to creating a CHDO within the region
Engage elected officials in the data collection process. Request support of application	Curtis Whittaker	<ul style="list-style-type: none"> <li>• CHDO committed individuals</li> </ul>	January 2018	Federal elected official commit to supporting application
Compile CHDO documentation and submit application for consideration	Curtis Whittaker	<ul style="list-style-type: none"> <li>• CHDO committed individuals</li> </ul>	December 2018	A completed and submitted CHDO application
Respond to any request for documentation	Curtis Whittaker	<ul style="list-style-type: none"> <li>• CHDO committed individuals</li> </ul>	December 2019	Secure CHDO certification
Acquire or select three to five acres of land that is suitable for the development of at least 30 housing units in Emerson	FAITH CDC	<ul style="list-style-type: none"> <li>• City of Gary</li> <li>• Lake County Assessor's Office</li> <li>• Lake County Treasurer's Office</li> </ul>	April 2020	FAITH CDC will have ownership of the land and the developer will have more tank enough land to develop housing units on
Solicit and hire a development firm that understands how to develop affordable housing	FAITH CDC		July 2020	Solicit 10 development firms with familiarity on affordable housing and hire a firm to begin developing housing in Emerson

Prepare all necessary documentation (surveys, title and deeds, site plans, etc.) for approval of affordable housing development in Emerson	FAITH CDC	<ul style="list-style-type: none"> <li>Development Firm chosen to assist in affordable housing development</li> </ul>	September 2020	All documentation will be prepared for review by the City of Gary and necessary board for approval
Obtain all proper approvals from the City of Gary if necessary, including attending Site Plan Review, zoning and variance approvals and final approval from Gary Common Council	FAITH CDC	<ul style="list-style-type: none"> <li>Development Firm chosen to assist in affordable housing development</li> </ul>	December 2020	Final approval will be obtained by the City of Gary's respective boards
Contact utility companies (NIPSCO, Indiana American Water, and Gary Sanitary District,) and the City of Gary Department of Public Works and Board of Public Works and Safety to ensure proper utilities are established and not in the City of Gary's right-of-way	FAITH CDC	<ul style="list-style-type: none"> <li>Development Firm chosen to assist in affordable housing development</li> </ul>	December 2020	Utility companies and Board of Public Works and Safety will provide letters of no objection for the development of the project
Partner with other housing entities to develop affordable housing in Emerson	FAITH CDC	<ul style="list-style-type: none"> <li>Gary Housing Authority</li> <li>ICHDA</li> <li>City of Gary Department of Community Development</li> </ul>	December 2021	FAITH CDC will partner housing entities to create housing for residents in Gary



**Goal 6:** Restore an abandoned property within the Downtown Emerson Footprint and rent it out to a family that is interested in preparing for homeownership by December 2022 to improve home values within the footprint.



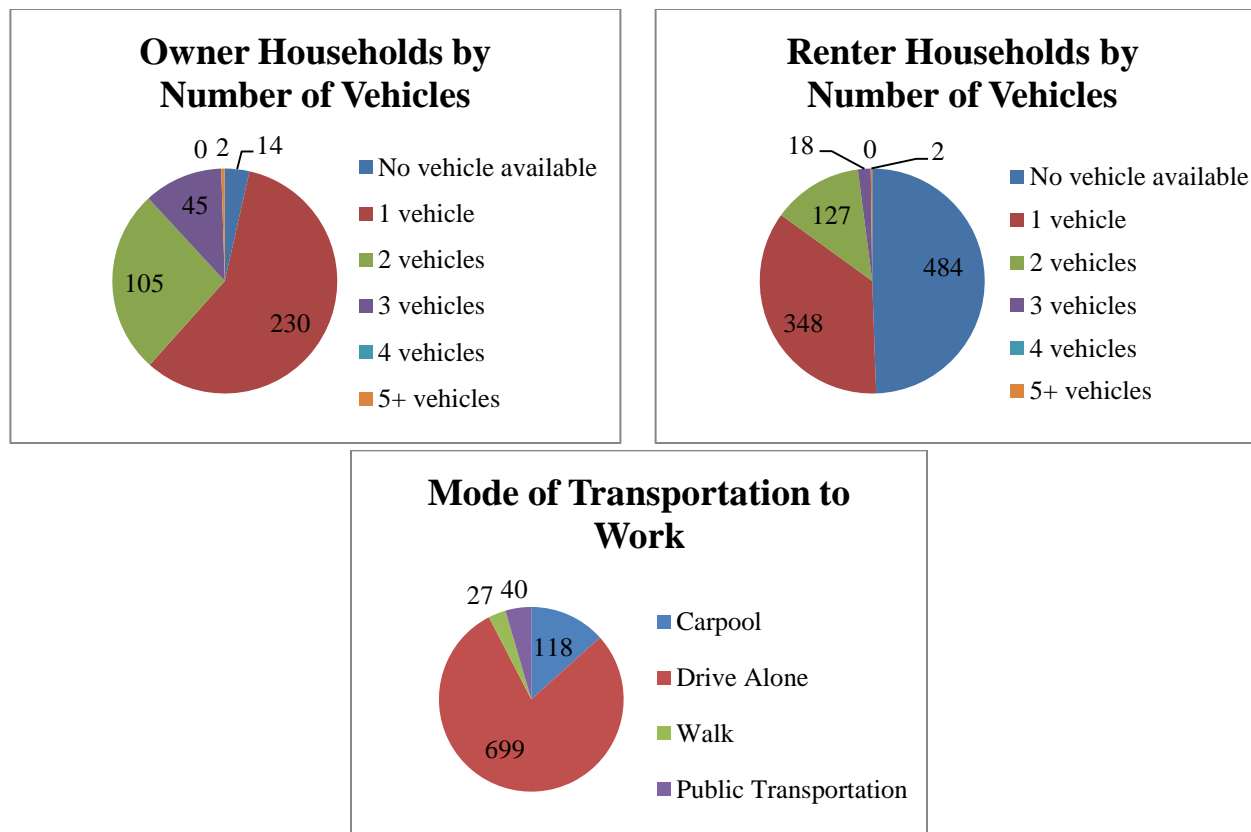
Action Steps	Responsible Party	Supporting Partner(s)	Timeframe	Measures/Evaluation
Evaluate possible properties within the Downtown Emerson footprint	Brenda Burch	<ul style="list-style-type: none"> <li>Patty Sprague</li> <li>Geneva Osawe</li> </ul>	December 2017	A list of at least 10 properties that may be good fixers
Approach Redevelopment about obtaining one property	Brenda Burch	<ul style="list-style-type: none"> <li>Patty Sprague</li> <li>Geneva Osawe</li> </ul>	January 2018	An evaluation of the 10 properties and the feasibility of obtaining them
Complete application to obtain property	Brenda Burch	<ul style="list-style-type: none"> <li>Patty Sprague</li> <li>Geneva Osawe</li> </ul>	March 2018	FAITH CDC obtains property
Research other home repair programs to learn about funding sources and selection processes	Brenda Burch	<ul style="list-style-type: none"> <li>Patty Sprague</li> <li>Geneva Osawe</li> </ul>	December 2017	Identify at least \$50,000 to support rehabilitation of property
Complete restoration of identified property	Brenda Burch	<ul style="list-style-type: none"> <li>Patty Sprague</li> <li>Geneva Osawe</li> </ul>	December 2018	A debt free, rehabbed property
Develop criteria of renting family	Brenda Burch	<ul style="list-style-type: none"> <li>Patty Sprague</li> <li>Geneva Osawe</li> </ul>	December 2018	Program manual outlining operations of housing program
Rent the property to a family	Brenda Burch	<ul style="list-style-type: none"> <li>Patty Sprague</li> <li>Geneva Osawe</li> </ul>	March 2019	A family moves into the property
Family purchases home that has been rehabbed	Brenda Burch	<ul style="list-style-type: none"> <li>Patty Sprague</li> <li>Geneva Osawe</li> </ul>	December 2022	One new homeowner

**Goal 7:** Develop an independent economy that allows homeowners to assist one another to improve housing conditions within the Gary Downtown Emerson area by December 2022.

Action Steps	Responsible Party	Supporting Partner(s)	Timeframe	Measures/Evaluation
Develop housing survey to evaluate homeowners' needs as it relates to housing	Debra McBride	<ul style="list-style-type: none"> <li>Brenda Burch</li> <li>Geneva Osawe</li> </ul>	August 2017	Production of a written 15-25 question survey
Research and establish the best route to present the survey e.g. mail, in person, email	Debra McBride	<ul style="list-style-type: none"> <li>Brenda Burch</li> <li>Geneva Osawe</li> </ul>	August 2017	Survey transferred in the preferred method of presenting
Administer survey to homeowners within the Gary Downtown Emerson footprint	Debra McBride	<ul style="list-style-type: none"> <li>Brenda Burch</li> <li>Geneva Osawe</li> </ul>	December 2017	At least 50 homeowners within the footprint to complete survey
Analyze survey results	Debra McBride	<ul style="list-style-type: none"> <li>Brenda Burch</li> <li>Geneva Osawe</li> </ul>	December 2017	Formulate a list of housing needs of homeowners e.g. appliances, windows, roof, flooring, furniture
Identify possible partnerships to address homeowners' needs	Patty Sprague	<ul style="list-style-type: none"> <li>Brenda Burch</li> <li>Geneva Osawe</li> </ul>	September 2017	Develop at least 5 possible partnership to support homeowners' needs including other homeowners who have resources to give away
Solicit private industry to provide resources to improve housing conditions of homeowners within the Gary Downtown Emerson Spotlight	Debra McBride	<ul style="list-style-type: none"> <li>Brenda Burch</li> <li>Geneva Osawe</li> <li>Esther Lewis</li> </ul>	December 2017	Secure 1 private entity to support efforts
Solicit Gary residents to provide resources to improve housing conditions of homeowners within the footprint	Patty Sprague	<ul style="list-style-type: none"> <li>Brenda Burch</li> <li>Geneva Osawe</li> <li>Esther Lewis</li> </ul>	December 2017	Identify 10 residents that would be willing to meet identified needs of homeowners within the footprint
Identify one elderly resident to gather volunteers to go in and clean out their home	Geneva Osawe	<ul style="list-style-type: none"> <li>Phyllis Haberkamp</li> <li>Patty Sprague</li> <li>Brenda Burch</li> </ul>	December 2018	Clean up one elderly resident's home
Market clean up event	Brenda Burch	<ul style="list-style-type: none"> <li>Geneva Osawe</li> <li>Patty Sprague</li> </ul>	December 2018	Produce 100 flyers

# Public Safety, Infrastructure and Transportation

While almost all homeowners have at least one vehicle available, half of renters have no vehicles available. Given that the majority of residents in the neighborhood are renters, this indicates that a large number of households have no private means of transportation. At the same time, three quarters of the population indicate that they drive alone to work. Accessible transportation options are key for residents to have access to jobs and other facilities outside the neighborhood. Pedestrian and bike infrastructure as well as a sense of public safety are needed so that residents without cars can safely travel within the neighborhood.



**Goal 1:** Increase 311 app downloads by 50 residents by December 2022. This will allow residents and visitors to report pot holes, slick road conditions, as well as streets in need of a cleaning.



Action Steps	Responsible Party	Supporting Partner(s)	Timeframe	Measures/Evaluation
Obtain parcel addresses of residents within the footprint from Cedric Kurkendal with the City of Gary GIS	Curtis Whittaker	<ul style="list-style-type: none"> <li>FAITH CDC</li> </ul>	July 2017	Possession of an all-inclusive list of addresses within the Gary Downtown Emerson footprint.
Collect information to share with residents in the Downtown Emerson Footprint	Brenda Jones Burch	<ul style="list-style-type: none"> <li>Patty Sprague</li> <li>Geneva Osawe</li> </ul>	December 2017	Each work group provides updates on QOL plan with the expectation that it would be communicated with residents
Develop and print out to residents a Gary Downtown Emerson Spotlight newsletter	Brenda Jones Burch	<ul style="list-style-type: none"> <li>Catholic Charities</li> <li>Patty Sprague</li> <li>Geneva Osawe</li> <li>Valerie Goode</li> </ul>	January 2018	At least 100 copies of a one page front and back newsletter
Mail out the Gary Downtown Emerson Spotlight Newsletter	Brenda Jones Burch	<ul style="list-style-type: none"> <li>Catholic Charities</li> <li>Patty Sprague</li> <li>Geneva Osawe</li> <li>Valerie Goode</li> </ul>	January 2018	At least 100 residents receive the quarterly Gary Downtown Emerson Spotlight Newsletter highlighting the use of the City's 311 app

Launch a 311 Campaign within the Gary Downtown Emerson Spotlight footprint to encourage residents to utilize it to report road and sidewalk conditions	Patty Sprague	<ul style="list-style-type: none"> <li>• FAITH CDC</li> <li>• Brenda Jones Burch</li> <li>• Monica Rozier</li> </ul>	January 2018	20 new app downloads within 30 days of campaign launch
Host a how-to session during third Thursday focused on 311 app utilization	Patty Sprague	<ul style="list-style-type: none"> <li>• FAITH CDC</li> <li>• Brenda Jones Burch</li> <li>• Monica Rozier</li> <li>• Esther Lewis</li> </ul>	January 2018	At least 30 residents present to participate in the training focused on utilizing the 311 app
Advocate for the follow up on road conditions	Patty Sprague	<ul style="list-style-type: none"> <li>• FAITH CDC</li> <li>• Esther Lewis</li> </ul>	June 2022	25 % of 311 complaints are satisfactorily resolved within the first year of its launch and an additional 25% each subsequent year

**Goal 2: Lighting:** a). Identify all street lights by NIPSCO numbering system and report all non-functioning street lights within one (1) year. b). Identify locations where there should be street lights and get them replaced and functioning by December 2020.

Action Steps	Responsible Party	Supporting Partner(s)	Timeframe	Measures/Evaluation
Identify all street lights by NIPSCO numbering system	Patty Sprague	<ul style="list-style-type: none"> <li>Phyllis Habercamp</li> <li>Monica Rozier</li> </ul>	March 2018	Spreadsheet with all street lights with the NIPSCO numbering system
Call NIPSCO and give them the numbers of all non-functioning lights	Patty Sprague	<ul style="list-style-type: none"> <li>NIPSCO</li> <li>Phyllis Habercamp</li> <li>Monica Rozier</li> </ul>	March 2018	The lights will be on!
Contact the City of Gary and request the department (person) responsible for getting a light pole replaced.	Patty Sprague	<ul style="list-style-type: none"> <li>City of Gary, Department of Constituent Services</li> </ul>	April 2018	Name of Department and responsible person.
Get the light pole at Ohio & 7 <sup>th</sup> Ave replaced and functioning	Patty Sprague	<ul style="list-style-type: none"> <li>City of Gary</li> <li>NIPSCO</li> </ul>	May 2018	Light pole will be replaced and functioning.
Use the Ohio & 7 <sup>th</sup> light pole replacement and function as a template for other light poles that need to be replaced and functioning by identifying those locations and making the appropriate calls	Patty Sprague	<ul style="list-style-type: none"> <li>City of Gary</li> <li>NIPSCO</li> </ul>	June 2022	Light poles identified will be replaced and functioning

**Goal 3: Community Policing** Establish a citizen committee focused on bridging the gap between the Community and Police, leading to an annual improvement in residents’ perception of the police.

Action Steps	Responsible Party	Supporting Partner(s)	Timeframe	Measures/Evaluation
Recruit Gary Downtown Emerson residents and community members to engage in Police outreach.	Maggie Kerby	<ul style="list-style-type: none"> <li>City of Gary Police Department</li> <li>Gary for Life</li> <li>Males with a plan</li> <li>Officer Cree Jones</li> </ul>	December 2017	List of 15 interested residents and community members
Invite Gary Police to monthly community meetings.	Maggie Kerby	<ul style="list-style-type: none"> <li>Officer Cree Jones</li> </ul>	June 2017 and ongoing	At least one representative from Gary Police department engaged in monthly community meetings.
Organize a community policing activity within Gary Downtown Emerson Spotlight within the last quarter of the year.	Maggie Kerby	<ul style="list-style-type: none"> <li>City of Gary Police Department</li> <li>Officer Cree Jones</li> <li>Patty Sprague</li> </ul>	December 2018	At least 5 Gary police officers and 25 residents present at Gary Downtown Emerson event.
Survey residents annually to evaluate their perception of police officers and crime.	Brenda Jones Burch	<ul style="list-style-type: none"> <li>FAITH CDC</li> </ul>	December 2019 and ongoing	10% improvement in public's perception of police officers and crime



**Goal 4: Wheel Chair Accessibility** Increase wheel chair accessibility on sidewalks by 25% and provide 5 low income homeowners with wheel chair ramps by December 2021.

Action Steps	Responsible Party	Supporting Partner(s)	Timeframe	Measures/Evaluation
Assess sidewalks within Gary Downtown Emerson Spotlight footprint	Patty Sprague	<ul style="list-style-type: none"> <li>• Jim Haberkamp</li> <li>• Phyllis Haberkamp</li> <li>• City of Gary Street Department</li> </ul>	September 2017	Create a spreadsheet evaluating sidewalk wheelchair accessibility.
Advocate for city to repair, widen, or add sidewalks as necessary	Patty Sprague	<ul style="list-style-type: none"> <li>• Jim Haberkamp</li> <li>• Phyllis Haberkamp</li> <li>• AARP</li> </ul>	December 2021	Commitment by the City to improve 25% of the identified as a concern sidewalk.
Identify qualified residents from Catholic Charities' list who live within the Spotlight boundaries who require a wheelchair ramp and don't have a safe accessible entrance to their home	Valerie Goode	<ul style="list-style-type: none"> <li>• Catholic Charities</li> <li>• Phyllis Haberkamp</li> <li>• Patty Sprague</li> <li>• AARP</li> </ul>	December 2017	Production of an inclusive list from Catholic Charities list of Gary Downtown Emerson residents that require a wheel chair ramp.
Install Wheelchair Ramps for disabled Gary Downtown-Emerson home owners based on income	Valerie Goode	<ul style="list-style-type: none"> <li>• Catholic Charities</li> </ul>	December 2020	At least 5 wheelchair ramps to be installed within the Gary Downtown Emerson footprint.

**Goal 5: Community cleanup** Host or collaborate on 2 community wide clean-ups with at least 30 residents and 5 policemen within the Gary Downtown Emerson Spotlight to increase the communities' investment in community restoration by the end of 2017.



Action Steps	Responsible Party	Supporting Partner(s)	Timeframe	Measures/Evaluation
Identify locations of clean up	Patty Sprague	<ul style="list-style-type: none"> <li>• Jim Haberkamp</li> <li>• Phyllis Haberkamp</li> <li>• Louisiana Block club</li> </ul>	March 2017	Two locations identified within the Gary Downtown Emerson Spotlight
Develop Plan for volunteer placement and resources needed	Patty Sprague	<ul style="list-style-type: none"> <li>• Jim Haberkamp</li> <li>• Phyllis Haberkamp</li> </ul>	May 2017	Map of identified parcel of land outlining volunteer placement and a list of resources and who will provide them.
Develop marketing materials and publicize semi- annual clean up event	Pastor Brenda Burch	<ul style="list-style-type: none"> <li>• Esther Lewis</li> </ul>	May 2017	Production of 100 flyers to pass out to residents and community members and at least 1 multimedia outlet publication in support of the event.

Recruit volunteers	<b>Esther Lewis</b> Curtis Whittaker	<ul style="list-style-type: none"> <li>• Jim Haberkamp</li> <li>• Phyllis Haberkamp</li> <li>• Louisiana Block club</li> </ul>	May 2017	Pass out 100 flyers to residents and community members At least 50 residents and community members sign up for the clean-up day
Invite Gary Police to participate in the clean up	Patty Sprague	<ul style="list-style-type: none"> <li>• Jim Haberkamp</li> <li>• Phyllis Haberkamp</li> <li>• Louisiana Block club</li> </ul>	May 2017	At least 5 officers commit to participating in the cleanup event
Execute the clean-up	Patty Sprague	<ul style="list-style-type: none"> <li>• Jim Haberkamp</li> <li>• Phyllis Haberkamp</li> <li>• Louisiana Block club</li> </ul>	December 2017	Two well-manicured parcels of land 30 residents and 5 police officers participate in clean up events



**Goal 6: Ball Park Plaza** Plan and execute the mixed use space on 5<sup>th</sup> and Delaware for public use by 2019.

Action Steps	Responsible Party	Supporting Partner(s)	Timeframe	Measures/Evaluation
Complete Phase 1 assessment <i>(Phase 1 assessment includes a review of records, a site inspection, and interviews with owners, occupant, neighborhoods, and local government).</i>	Brenda Scott Henry	<ul style="list-style-type: none"> <li>Regional Development Authority</li> <li>City of Gary</li> <li>Art House</li> </ul>	January 2018	Phase 1 assessment completed with report outlining type of toxins found
Complete Phase 2 <i>(Phase 2 assessment includes sampling and laboratory analysis to confirm the presence of hazardous materials)</i>	Brenda Scott Henry	<ul style="list-style-type: none"> <li>Regional Development Authority</li> <li>City of Gary</li> <li>Art House</li> </ul>	April 2018	Phase 2 assessment completed with report outlining levels of toxins.
Site mitigation <i>(to clean up environmental contaminants)</i>	Brenda Scott Henry	<ul style="list-style-type: none"> <li>Regional Development Authority</li> <li>City of Gary</li> <li>Art House</li> </ul>	July 2018	Total site restoration and prepped for construction
Develop a plan for public use of the site and gather resident input on models of site use	Brenda Scott Henry Esther Lewis	<ul style="list-style-type: none"> <li>City of Gary</li> <li>Art House</li> <li>Curtis Whittaker</li> </ul>	May 2018	Use public awareness campaign, including a public meeting or social media to get residents feedback and approval of site plans
Execute the plan for Ball Park Plaza	Brenda Scott Henry Michele Lamier	<ul style="list-style-type: none"> <li>City of Gary</li> <li>Art House</li> <li>Curtis Whittaker</li> </ul>	January 2019	Well thought out parcel used for public use.

# Health, Wellness and Livability

**Goal 1:** Develop Gardening and food outreach programming to impact healthy eating habits of at least 100 Gary Downtown Emerson residents and visitors by December 2021.

Action Steps	Responsible Party	Supporting Partner(s)	Timeframe	Measures/Evaluation
Host 4 workshops specific to soil health	<b>Erin Sherrow-Hayse</b> Niki Witkowski	<ul style="list-style-type: none"> <li>Purdue Extension + City of Gary Dept. of Green Infrastructure and Environmental Affairs</li> <li>Northwest Indiana Food Council</li> </ul>	September 2018	Have at least 15 residents and community stakeholders attend each workshop
Initiate Emerson Backyard Gardening Network with a social media platform for news, opportunities, info sharing and toolkits	<b>Freida Graves</b> Brenda Burch	<ul style="list-style-type: none"> <li>Faith Farms</li> <li>Community Orchard Collaborative</li> <li>Purdue Extension</li> <li>City of Gary Dept. of Green Infrastructure and Environmental Affairs</li> <li>Lake County Minority Health Coalition</li> </ul>	July 2018	25 regular participants, who share, read, follow and show up based on this news.
Develop and initiate garden outreach programs and workshops on growing healthy food for new participants in neighborhood and citywide.	<b>Walter Jones</b> Danielle Hughes	<ul style="list-style-type: none"> <li>Brother's Keeper</li> <li>Stuart House Garden</li> <li>Trinity United Methodist</li> <li>Veterans groups</li> </ul>	December 2019	Develop 2 new outreach programs. Engage 1 new committed participant from each event held

**Goal 2:** Expand distribution system of FAITH Farms to include 5 new relationships that will buy produce from FAITH Farms by December 2022.



Action Steps	Responsible Party	Supporting Partner(s)	Timeframe	Measures/Evaluation
Research Snap eligibility requirements	<b>Karen Norwood</b> (Evelyn Yancey)	<ul style="list-style-type: none"> <li>FAITH CDC</li> <li>Northwest Indiana Food Council</li> <li>Legacy Foundation</li> </ul>	December 2018	A clear path to snap eligibility
Contact USDA for application	<b>Karen Norwood</b> (Evelyn Yancey)	<ul style="list-style-type: none"> <li>FAITH CDC</li> </ul>	October 2019	USDA sends electronic application
Figure out licensing, sales tax or regulatory issues;	<b>Karen Norwood</b> (Evelyn Yancey)	<ul style="list-style-type: none"> <li>FAITH CDC</li> </ul>	October 2019	All required accounting systems in place
Apply for SNAP eligibility;	<b>Karen Norwood</b> (Evelyn Yancey)	<ul style="list-style-type: none"> <li>FAITH CDC</li> </ul>	October 2019	Snap accounting set up
Reach out to Purdue Extension to assist in expansion of distribution	Erin Sherrow-Hayse	<ul style="list-style-type: none"> <li>FAITH CDC</li> </ul>	December 2020	Purdue extension assist in developing 5 partnerships
Market FAITH Farms produce to Arthouse initiative, schools, and other partners including Farm to Table initiatives and programs	<b>Aja Yasir</b>	<ul style="list-style-type: none"> <li>Purdue Ext - Nutrition Ed</li> <li>Arthouse</li> <li>Community Orchard Collaborative</li> </ul>	December 2022	3 established partnerships where they are purchasing food from FAITH farm and using the food at their perspective organization

**Goal 3:** Establish a community lab Orchard within the Gary Downtown Emerson Spotlight footprint by December 2019.

Action Steps	Responsible Party	Supporting Partner(s)	Timeframe	Measures/Evaluation
Create Holding Organization for Parcels	Frances Whitehead	<ul style="list-style-type: none"> <li>ABOG</li> <li>Doug Grimes Attorney</li> </ul>	October 2018	IN NFP /501c3 established
Develop the Community Orchard Collaborative	Walter Jones	<ul style="list-style-type: none"> <li>ABOG Foundation</li> </ul>	complete	Up and running with bylaws
Test site soil and assess results	Deb Backhus	<ul style="list-style-type: none"> <li>Kansas State university</li> </ul>	October 2018	Testing completed, results interpreted to guide site development
Secure Community Orchard Parcels	Frances Whitehead	<ul style="list-style-type: none"> <li>City of Gary Redevelopment</li> </ul>	October 2018	Ownership transferred
Finalize Orchard design: Accessibility, cultivar selection, site layout.	Frances Whitehead	<ul style="list-style-type: none"> <li>Causes for Change International (accessibility)</li> </ul>	October 2018	Design / site layout plan completed to guide site development and future plantings. Projected harvest timeframes and potential yield to judge long term success
Prepare site for planting	Walter Jones	<ul style="list-style-type: none"> <li>Drew Hart USFS</li> </ul>	September 2017	Site is ready for planting.
Plan/ hold tree planting event	Frances Whitehead	<ul style="list-style-type: none"> <li>ABOG Foundation</li> <li>USFS – (Drew Hart)</li> </ul>	Fall 2017	Trees planted with horticultural requirements 10 com members engaged
Make Site bollards on site and paint	Frances Whitehead	<ul style="list-style-type: none"> <li>ABOG Foundation</li> </ul>	Summer 2017	Host Public Art Bollard Pour by August 2017
Establish Bee Gary program 2 Beehives on site with bees Monthly beekeeping sessions scheduled and open to community participants	Jim Elniski	<ul style="list-style-type: none"> <li>NW Indiana Beekeepers</li> <li>Purdue Extension</li> <li>City of Gary Dept of Environment</li> </ul>	Summer 2017	Beehives on site 2 committed beekeepers engaged.



Soil sample from the Emerson area



Establish a Neighborhood Cookbook, Oral Histories Project to collect recipes and Stories from neighbors	Walter Jones	<ul style="list-style-type: none"> <li>• ABOG Foundation</li> </ul>	December 2018	20 Participants interviewed and recipes collected. 1Online or 1paper publication completed.
Capture Lessons Learned in a share-able template/protocol to share with other communities	Deb Backhus Danielle Hughes	<ul style="list-style-type: none"> <li>• Purdue Extension</li> <li>• FAITH CDC</li> <li>• Downtown Emerson</li> <li>• Green Urbanism</li> <li>• City of Gary</li> <li>• Community Orchard Collaborative</li> </ul>	December 2018	Publish toolkit documents on Emerson Backyard Gardening website or social media platform.



Walter Jones, Frances Whitehead, and Deb Backhus

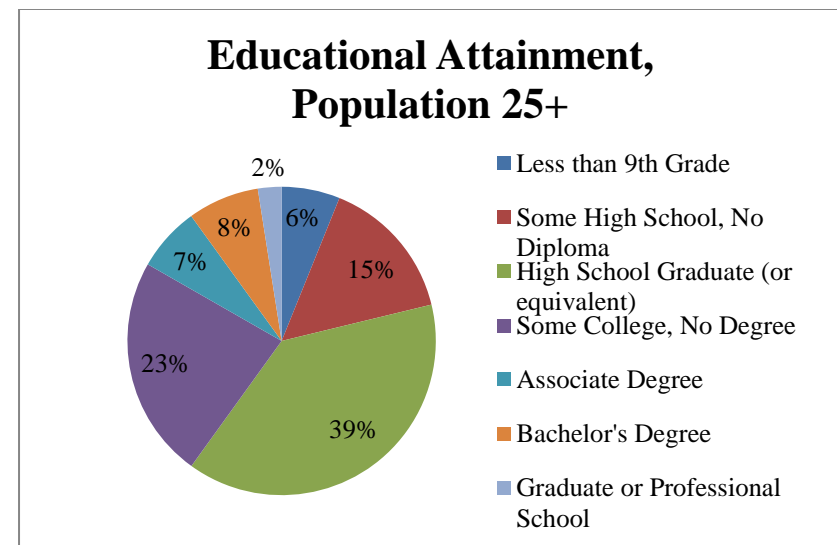
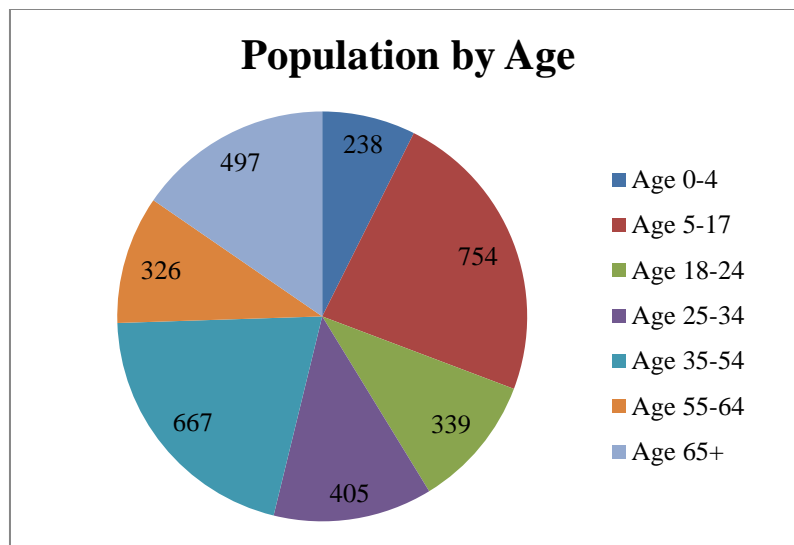
**Goal 4:** Renovate a vacant neighborhood residence to create an Urban Ag Center by December 2022.

Action Steps	Responsible Party	Supporting Partner(s)	Timeframe	Measures/Evaluation
Evaluate possible vacant neighborhood homes	Deb Backhus	<ul style="list-style-type: none"> <li>Joe Van Dyk</li> <li><i>FAITH CDC</i></li> </ul>	December 2017	A list of possible properties to consider for Urban Ag Center
Create a Vision Statement for Community Urban Ag Center	Walter Jones	<ul style="list-style-type: none"> <li><i>FAITH CDC</i></li> <li><i>Fruit Futures Initiative Gary</i></li> <li><i>Community Orchard Collab</i></li> <li><i>Local Foods Local Places</i></li> <li><i>Drew Hart, USFS</i></li> </ul>	July 2018	Document complete and reviewed by outside readers from various fields
Contact Redevelopment Commission to secure a Property in Emerson	Deb Backhus	<ul style="list-style-type: none"> <li>Joe Van Dyk</li> <li><i>FAITH CDC</i></li> </ul>	July 2018	Meeting held and results confirmed in writing
Submit application for property	Deb Backhus	<ul style="list-style-type: none"> <li>Joe Van Dyk</li> <li><i>FAITH CDC</i></li> </ul>	December 2018	The property is given to FAITH CDC
Create a Preliminary Plan package	<b>Deb Backhus</b> + Frances Whitehead, Curtis Whittaker	<ul style="list-style-type: none"> <li>Brenda Scott Henry</li> </ul>	December 2018	Document complete and reviewed

Identify appropriate institutions, organizations and individuals to approach as partners on the rehabilitation and reuse effort.	Curtis Whittaker (Frances Whitehead)	<ul style="list-style-type: none"> <li>• <i>FAITH CDC</i></li> <li>• <i>Fruit Futures Initiative Gary</i></li> <li>• <i>Community Orchard Collab</i></li> <li>• <i>Local Foods Local Places</i></li> <li>• <i>Drew Hart, USFS</i></li> </ul>	December 2019	Funding and development plan developed
Approach institutions, organizations and individuals identified in the Vision and Preliminary Plan to secure their support as contributors and partners on the project.	<b>Curtis Whittaker</b> (Frances Whitehead)		December 2019	Formal “asks” conceived and implemented. Results to include funding, grants, resources.
Raise funds for rehabilitation of building	Curtis Whittaker (Evelyn Yancey)		December 2020	\$\$ in hand sufficient for rehab
Rehab the building	Curtis Whittaker (Evelyn Yancey)		December 2021	BLDG opens
Create Programming to support vision	Curtis Whittaker (Evelyn Yancey)		December 2022	Youth, Seniors, others consistently engaged

## Education and Youth

Youth under the age of 18 make up more than a quarter of the population in the Downtown-Emerson neighborhood. Ensuring that youth have adequate educational and job opportunities is critical to the long-term success of the community. According to the Indiana Dept. of Education, 77% of Gary students receive free meals at school. IDOE also reports that 93% of Gary students are Black. A fifth of adults over 25 have not graduated from high school; less than a fifth have completed a college degree.



**Goal 1:** Develop and provide youth leadership programming to at least 100 youth by December 2022.

Action Steps	Responsible Party	Supporting Partner(s)	Timeframe	Measures/Evaluation
Determine the number of evidence based mentoring programs operating within the Gary Downtown Emerson Spotlight footprint.	Ken Patrick Barry	<ul style="list-style-type: none"> <li>• Esther Lewis</li> <li>• Valerie Goode</li> <li>• Linda Clark</li> <li>• Changing Lives Changing Patterns</li> <li>• Youth Service Bureau</li> <li>• Move Male Mentoring</li> </ul>	December 2017	A list of evidence based mentoring programs currently operating within the footprint
Utilize Indiana Youth Institutes resources to evaluate the needs of the organizations	Esther Lewis	<ul style="list-style-type: none"> <li>• IYI</li> <li>• CLCP</li> </ul>	June 2018	75% of identified organizations utilize IYI to identify gaps in organizational capacity and services
Develop a strong mentoring collaborative to support program shortcomings i.e. funding, volunteers, training needs, and referrals	Ken Patrick Barry	<ul style="list-style-type: none"> <li>• Esther Lewis</li> <li>• IYI</li> <li>• CLCP</li> <li>• Youth Service Bureau</li> <li>• 21<sup>st</sup> Century Charter School</li> </ul>	August 2018	At least 5 evidence based mentoring organizations produce a signed agreement of commitment to the collaborative
Utilize Indiana Youth Institutes resources to evaluate the post needs of the organizations	Esther Lewis	<ul style="list-style-type: none"> <li>• IYI</li> <li>• CLCP</li> </ul>	January 2019	100% of organizations that participated in the collaborative demonstrate a decrease in gaps in services

Development of the Gary Downtown Emerson Youth Council, which will engage identified youth in community service instead of being <u>suspended from school</u>	Curtis Whittaker	<ul style="list-style-type: none"> <li>• Anthony Cherry</li> <li>• CLCP</li> <li>• Ken Patrick Barry</li> <li>• Esther Lewis</li> </ul>	June 2018	Develop a plan for the operations of the Gary Downtown Emerson Spotlight Youth Council
Identify Youth Serving organizations operating within the Gary downtown Emerson Spotlight footprint willing to partner in facilitating youth council members	Esther Lewis	<ul style="list-style-type: none"> <li>• Anthony Cherry</li> <li>• CLCP</li> <li>• Ken Patrick Barry</li> <li>• IYI</li> <li>• Youth Service Bureau</li> </ul>	January 2018	Production of a list of youth Serving organizations
Identification of youth at least 12 years old to participate in the Gary Downtown Emerson Youth Council	Anthony Cherry	<ul style="list-style-type: none"> <li>• Curtis Whittaker</li> <li>• Esther Lewis</li> <li>• Ken Patrick Barry</li> <li>• Burgess Peoples</li> </ul>	June 2018	Identify at least 25 youth to serve on the youth council
Develop schedule for Youth council participants	Curtis Whittaker	<ul style="list-style-type: none"> <li>• Anthony Cherry</li> <li>• Ken Patrick Barry</li> <li>• Burgess Peoples</li> <li>• David Wright</li> <li>• Brian Lyter</li> </ul>	June 2018	A written schedule of events i.e. mentoring, community clean up, or programming for participating youth
Communicate schedule with parents and community sponsors that will carry out the schedule with the youth	Anthony Cherry	<ul style="list-style-type: none"> <li>• Esther Lewis</li> <li>• Curtis Whittaker</li> <li>• Valerie Goode</li> <li>• Burgess Peoples</li> </ul>	June 2018	Schedule of events signed by parents, youth, and community sponsor

**Goal 2:** Serve 200 families in family friendly events within the Gary Downtown Emerson Spotlight footprint by December 2021.

Action Steps	Responsible Party	Supporting Partner(s)	Timeframe	Measures/Evaluation
Gather data on current events within the Gary Downtown Emerson Spotlight footprint.	McKenya Dilworth	<ul style="list-style-type: none"> <li>Burgess Peoples</li> <li>Indiana Parenting Institute</li> </ul>	December 2018	Spreadsheet listing events, event sponsors and event details
Develop a community events committee	Burgess Peoples	<ul style="list-style-type: none"> <li>Linda Clark</li> <li>Brenda Burch</li> <li>Youth Service Bureau</li> <li>21<sup>st</sup> Century Charter School</li> <li>IPI</li> </ul>	January 2018	At least 5 committee members that meet on a quarterly basis
Host quarterly Community Events Committee meetings	Burgess Peoples	<ul style="list-style-type: none"> <li>Linda Clark</li> <li>Brenda Burch</li> <li>Youth Service Bureau</li> <li>21<sup>st</sup> Century Charter School</li> <li>IPI</li> </ul>	March 2019	Production of a quarterly marketing plan to encourage family participation in identified events happening within the Gary Downtown Emerson Spotlight footprint
Market identified events through Gary Downtown Emerson Spotlight newsletter, partners' Facebook, Twitter, Snapchat, and/or Instagram	Burgess Peoples	<ul style="list-style-type: none"> <li>Linda Clark</li> <li>Brenda Burch</li> <li>Youth Service Bureau</li> <li>21<sup>st</sup> Century Charter School</li> <li>IPI</li> </ul>	January 2020	100 individuals receive information promoting events either through social media or receiving a newsletter



**Goal 3:** Provide Job readiness programming to at least 50 youth by December 2022 to produce a better prepared workforce.

Action Steps	Responsible Party	Supporting Partner(s)	Timeframe	Measures/Evaluation
Identify and secure funding to support job readiness training for youth.	Bill Simmons	<ul style="list-style-type: none"> <li>• Harambee</li> <li>• Burgess Peoples</li> <li>• IYI</li> </ul>	October 2020	Secure \$42,000 from public, private, or community resources
Obtain referrals from 21 <sup>st</sup> Century Charter School	Cean Glover	<ul style="list-style-type: none"> <li>• CLCP</li> <li>• City Life Center</li> <li>• 21<sup>st</sup> Century Charter School</li> </ul>	August 2017 Ongoing	Identified at least 15 youth ages 16-19
Provide Job readiness programming i.e. resume writing, time management, and application completion	Cean Glover	<ul style="list-style-type: none"> <li>• CLCP</li> <li>• City Life Center</li> <li>• 21<sup>st</sup> Century Charter School</li> </ul>	August 2017- June 2022	Provide job readiness training to at least 15 youth annually
Create partnerships with local businesses that will provide work based learning opportunities for participating youth	Esther Lewis	<ul style="list-style-type: none"> <li>• Harambee</li> <li>• Burgess Peoples</li> <li>• Curtis Whittaker</li> </ul>	January 2021	Secure 10 partnerships with local businesses to provide work based learning
Place at least 30 youth with business partners for work based learning	Esther Lewis	<ul style="list-style-type: none"> <li>• Harambee</li> <li>• Burgess Peoples</li> <li>• Curtis Whittaker</li> </ul>	December 2022	75% of youth asked to stay on as a paid employee

# Next Steps

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The Downtown-Emerson Quality of Life Plan will continue to be updated on an annual basis. Have an idea you'd like to see included in the plan? Want to get involved, or have a way to support one of the goals in the plan? Call 219-880-0850 or email [downtownemersonspotlight@gmail.com](mailto:downtownemersonspotlight@gmail.com) to get connected.

Plan updates and other info will be posted on our website, [www.faithgary.org](http://www.faithgary.org).

