

COUNCIL PENDING ORDINANCE CPO 2023-41
ORDINANCE NO. _____
AS AMENDED _____
CERTIFICATION DATE _____
FAVORABLY _____
UNFAVORABLY _____

**AN ORDINANCE AMENDING ORDINANCE NUMBER 9446 ENTITLED AN
ORDINANCE FOR THE CITY OF GARY, LAKE COUNTY, INDIANA APPROVING
AN AMERICAN RESCUE PLAN ACT (ARPA) SPENDING PLAN
FOR WORKFORCE HOUSING-EASTSIDE COMMUNITY DEVELOPMENT**

WHEREAS, an ordinance approving the initial components of an ARPA Spending Plan was passed on October 25, 2021; and,

WHEREAS, said Plan may be amended as needed; and,

WHEREAS the Gary Common Council previously approved the following among other amounts:

For the provision of government services to the extent of the reduction in revenue due to the COVID-19 public health emergency relative to revenues collected in the most recent full fiscal year prior to the emergency: \$10,150,493.00

To respond to workers performing essential work during the COVID-19 public health emergency by providing premium pay to eligible workers: \$5,000,000.00

For payroll and covered benefits expenses for public safety, to the extent that their services are devoted to mitigating or responding to the COVID-19 public health emergency: \$18,000,000.00, and;

WHEREAS, certain additional items should be added to the Spending Plan.

NOW, THEREFORE, BE IT ORDAINED by the Common Council of the City of Gary, Indiana as follows:

SECTION 1. That the following item at the indicated amount is hereby approved as a part of the ARPA Spending Plan:

\$1,900,000 (One Million Nine Hundred Thousand Dollars) toward the construction of the Gary Eastside Community Development Corporation's housing project designed to increase the supply of affordable, market rate and high-quality living units in the City of Gary, both in response to the pandemic as well as to support stable housing and homeownership over the long term. There will be 55 rental units and 5 market rate single family homes in the area of 21st and Madison Streets.

SECTION 2. That expenditure of the above referenced amount is subject to appropriation by the Common Council of the City of Gary.

SECTION 3. This ordinance shall be in full force and effect upon passage.

PASSED and ADOPTED by the Common Council of the City of Gary, Indiana, this ____ day of _____, 2023.

PRESIDING OFFICER

ATTEST:

CITY CLERK

Presented by me to the Mayor for his approval and signature this ____ day of _____ 2023.

CITY CLERK

APPROVED and SIGNED by me this ____ day of _____ 2023.

MAYOR, CITY OF GARY, INDIANA

PREPARED BY: Angela Lockett, Corporation Counsel

SPONSORED BY: Mayor Jerome Prince
Celita Green, City Controller

COMMITTEE ASSIGNMENT _____ Reported-out/Date _____
1st Reading/Date _____ Committee Hearing/Date _____
2nd Reading/Date _____ Public Hearing/Date _____
3rd Reading/Date _____ Final Reading/Date _____
Passed/Date _____ Defeated/Date _____ Deferred/Date _____
Tabled/Date _____ Override/Date _____ Adopted Date _____
Publications/Date _____ Community Hearing/Date _____ Veto _____
Pocket Veto _____ Adopted _____

Gary East Side Community Development Corporation

ReThink|ReVitalize
Developing Community and
Empowering People



GESDC 1ST QUARTER 2023 UPDATE --- WHAT'S NEW

Intro by Executive Director

I am honored to be reaching out to you through our community newsletter as the President of the Gary East Side Community Development Corporation. My name is Marlon Mitchell, and I am blessed to serve and partner with the stakeholders in our historic Roosevelt Midtown community to support its growth and development.

As a community, we all share a common goal of building a thriving and inclusive environment where everyone feels valued and heard. I am committed to working collaboratively with all members of this community to achieve this goal.

In my role as a member of the Community Development Team, I will be focusing on enhancing communication and engagement within the community, identifying new opportunities for growth and collaboration, and supporting initiatives that promote diversity, inclusion, and the vibrant culture of Midtown.

I look forward to engaging with many of you in the coming weeks and learning more about your perspectives, goals, and aspirations for our community. Please feel free to reach out to me directly if you have any ideas or feedback on how we can make our City and the Roosevelt Midtown community even better.

Thank you for allowing me to be a part of the fabric of the beautiful tapestry we call Midtown, and I look forward to working together towards a brighter future.

Blessings,

Marlon R. Mitchell, PhD
Roosevelt High School C/O '89

GESDC Work Program

In the second half of 2022 the GESDC Team established an 18-month work program. Its goal, to attract investments, both short and long term, that will revitalize Gary neighborhoods (housing, commercial, and quality of place amenities) while producing economic opportunities for residents. The initial work program is a necessary precursor to a much more ambitious transformative neighborhood revitalization initiative. An initiative designed to return regional and national market forces to the Gary community, taking advantage of our location, available real estate and a favorable state economic climate.

The GESDC Team understands we must walk before we run. In 2023 we are setting the table for a modest, but important development program. We have identified five key work program elements to advance this year. The result, much needed start-up investment activity producing tangible neighborhood revitalization outcomes. On the flip side of this page, you will find our first quarterly update addressing each of the work program elements. As either an existing or potential GESDC partner, you will receive quarterly updates on our progress throughout 2023. Your insights and expertise are welcome as we embark on this important journey.



GESDC Work Program Elements - Quarter 1 Update

GESDC Organizational Capacity Building – As GESDC prepares to expand its programming and serve as a development partner with the private sector professional, training, financial reporting, and overall organizational capacity building is a 2023 priority.

Achievements 1st Quarter 2023 - Upgraded accounting system with more formal monthly reporting. Audited statements for year end. Professional development included Leslie's participation in a ULI/Buckingham Foundation Real Estate Development Initiative Course and a Legacy Foundation 2-day workshop. Established 2023 GESDC overhead budget with specific quarterly fundraising goals.

Workforce Training – The GESDC Team had great success in 2022 in expanding its workforce training programming. Our goal in the 2023 work program is to build and diversify upon this success.

Achievements 1st Quarter 2023 - GESDC is a subgrantee of the Department of Labor, Young Adult Reentry Program grant. We collaborate with a network of privately funded youth services providers who will provide education, training, and employment services coupled with individualized supportive services. Our occupational skills training provides portable and stackable credentials leading to employment in environmental services and recycling; manufacturing, trucking, and related logistics occupations; solar panel installation; and construction, building maintenance, and related industries. We have had tremendous success with 100% of our participants to date receiving one or more certifications (forklift operation, solar panel installation, OSHA 10/30, CORE construction, Certified Logistics Technician) and job placement.

E-Waste – GESDC has been working with RecycleForce, a well-established electronics recycler based in Indianapolis. RecycleForce has recycled over 65 million pounds of electronic waste, creating jobs and a cleaner, safer environment. It's sustainable business model fits well in the northwest Indiana environment.

Achievements 1st Quarter 2023 - Late last year GESDC entered into an agreement to partner with RecycleForce Indianapolis to establish a related entity in Gary. This quarter we have identified properties to host such an enterprise, established a preliminary operating budget and identified start-up capital sources. We believe we are close to securing a location in Gary for this initiative.

Residential Investment Program – GESDC is focused on establishing a development program that will construct 60-75 mixed-income residential units in 2024.

Achievements 1st Quarter 2023 - This quarter our team focused on engaging a market assessment study, initial property identification, site planning, preliminary design and establishing a pre-development schedule for the remainder of this year.

Neighborhood Master Planning Process - As the GESDC prepares to execute its development objectives it realizes good development outcomes must be preceded by good planning. Planning in which Gary stakeholders' voices are clearly present and a strong set of partners are prepared to participate in and support.

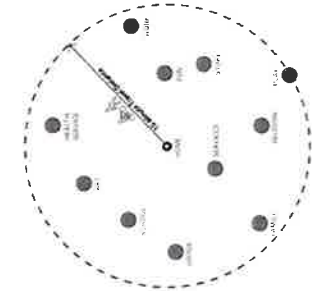
Achievements 1st Quarter 2023 - We have met with local stakeholders, and City of Gary leadership to outline the early planning steps. We also have reached out to a nationally renowned HBCU to participate in a "Design Collaborative Group" along with a national planning and design firm, and other local planners to help guide the planning and design elements intended to create neighborhoods of choice.



15 Minute Neighborhood

Over the past 10 years there has been a growing number of households expressing a preference to live where they work, shop, recreate and find most of the services they require within a convenient distance -- approximately 15 minutes away. Ideally, we are finding that many residents prefer the car trip to be less and that they can access these conveniences by foot or bike in 15 minutes or less.

Cities like Paris and Amsterdam have committed to creating 15-minute communities. In Paris, Mayor Anne Hidalgo has been an avid supporter since 2014, creating "people first" infrastructure in Paris neighborhoods that encourage walking, bicycling and more convenient use of transit. Seattle has begun the process of exploring the 15-minute city in preparation of its next Comprehensive Plan. Detroit, Portland, Boulder to name a few are also interested in integrating this concept into their future neighborhood planning. Locally, Whiting, Crown Point, Munster and the Harbor section of East Chicago have begun to include "15-minute" planning elements into their programming.



U.S. - The Infrastructure in the Era of the 15-minute City, June 15, 2021, Graphic by Steven Baumgartner/IBUS

MIDTOWN-ROOSEVELT - CONCEPTUAL REVITALIZATION PLAN (draft)



The Midtown-Roosevelt Neighborhood (MI-RO), planned and revitalized holistically will demonstrate, many of the 15-minute neighborhood attributes.

MI-RO is adjacent to two major commercial corridors - Grant and Broadway Streets. These corridors contain many of the commercial and neighborhood services shown in the diagram above. In addition, the I-94 Expressway, local transit, and the South Shore Transit Center expand the neighborhood's "15-minute" reach.

GESDCDC will engage with the neighborhood, the City of Gary, and its other partners to develop a comprehensive master plan and development program that embodies many of the 15-minute neighborhood elements that have been successfully implemented producing the placemaking results that the market is demanding.



ReThink|Revitalize Developing Community and Empowering People

The Gary East Side Community Development Corporation (GESDCDC), a 501(c)(3) was founded in 2016 to address workforce, economic and housing development needs/opportunities in Gary, Indiana. Its primary focus is "Developing Community and Empowering People." The GESDCDC believes there is an unacceptable void in community building capacity that must be filled if Gary is to return to a city that thrives and is known for neighborhoods that offer residents and businesses quality places to live, work and prosper.

The GESDCDC has a chief executive officer, Marlon Mitchell. It enjoys increased capacity from a fully engaged working board of four members. As will be seen later in this document, Marlon and the GESDCDC intend to produce quality community development outcomes by increasing staff and programmatic capacity over the next 18 months leading to the implementation of an ambitious 5-year neighborhood revitalization agenda.

GESDCDC currently programs and operates a former alternative school campus that has been transformed into a community opportunity hub. The hub encompasses a business incubator, transitional housing, and a vocational training facility that also provides community health and personal care services. The GESDCDC training site is accredited by the National Center for Construction Education and Research (NCCER), the Manufacturing Skill Standards Council (MSSC) and is a designated workforce training provider by the Center for Workforce Innovations and the Indiana Department of Workforce Development.

GESDCDC is increasing its capacity and impact through the formation of a broad range of strategic partnerships. The partnerships include the City of Gary and its related entities, major regional education institutions, local churches, the State of Indiana, and a national developer trade group, the Urban Land Institute (ULI). In addition, the GESDCDC is working with national and regional financial institutions, to establish debt and public equity channels to realize transformative revitalization of Gary's neighborhoods and commercial corridors. These public, institutional and private sector partnerships serve to expand the GESDCDC's capacity and impact while expediting the rebirth of their city.



GESCDC 18 Month Work Program Overview		CDCTeam Programming	Engagement & Partnerships	Process & Planning	Community Build	Completed
<p>The 18 month GESCDC work program will focus on establishing comprehensive 15 single neighborhood redevelopment plan and development transformation work program for the Midtown-Bicentennial neighborhood. The plan and work program will be rolled out to transform the neighborhood and to attract investment and development partners to collaborate with the GESCDC. During the period an initial 50%-10% of the project will be designed, financed and implemented, leaving a 40-50% left for later implementation.</p>						
<p>Midtown Residential Project - 25%</p> <p>Project Concept</p> <p>Site Control and entitlement</p> <p>Proposal for MICOM Emerging Developer/Tax Credit Allocation Initiative</p> <p>Design/Finance/Construction Plans</p> <p>Initial Phase Development</p>						
<p>Innovation Complete Neighborhood Initiative - 10%</p> <p>Engage city/key stakeholders - define initiative</p> <p>Secure planning expertise to assist with planning initiative</p> <p>Establish up to 6 month process to establish initial midtown plan Neighborhood & City adoption</p>						
<p>Roosevelt Area Land Use & Revitalization Strategy - 20%</p> <p>Engage key stakeholders - determine willingness to participate</p> <p>Identify key potential neighborhood anchors/development components</p> <p>Engage UI to recommend midtown reinvestment/initial development program</p> <p>Establish project concept & work program based per UI recommendations</p> <p>Secure final agreements re pilotagey financing and re-development</p> <p>Establish team and partnerships to pursue work program and investments</p>						
<p>Images of Hope School Redevelopment - 10%</p> <p>Perform building and site analysis</p> <p>Explore building re-use and programming - establish project concept</p> <p>Establish project budget and draft work program</p> <p>Seek/secure partners and financing</p> <p>Commence Project</p>						
<p>GESCDC Organizational Development* - 15%</p> <p>Finalize 18 month work program</p> <p>Estimate staffing requirements to support initial work program</p> <p>Establish overhead budget</p> <p>Identify, fund, sources to support first 3 years</p>						
<p>E-Waste - 10%</p> <p>Prepare/submit funding proposal to IDEM</p> <p>Complete and submit proposal to city</p> <p>Secure site under formal agreement</p> <p>Initial seed capital and dedicated employee</p> <p>Establishing partnerships and contracts from E-waste sources</p> <p>Project Start up</p>						
<p>Other Workforce Development - 10%</p> <p>Contract to place instructors onboard</p> <p>Develop curriculum and course materials</p> <p>Prioritize job skills, tools, and equipment</p> <p>Secure candidates</p> <p>Launch soft skills</p> <p>Launch Training</p>						

* GESCDC will cover 18 month work program mid-quarter report



Draft 5 Year Program

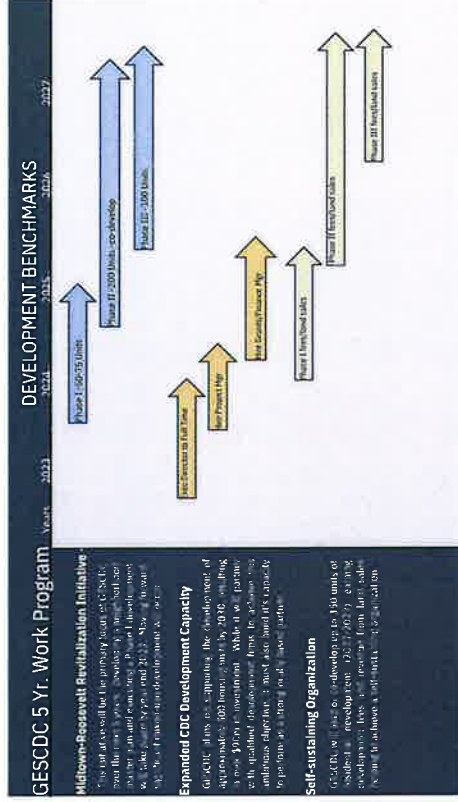
The GESCDC's 18-month work program is designed to establish a strong foundation from which to ensure significant development and investment outcomes over the next 5 years. Achieving the following outcomes will be the primary focus of the GESCDC during this period, 2023-2027.

 Produce approximately 350 single & multi-family housing units as part of a complete neighborhood development initiative -- 350 by 2030

 Grow GESCDC development capacity adding 3-5 development-oriented professionals

 Generate 50% of GESCDC operating budget through E-Waste and development revenues

The following benchmarks will be realized over the designated 5-year period



Midtown Roosevelt Phase 1A

Project Summary

Midtown Roosevelt Phase 1A development is sponsored by the Gary East Side Community Development Corporation (GESDC). The project, the result of over a year of planning by GESDC and its partners, is intended to serve as a catalyst for the transformation of Gary's Midtown neighborhood – a transformation that will transition it from a former urban renewal site into one of northwest Indiana's neighborhoods of choice.

Midtown Roosevelt Phase 1A includes the building of 60 mixed-income residential units. Fifty-five multi-family units will serve households earning anywhere from 30-80% of the area's median income (approximately \$18,000-\$73,000/yr.). The development will include no less than 5 single-family for sale units. More single-family units are likely in 2024.

In addition, the Midtown Roosevelt Phase 1A development will establish a much-needed community hub and amenity with the adaptive re-use of the former Garnett School and programming of over 7 acres of unimproved land. The community hub will serve as a symbol of Midtown's promising future helping to attract new residents while better serving its' long-term residents. The renovated 55,000 square foot facility will include but not be limited to early childhood education and after-school programs, health and wellness services, financial counselling and services, sports and recreation opportunities, homeownership counselling, and job training. Meeting space will be available for community groups to utilize. The facility includes two large open-air courtyards that will be actively programmed and serve as venues for community gatherings and celebrations.

The Midtown Roosevelt Phase 1A development represents a \$26,000,000 investment. It is possible given the establishment of a robust public-private partnership led by the City of Gary. Regional leaders, banks and community organizations will be active and essential partners in this endeavor. This catalyst project represents a means to an end. The partnership's goal is to transform a dormant neighborhood into one attracting significant investment, residents and new businesses that serve the midtown neighborhood and greater Gary community.



Midtown Roosevelt Catalyst Redevelopment Project

The proposed mixed-use residential development aims to be an iconic and historically significant project that serves as an anchor for urban revitalization, restoration, and community legacy. It embraces the principles of economic empowerment, social impact, conservation, preservation, sustainability, and wellness. This transformative project will foster youth leadership and development while championing social justice and promoting STEAM education. It will leverage technology and connectivity, create career pathways, and demonstrate development capacity and expertise. The development will be designed as a 15-minute neighborhood, providing early childhood opportunities, and becoming a symbol of hope. This catalyst development inspires to elevate the stakeholders from isolated momentary acts to a development revitalization movement in the Midtown Roosevelt community.

Historic & Cultural Significance: The mixed-use residential development recognizes and respects the site's historic and cultural significance. Nestled between two National Historic Site (Roosevelt High School and 1st Baptist Church) and the culturally rich Means Manor neighborhood; it seeks to preserve and showcase the area's unique heritage through thoughtful restoration and integration of historic elements. The project will celebrate the community's diverse cultural identity, contributing to its sense of place and reinforcing its social fabric.

Urban Revitalization and Restoration: At its core, the project is driven by the vision of urban revitalization and restoration. By accentuating historically significant sites, it will act as a catalyst for positive change and prosperity in the surrounding area. The development will breathe new life into the neighborhood, attracting residents, businesses, and visitors, and instilling a sense of pride and engagement among community members.

Community Anchors and Social Impact: This mixed-use development will serve as a community anchor, providing wealth and economic empowerment opportunities for the local population. Through the inclusion of diverse housing options, it will promote social equity and address the needs of a wide range of age groups and populations. The project will actively engage with the community, inviting input and fostering partnerships to ensure its social impact is both meaningful and sustainable.

Conservation, Preservation, and Sustainability: A key focus of the project is conservation, preservation, and sustainability. By incorporating green building practices, renewable energy solutions, and environmentally conscious design, the development will minimize its carbon footprint and create a sustainable living environment. It will serve as a model for future developments and inspire the community to embrace sustainable practices.

Youth Leadership and Development, Social Justice, and STEAM: The project recognizes the importance of investing in youth leadership and development. In partnership with the NAACP and the Urban League, it will promote social justice initiatives, fostering opportunities for marginalized communities. Through a strong emphasis on STEAM education (Science, Technology, Engineering, Arts, and Mathematics), the development will equip young individuals with the skills needed to thrive in the modern world, creating a pathway to success. The project also acknowledges the importance of vocational education and training. It will establish partnerships with local educational institutions and organizations to provide vocational programs.

Connectivity, Technology, and Career Pathways: The mixed-use development will leverage connectivity and technology to create a smart and future-ready environment. Broadband infrastructure will be integrated to ensure high-speed internet access for all residents and businesses. This technology-driven approach will facilitate the creation of diverse career pathways and attract innovative industries, generating economic growth and opportunities for the community.

Open Space/Recreation, Passive Park, and Diversity: The mixed-use development will prioritize the creation of open spaces and recreational areas, promoting wellness and an active lifestyle. A passive park will provide opportunities for relaxation, community gatherings, and cultural events. The development will embrace diversity in housing options, ensuring a mix of affordable and market-rate units to cater to the needs of a diverse population.

Development Capacity and Expertise: The project team brings together a wealth of development capacity and expertise, ensuring the successful realization of the vision. With extensive experience in mixed-use development, historic restoration, and community engagement, the team is committed to delivering a high-quality project that exceeds expectations and leaves a lasting legacy.

COMAY'S
Jewelers

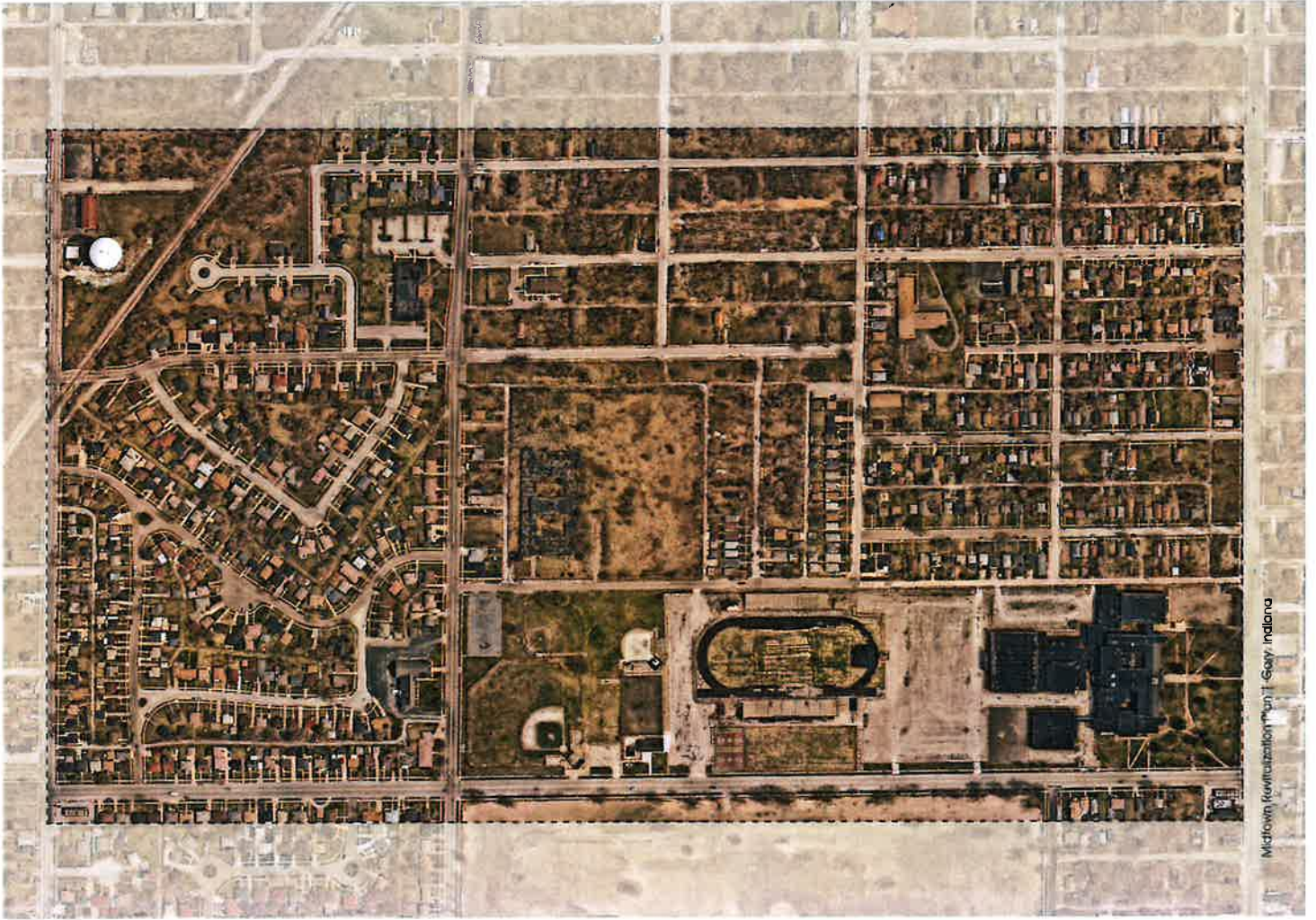
Midtown Revitalization Plan

Gary, Indiana

JUNE, 2023

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Midtown Revitalization Plan | Gary, Indiana

Abstract

The **Gary Midtown Revitalization Plan** represents over 12 months of engaging local stakeholders, assessing local real estate conditions, conducting a market analysis, and planning for the project area known as the Gary Midtown. The City of Gary's planning and redevelopment staff have worked with the Gary East Side Community Development Corporation (GESCDC) to initiate a multi-phase planning process for the Midtown Area.

This Revitalization Plan will set the table for a larger Midtown West Master Plan to be carried out in late 2023 and early 2024. The work and analysis completed as a part of this plan and the early implementation activities to be carried out by the city and its community partners will help inform the more detailed planning process to follow.

The Midtown-Roosevelt Revitalization Area (MRRRA)

For the purposes of this Revitalization Plan, the initial focus area is referred to as the Midtown-Roosevelt Revitalization Area (MRRRA). This section of the Midtown neighborhood was selected given:

PROXIMITY

Its proximity to the Broadway Street provides easy access to the I-94 Borman Expressway as well as Gary's South Shore Transit Station. These connections make the site well positioned for vehicular and transit mobility.

DIVERSITY

A diversity of neighborhood conditions exist, ranging from a historic and stable residential neighborhood to a large urban renewal area characterized by large swaths of vacant land, to a distressed single-family in-fill area. The plan seeks to stitch together the stable neighborhoods by infilling underutilized areas to create a larger, more vibrant community.

COMMUNITY

The presence of respected community assets support the redevelopment potential of the site, helping it to play an important role in the revitalization of the Midtown neighborhood.



Image Source: Gary Department of Redevelopment and Planning



Image Source: <https://imgstoryadvertiser.com/2017/02/22/gary-indiana-a-quick-look/>

01

Midtown Neighborhood – A Brief History

The Midtown neighborhood began to take form in the early 1920's. The Midtown area was established for African Americans, by the city's leadership in response to the southern migration spurred by the search for economic opportunity in the northern states. As the African American population grew and concentrated in the Midtown neighborhood it became a vibrant community producing black-owned enterprises and services. The community, while mostly self-contained, was self-sustaining offering its residents and businesses a safe and quality lifestyle during a period of explosive regional industrial growth.

MEANS MANOR

In the early 1920's, Andrew Means and his brother Geter, started the first African American owned homebuilding business. The business built over 2,000 homes as well as commercial buildings and churches. One of the 11 Gary based housing developments built by the Means' brothers was Means Manor located in the Midtown neighborhood. Built in 1952, it is the longest standing development by the company and a defining neighborhood of Gary. Means Manor still represents a residential oasis amid urban blight and distress in the Midtown west area.

ST. JOHN'S HOSPITAL

As the neighborhood developed, the St. John's Hospital was built to serve its residents, who were unable to seek admittance for hospital care elsewhere. St. John's was designed by the black architect William Wilson Cooke, built in 1929 by black construction workers and staffed by black medical workers. It operated until 1950.

THE GARY EXODUS

As the Midtown neighborhood transitioned from a segregated community it started to experience the exodus of people and urban distress that was spreading throughout much of Gary. Starting in the 1970's businesses and homes were gradually abandoned. Urban renewal demolished many of the homes and parts of the Midtown community appeared to be more like wastelands. The once vibrant and economically self-sufficient neighborhood lost both its housing and many of its residents during the later part of the 20th Century into the 21st. These losses left the neighborhood with many vacant properties and reduced the economic vitality of the area.

THE FIRST BAPTIST CHURCH OF GARY

Andrew Means' firm also built the First Baptist Church of Gary. The church is affiliated with the American Baptist Churches USA denomination. The church building is located at 626 W. 21st Avenue in Gary and is a beautiful example of Gothic Revival architecture. It was constructed in 1927 and is listed on the National Register of Historic Places. Over the years, the First Baptist Church of Gary has been a leader in social justice issues and actively involved in the civil rights movement. Its pastor, Reverend Theodore J. Jemison, was a prominent civil rights leader who worked alongside Dr. Martin Luther King Jr. during the Montgomery bus boycott. Today, the church continues to serve the spiritual needs of the Gary community and is committed to promoting social justice and equality for all people.



Midtown Revitalization Plan | Gary, Indiana

02

Midtown-Roosevelt Revitalization Area

The Midtown Revitalization Area (MRRRA) is in the western half of the Midtown neighborhood. The MRRRA is bounded by 19th Avenue to the north, 25th Avenue to the south, Harrison Street to the west and Jefferson Street to the east. This area is four blocks west of Broadway Street, the major north-south thoroughfare.

While the city is interested in pursuing the revitalization of the entire Midtown neighborhood, it was felt that the MRRRA represents a good starting place in which to organize real estate, existing residents and to initiate a manageable planning process given the many constraints on time, talent, and resources.

REAL ESTATE ZONES

The illustration on the right shows that there are 3 distinct real estate conditions within the MRRRA:

Stabilized Residential Zone (SRZ)

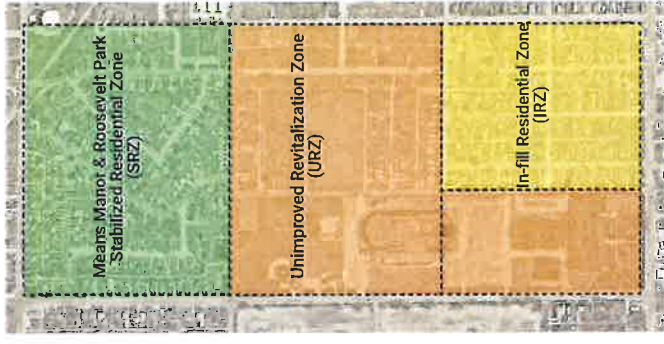
Two of Gary's most stable and well-maintained neighborhoods, located in the MRRRA's northern boundary are referred to as Roosevelt Park and Means Manor. These two middle income neighborhoods contain over 200 homes built in the 1940s and 1950s.

Unimproved Residential Zone (URZ)

The "unimproved revitalization zone" sits centrally within the MRRRA. This area is characterized by large quantity of poorly maintained vacant land. It also contains the former 9-acre Garnett School property and the 30+ acre former Gary Roosevelt High School.

In-fill Residential Zone (IRZ)

The southern section of the MRRRA contains a single-family in-fill neighborhood. The homes are modest and, in many cases, well maintained. There are many vacant parcels and visible signs of deteriorating housing conditions in need of attention.



Three distinct revitalization zones for focus within the Midtown-Roosevelt Revitalization Area

03

The Planning Process

1. Initial Discussions
2. Decide the Approach
3. Establish an Initial Engagement Program
4. Assess the Existing Conditions
5. Identify Revitalization Opportunities
6. Establish an Implementation Framework

2. DECIDE THE APPROACH

In the Summer of 2022, the GESDCD approached the City of Gary, the Mayor, and the planning and redevelopment teams about how to initiate a planning process in the Midtown neighborhood. As the CDC worked with several neighborhood stakeholders, it was clear that if the neighborhood was to revitalize, it must do so with a plan that represented the hopes of the residents and the city.

Several discussions took place with city and neighborhood leaders. The National Office of the Urban Land Institute met with the interested parties and explored how they could help with both the initial planning steps, as well as creating a development implementation framework once a plan was adopted.

All agreed, given the long period of disinvestment, and the large geographic area covered by the Midtown neighborhood, it would be better to start with a sub-area of Midtown. An area that was manageable, possessed neighborhood assets from which to reignite investment activity, and that contained vested stakeholders willing to engage and hopefully become involved in an expanded planning process later. The MRRA satisfied these criteria:

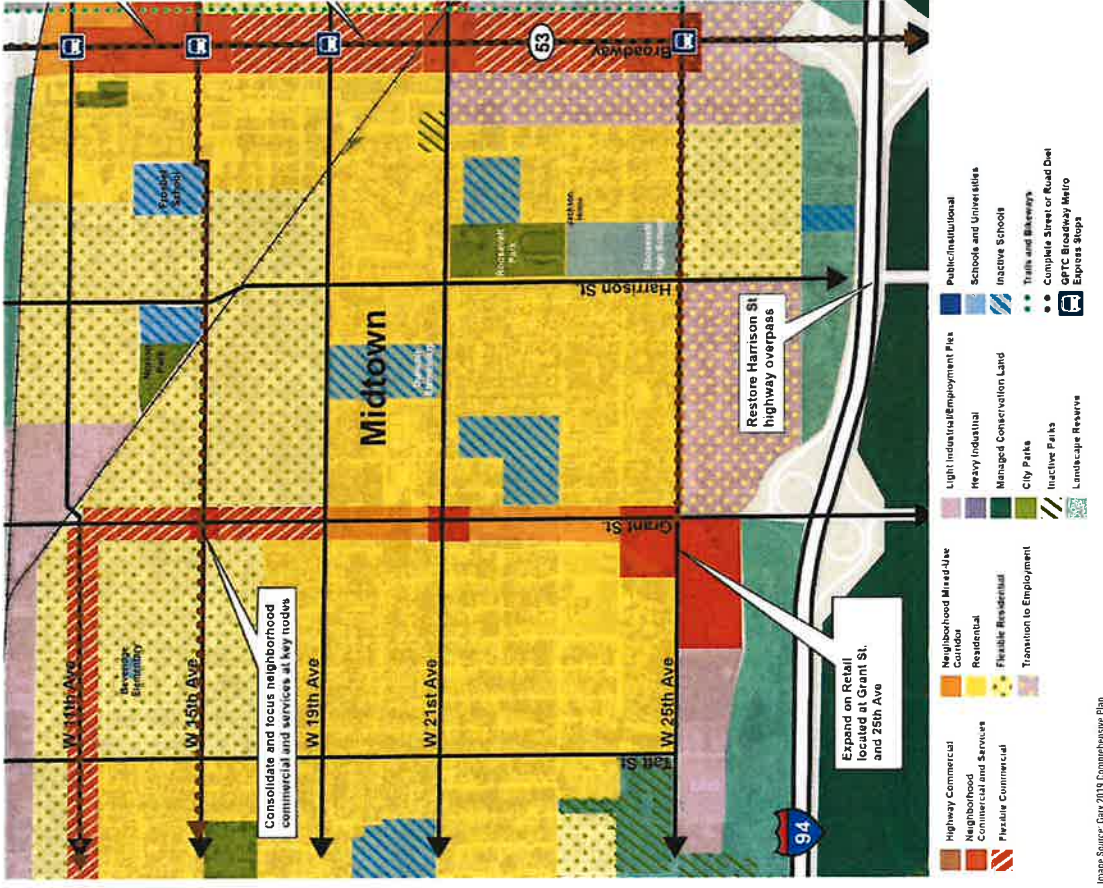
1. Over 500 residents, living in one of the most historic and most stable Gary neighborhoods, and committed to the Midtown Neighborhood
2. Home to the former Gary Roosevelt High School, an iconic history and building
3. Ample available land capable of supporting significant new development some of which was currently under control by the city
4. Adjacent to the Broadway and I-94 corridors providing excellent accessibility via multiple transit options

1. INITIAL DISCUSSIONS

The Gary East Side Community Development Corporation (GESDCD) has been working with the City of Gary's planning and redevelopment team for over a year. Both parties have an interest in planning for and implementing neighborhood development and revitalization initiatives. The GESDCD requested the assistance of city staff in initiating a planning process for the Midtown neighborhood.

The GESDCD has been operating in the greater Gary community since 2017. Its early focus has been on empowering Gary residents by providing access to a broad array of education and training programs. The GESDCD conducts a construction and food services training and job placement program. It has a successful history of partnering with regional and state level training resource providers.

More recently the GESDCD has turned its attention to redeveloping both buildings and land within Gary's neighborhood, initially prioritizing Gary's Midtown area. The CDC renovated two older buildings and established a training program and residential shelter for abused women. It has within the past year entered a partnership with Images of Hope (a former church based not-for-profit) and First Baptist Church of Gary to acquire a 9-acre site agreeing to redevelop it into a mixed-use residential and neighborhood services hub. The service hub would focus on training opportunities, as well as family support services.



In recent history, the Midtown Neighborhood received attention in Gary's Comprehensive Plan. In their plan for the Midtown neighborhood, with a focus on locations in and around stable neighborhoods, "the city will continue to provide services and provide targeted investments in stable residential areas particularly around active schools and parks, within walking distance to GPTC stops, and by other key neighborhood anchors." (City of Gary 2019 Comprehensive Plan, Chapter 6, page 176)

3. ESTABLISH AN ENGAGEMENT PROGRAM

The engagement and networking process is an on-going effort to connect neighborhood stakeholders and external community leaders.

Local stakeholders include, but are not limited to:

- The City Council representative for the area neighborhood block clubs
- Church organizations
- Local businesses
- Vacant properties owners

The goal was to initiate a dialogue about the MRRRA planning process and to build long-term engagement opportunities for a future Midtown Master Planning process. A series of meetings with individual stakeholders and organizations were held. In addition, four community meetings were held:

- April 29, 2023 – The Gary Federation of Block Clubs is an important component of the Urban League Movement. The Federation organizes and mobilizes the community block-by-block so that citizens have a more powerful voice in the community, the city and statewide.
- Neighborhood Meeting – Leaders representing all the councilmanic districts in the city held their annual meeting. GESCDC was a key presenter at that meeting that was well attended with over 120 members present. The CDC shared its mission, vision, and programs during the meeting and received acknowledgment of full support of the representative body.
- May XX – MRRRA Block Clubs - develop and conduct a neighborhood survey
- May XX – Open neighborhood public meeting

While meeting with many individuals and organizations, as well as the larger public neighborhood, we saw an overarching excitement for revitalization. It was apparent that residents, community stakeholders, and leaders were ready to see the cycle of disinvestment halted, and a long-range plan for revitalization put in place. In Appendix XX comments from neighborhood stakeholders regarding their aspirations for the neighborhood and how they would like to participate in future planning and development activities can be found.

External stakeholders were also enlisted during the MRRRA planning process. Key stakeholders that were actively engaged during the planning process include but are not limited to:

- Gary Community School District
- Lake County Commissioners
- Northwest Regional Development Authority
- Northwest Indiana Regional Planning Council
- Legacy Foundation
- The Dean and Barbara White Foundation
- Horizon Bank
- Peoples Bank
- Gary Public Transportation Corporation (GPTC)
- Urban Land Institute (National Office)
- Indiana Economic Development Corporation
- Urban League of Northwest Indiana
- Gary Branch of the NAACP
- Gary Chamber of Commerce
- Gary Housing Authority

When the decision was made to initiate a multi-phase Midtown neighborhood planning process, starting with the MRRRA, both the city and GESCDC wanted to make sure that planning would lead to short and long-term investment. While a viable and well-defined plan depended on local stakeholders, its implementation would require the buy-in and support of a broad spectrum of public and private external stakeholders. While many of the external stakeholders did not actively participate in the planning process, they were made aware of its objectives.

There was a consensus expressed on an individual basis regarding both the need and hope that the planning process would activate a currently dormant but important part of the northwest Indiana region.

The GESCDC has agreed to issue a quarterly update to all stakeholders involved in the planning and ultimately the development process. Its first update was issued at the end of 1st Quarter 2023. Additional efforts, including social media outreach, will be designed to encourage broad community participation resulting in an informed constituent group.

4. ASSES EXISTING CONDITIONS

The planning process involved both research and on-site analysis of the Midtown-Roosevelt sub-area. The findings are reported below.

DEMOGRAPHIC OVERVIEW

As of the census of 2010, there were 80,294 people, 31,380 households, and 19,691 families residing in the city. The population density was 1,610.1 inhabitants per square mile (621.7/km²). There were 39,531 housing units at an average density of 797.7 per square mile (306.1/km²). The racial makeup of the city was 84.8% African American, 10.7% White, 0.3% Native American, 0.2% Asian, 1.8% from other races; and 2.1% from two or more races. Hispanic or Latino people of any race were 5.1% of the population. Non-Hispanic Whites were 8.9% of the population in 2010, down from 39.1% in 1970.

There were 31,380 households of which 33.5% had children under the age of 18 living with them, 25.2% were married couples living together, 30.9% had a female householder with no husband present, 6.7% had a male householder with no wife present, and 37.2% were non-families. 32.8% of all households were made up of individuals and 11.9% had someone living alone who was 65 years of age or older. The average household size was 2.54 and the average family size was 3.23.

The median age in the city was 36.7 years. 28.1% of residents were under the age of 18; 8.6% were between the ages of 18 and 24; 21.8% were from 25 to 44; 27.1% were from 45 to 64; and 14.5% were 65 years of age or older. The gender makeup of the city was 46.0% male and 54.0% female.

(source: City of Gary Website)

BUSINESSES AND SERVICES

The Midtown-Roosevelt sub-area has few businesses within its boundaries. 25th Avenue is the exception, hosting several small businesses including a hairdresser, auto shop, and accounting firm.

Nearby Grant and Broadway Streets have an abundance of businesses, serving as busy commercial corridors. Critical services, ranging from medical to financial and food to dry goods, can be found on these two corridors. Less than a mile away, a full-service commercial center (25th Avenue and Grant Street) contains the Fresh Country Market, Walgreens Drug Store, Peoples Bank, and several other smaller retail establishments.

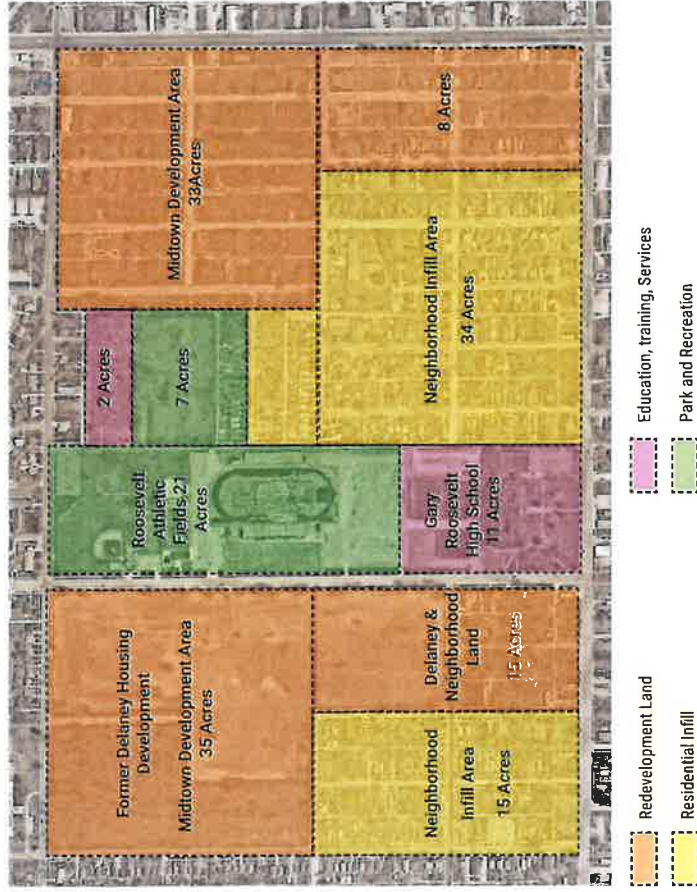
4. ASSES EXISTING CONDITIONS (cont.)

LAND USE

The Midtown-Roosevelt sub-area consists of four primary land uses – redevelopment land, residential infill parcels, institutional and parks and recreation.

There are also large redevelopment and infill land use pockets adjacent to the study area to the east abutting the Broadway Corridor. Large redevelopment

areas account for approximately 90 acres of land in and adjacent to the Midtown-Roosevelt sub-area, with residential infill accounting for close to another 50 acres of land. These land uses, along with the well-established Means Manor neighborhood, flank the 40 acres of education, training, services, and open space opportunity area.



The illustration above excludes the area north of 21st Avenue – the Means Manor neighborhood (approximately 74 acres) which represents an historic and stable residential neighborhood, a unique and quite different land use from those represented above.

HOUSING

Throughout the sub-area's existence, the primary land-use has been housing. Housing was developed with a combination of urban single-family lots (25' X100') combined with multi-family properties and a public housing community (Delaney Housing Community – 227 units) just west of the Midtown-Roosevelt sub-area.

Urban Renewal

The 1970's and 80's saw widespread urban renewal initiatives throughout the Gary community, with visible impacts on the larger Midtown Neighborhood. As businesses left Gary, starting in the early 1970's, so did population, then services, and ultimately the closing of many Midtown neighborhood schools. As families left, there were few if any new residents to take their place resulting in abandoned properties – homes, businesses, churches, and schools. As the built environment deteriorated, urban renewal became more attractive. Buildings were scrapped, with a growing number of empty residential and commercial land parcels left behind.

Nearly 50 years after the first urban renewal efforts, the Midtown Neighborhood, and the Midtown-Roosevelt sub-area have experienced little new investment – mostly smaller isolated initiatives.

A successful but small market rate housing project located adjacent to the east of Means Manor was built 2010-12. Approximately 20 moderate income, single-family homes were built and sold. The not-for-profit developer plans to expand the project soon.

In the Midtown-Roosevelt sub-area there are three residential pockets that comprise between 40 to 200 homes serving as neighborhood anchors in an area that is otherwise underdeveloped. These three areas demonstrate a high rate of homeownership. The commitment to the neighborhood, in a less than ideal environment, demonstrates opportunity to re-establish the once intact residential fabric of the neighborhood.



The illustration above shows neighborhood housing in the Study Area.

4. ASSES EXISTING CONDITIONS (cont.)

AMENITIES

In the past (1920's-1970's) the Midtown-Roosevelt sub-area possessed several community serving amenities. Most of the neighborhood's amenities were associated with the schools that were within walking distance of many households (1930-1980).

As the schools closed, (Garnett School - closed 1970's, Gary Roosevelt High School - closed 2019) the many activities they sponsored also quickly disappeared. The deterioration of these properties likely accelerated the disinvestment that is evident in the surrounding neighborhoods. The lack of amenities has encouraged family flight and property abandonment that now characterizes the area.

School Amenities

Both school properties served the surrounding neighborhoods with indoor activities (500,000 square feet of building area with classrooms, gyms, art, and music spaces) and 40+ acres of land. The schools served as active and well-regarded neighborhood hubs, replete with cultural, recreational, and educational activities.

Gary Roosevelt High School has three baseball fields, a track, a football field and other outdoor facilities, that currently sit inactive.

The former Garnett Elementary School sits on a 9-acre tract, with approximately 7 acres of undeveloped open space.

Both school properties do remain intact. The past role of both school properties as multi-purpose neighborhood hubs, could be reclaimed given their location and condition.

NEIGHBORHOOD INFRASTRUCTURE

Streets and Sidewalks

In general, streets and sidewalks in the Midtown-Roosevelt Neighborhood Area are in poor condition. The one exception is the area between 19th and 21st Avenues bounded by Harrison Street to the west and Jefferson Street to the east. This area includes the Means Manor and Roosevelt Park neighborhoods representing one of the few intact Midtown-Roosevelt Neighborhood Area pockets, with the streets and sidewalks well maintained and in good condition overall.

South of 21st Street, the north-south streets (Harrison, Van Buren, Jackson, Monroe, Madison, and Jefferson), are in average to poor condition. The east-west avenues in this area (22nd, 23rd, 24th) are also in average to poor condition. Street lighting is non-existent. The streets and avenues between 22nd and 24th avenues are all in poor condition or worse. 25th Avenue serves as a major east-west thoroughfare that is in average condition with serviceable roadway and sidewalks.

Transportation

A strength of the location, the MRRA has "good access to regional locations via I-94, as well as both Downtown Gary and Merrillville via the GPTC Metro Express, which has bus stops at regular intervals along Broadway." (City of Gary 2019 Comprehensive Plan, Chapter 6, page 176)



LEGEND FOR THE STREET COLORS?

04

Policy, Program, and Development Investment Goals

This plan represents a sub-area of a larger redevelopment initiative that the city and its partners will be undertaking in the near-term. Policy objectives include:

1. LAND USE

The Midtown-Roosevelt sub-area offers significant opportunity for new and rehabilitated housing investment. Housing will be the dominant land-use mirroring Midtown's historic context.

Housing development will take place in three very different land-uses:

Unimproved Revitalization Zone (URZ) : An area with many vacant parcels and little to no existing residential improvements.

The Midtown-Roosevelt Revitalization Area has 17 URZ acres with another 74 acres adjacent. These areas represent excellent opportunities for introducing diverse, well-designed housing products that will appeal to a broader market. The housing developed in these areas will likely incorporate contemporary design features and materials that contrast with the existing housing stock-built 70+ years prior. It will be important to introduce new housing prototypes while ensuring compatibility with the existing neighborhood fabric. The following land-use planning elements should be considered in preparing a URZ for future investment:

- Redevelop URZ's in a manner that reinforces the neighborhood grid.
- Where possible establish URZ as a planned unit development (PUD) allowing for innovative site planning, diverse housing options, and possible introduction of mixed-use development including live workspaces.
- Explore integrated sustainable features utilizing common areas, soil conditions, infrastructure (i.e., storm water), and landscaping as complementary and holistically designed URZ elements.
- Increase density in URZ areas with the goal of providing a mix of attainable housing options.

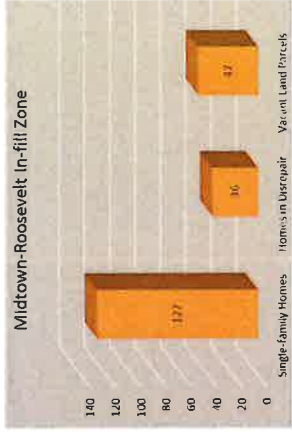
In-fill Residential Zones (IRZ) : an area in which most of the parcels are improved and the existing housing stock is in relatively good condition.

The Midtown-Roosevelt sub-area has approximately 30 acres identified as an in-fill zone, 127 single-family homes, 47 unimproved land parcels.

The IRZ is a large area that represents a broad range of property conditions. Approximately half (65) of the single family homes are in average to good condition. Nearly a quarter (30) of the homes require substantial repairs. The remaining quarter (30) of the homes are potential candidates for demolition.

There are several key planning elements that encourage reinvestment in the existing housing stock and spur new in-fill residential development:

- Work with existing homeowners to rehabilitate homes in disrepair. Homes in need of repair are often clustered together impacting home values and the overall condition of the surrounding area. Providing homeowner repair programs will serve as an important tool in re-mediating the visible blight and disinvestment within the IRZ.
- Almost 40% of the single-family parcels within MRRRA's IRZ are unimproved. These vacant parcels provide an opportunity to "reknit" the IRZ's residential fabric with new single family housing investment.
- There is a need to raise the standard of land parcel maintenance. The level of property maintenance, like home disrepair, tends to cluster block by block. There are blocks where attention to property maintenance is evident and other blocks where properties show little evidence of maintenance and care. A concerted effort to raise the standard of property maintenance using code enforcement as one of several tools will help to improve the overall standard of living within the in-fill zone.
- Street and sidewalk repair will help to reinforce the IRZ. All IRZ residential blocks have sidewalks on both sides of the street with conditions ranging from good to poor. Road and curb conditions also range from good to poor. Most of the blocks have deteriorating curb and gutter conditions.



THREE LAND-USE PRIORITIES

1. Establish 5- and 10-year programs for each of the three zones focused on spinning new residential investment and existing single-family home rehabilitation.
2. Encourage the assembly of larger land parcels in the IRZ with the intent of establishing well-designed innovative PUD's that appeal to the broader marketplace.
3. Work with existing residents to fully engage them in future planning and development review initiatives.

2. AMENITIES

The steady deterioration of the Midtown-Roosevelt sub-area over the past 5 decades has included the loss of a once amenity rich neighborhood.

An important part of its revitalization will be the intentional inclusion of neighborhood amenities to serve existing residents as well as those that may consider investing and living in a revitalizing neighborhood.

Revitalized School Area

Both the former Garnett and Gary Roosevelt school properties offer an excellent opportunity to bring a diverse set of amenities to the neighborhood. Over 40 acres of land which once hosted ball fields and playgrounds are available to be re-purposed and updated to fulfill a variety of recreational and open space needs.

There has been recent talk of reclaiming both school buildings, representing nearly 500,000 square feet of space. Discussions have centered around how to create an “opportunity hub”, with diverse programming. There is particular community interest in programming serving all age groups.

The Garnett School property is controlled by a local not-for-profit that has already begun the process of engaging the neighborhood to determine site and building programming and services.

The Gary Roosevelt High School property is a much larger undertaking and will require a strong set of public and private partnerships to advance. The property's historic importance to the neighborhood and to the broader Gary community, will help build the will power and desire to establish a new chapter for this high-profile community asset.

The Public Realm

A potential new amenity to the MRRRA, the “public realm” can better accommodate pedestrians, and bicyclists, offers an opportunity to encourage mobility, connections, and engagement within the MRRRA and beyond. The street network within the MRRRA contains few through streets.

The opportunity to create user friendly walking and bicycle routes connecting neighbors, local churches, and newly established amenities and services should be leveraged to benefit the community. With cars

more conveniently using 19th, 21st or 25th Avenue through streets, 22nd, 23rd, and/or 24th Avenues could be designed for pedestrian/bicycle traffic heading toward Broadway.

There currently are no active or passive open spaces within the MRRRA for residents to enjoy - even though large amounts of vacant land can be found throughout the MRRRA. As previously mentioned, the two school properties offer the best opportunity for active recreational space to be returned to the neighborhood.

Some level of passive open space should also be considered for these two properties. Given the broad distribution of empty parcels throughout the MRRRA consideration should be given to the creation of strategically positioned “pocket parks”.

Detroit, Michigan has seen significant revitalization efforts in recent years, with a focus on improving the quality of life for residents and promoting sustainable growth. One aspect of this revitalization effort has been the development of pocket parks throughout the city. Pocket Parks are small urban parks, typically located in densely populated areas where there is limited access to green spaces.

These parks are designed to be small, but impactful, providing residents with a space to relax, socialize, and connect with nature. The development of pocket parks has been a key component of the revitalization effort in Detroit, as it aims to address the lack of green space in the city and promote community engagement.

THREE AMENITY PRIORITIES

1. Encourage and support Garnett School owners to program and activate property (land and building) keeping in mind its role as a community amenity that can help to catalyze future investment within the MRRRA.
2. Engage existing residents to help prioritize amenity investments both short and long term.
3. Establish clear, functional “public realm” guidelines that improve connections and the overall appearance of the neighborhood.

3. INFRASTRUCTURE

The general condition of infrastructure in the MRRRA is average to poor. All roads and sidewalks need attention except for the SRZ. Street lighting is non-existent in much of the URZ and IRZ.

Water and sewers are in place throughout the MRRRA serving existing homes in the SRZ and IRZ. The URZ may be lacking functioning infrastructure connections.

The URZ will develop more like a planned unit development. This will create an opportunity to upgrade key infrastructure elements including:

- Streets, sidewalks, and lighting
- Sewer (storm and waste)
- Upgraded wi-fi for the Gary East Side neighborhood and its initial projects (Gary East Side CDC)

Infrastructure in much of the MRRRA will require either repair, significant upgrade, and/or replacement. Infrastructure priorities are listed below as well as which of the three zones each will impact:

Streets, sidewalks, and lighting

Repair and upgrades are needed in both the URZ and IRZ. The city will work with the responsible city departments and external partners to establish a schedule for upgrades. Minor repairs will be prioritized according to input from MRRRA residents.

Unimproved Revitalization Zone

As larger scale development occurs within the URZ, more extensive upgrades will be considered assuming a part of a well-defined public-private partnership. Extensive upgrades could include an emphasis on more complete street design including traffic calming (enhanced mobility), elimination of one-way streets, innovative parking options.



2300 Block Monroe Street – Example of deteriorating road, curb, and sidewalk



THREE INFRASTRUCTURE PRIORITIES

1. Establish a 5-year work program to address the most distressed street/sidewalk conditions in the IRZ.
2. Establish a clear expectation on infrastructure requirements for new development in the URZ and provide a framework for future public-private partnerships to attain
3. Ensure that all street and sidewalk investments will improve connections for residents within the MRRRA and beyond

4. DEVELOPMENT INITIATIVES

A. HOUSING

Creating a context for new residential investment is the first priority. As residents and community leaders have been engaged in this planning effort, all have focused on (re)establishing a neighborhood that they can be proud of. Housing will be the key driver for this goal to be realized.

Building along the SRZ's

Means Manor and Roosevelt Park neighborhoods provide a sense of vitality and market strength. Taking advantage of their success, expanding directly to the south and offering new, more contemporary housing products will satisfy two important objectives:

- First, it will serve to further stabilize the Means Manor and Roosevelt Park neighborhoods by removing nearby blight and visible signs of property neglect.
- Second, this area is adjacent to a major transportation corridor (21st Avenue), which allows greater visibility and access for prospective residents seeking residential opportunities in the Gary-Chicago marketplace. The URZ land between 21st and 23rd, Jackson St and Jefferson St, connect to two strong neighborhoods as well as opportunities outside the neighborhood and outside Gary.

Comprehensive Development

New housing development will by design and appearance look different than the housing built over 60 years ago. It will be important to include site and design features that are compatible with both the SRZ and IRZ. Equally important, will be the inclusion of a diverse housing product serving several market segments.

To capture a measurable part of the region's housing demand, both home ownership and rental housing should be considered. Including both, offers more opportunity for diverse design and housing outcomes that serve the broader marketplace. This diversity, mixed-housing and mixed income approach will be most easily accommodated in the URZ first and the IRZ second.

B. PUBLIC ENGAGEMENT

The planning and development initiatives should fully engage the residents of the MRRRA during its revitalization process. Revitalization means creating change for approximately 800 residents that are invested in this neighborhood and it is imperative that the plan goals and objectives align to benefit public interests.

Inclusive Planning

A deliberate engagement process has been initiated as a part of this initial revitalization planning effort. Engagement efforts will need to expand outreach and become more structured. A visible and easily accessed portal in which to deposit input, receive updates and to interact with those involved in planning and development initiatives should be set up.

THREE HOUSING PRIORITIES

1. Establish a site and housing design framework that will inform investors and developers on how to develop housing compatible with the existing neighborhood fabric.
2. Work with developers/investors that propose diverse housing products that will expand the MRRRA's market potential
3. Initiate first new housing introduction at the northern section of the URZ, near the Means Manor and Roosevelt Park neighborhoods.

THREE PUBLIC ENGAGEMENT PRIORITIES

1. Identify and engage with neighborhood block clubs and community leaders throughout the revitalization plan and as initiatives are implemented
2. Set up an online portal and phone number where interested residents and businesses can access information and learn about upcoming meetings and developments
3. Issue an annual report to the neighborhood regarding the progress made towards achieving key revitalization objectives.

4. DEVELOPMENT INITIATIVES (Contd.)

C. PUBLIC/PRIVATE PARTNERSHIP

Private developers and investors area looking to continue market growth at low risk. If the MRRA neighborhood demonstrates a growing market for new investment and development, more will follow exponentially. The MRRA Revitalization Plan is the first step in that direction. It represents the community's intention to work with private and public entities that can help it revitalize the MRRA neighborhood.

Investing into the Neighborhood

Over time, the MRRA could experience over \$100 million dollars in private and public investment. This could fund the addition of over 350 new homes, the rehabilitation of dozens of existing homes, new parks and public spaces, new amenities, and upgraded infrastructure.

This level of investment will occur only when:

- A commitment is made by the community to partner with investors/developers as they assess the opportunities in the MRRA. The community, its public and private leaders must be ready and willing to engage with those willing to take the risk to demonstrate that this neighborhood can be brought back to life.
- Quality developers and investors, that understand the community's vision are identified and engaged. They will have the financial resources and the ability to execute the vision and plan.

Building healthy, public-private partnerships that are equitable and transparent will be essential if the MRRA is to realize its vision of (re)establishing a quality neighborhood.

D. GARY ROOSEVELT HIGH SCHOOL ADAPTIVE REUSE

The former Gary Roosevelt High School property is an irreplaceable part of Gary's rich history. Many of Gary's best and brightest were molded and went on to successful careers due to their association with this beloved institution.

Opportunity for a Community Amenity

The future of this community icon is undecided. As mentioned earlier it demonstrates the potential to be a center of opportunity, serving as a neighborhood and greater Gary amenity. There have been recent discussions at the local and state level regarding the preservation and reactivation of the building and site. An opportunity to serve families and individuals, providing education, cultural and recreation programming for all ages. An opportunity to root and grow quality of place, serving as a model for future Gary based revitalization initiatives.

Any effort to return the Gary Roosevelt High School property to its prior stature in the community and region will be difficult and take time. The property's legacy demands that and all but guarantees this will occur. Its function and role should be linked directly to not only MRRA's revitalization, but that of the greater Gary community as well.

E. MIDTOWN MASTER PLAN

The Midtown-Roosevelt Revitalization Plan is an initial step in planning and implementing much needed development activity in the neighborhood and surrounding area. This plan will be followed by a more comprehensive Master Plan covering a larger part of the former Midtown area.

The city and engaged parties believed, that the Midtown-Roosevelt Revitalization Area, represents one of the better locations for:

- Creating an ambitious but implementable plan for revitalization.
- Organizing the real estate necessary to attract experienced investment and development interest and resources.
- Leveraging existing neighborhood assets (long time neighborhood residents, former school properties, and land) serving as a strong foundation from which to build a neighborhood and quality of place.

THREE INFRASTRUCTURE PRIORITIES

1. Establish a 5-year work program to address the most distressed street/sidewalk conditions in the IRZ.
2. Establish a clear expectation on infrastructure requirements for new development in the URZ and provide a framework for future public-private partnerships to attain.
3. Ensure that all street and sidewalk investments will improve connections for residents within the MRRA and beyond.

THREE GARY ROOSEVELT HIGH SCHOOL ADAPTIVE REUSE PRIORITIES

1. MRRA leadership should engage all parties exploring the adaptive reuse of the property to initiate the process of establishing critical partnerships
2. Seek agreement with the Gary Community School Corporation (property owner) to ensure the best use outcome once it is envisioned and planned
3. Identify potential phased development that encourages early activation of parts of the site.

05 Implementation Program

Our implementation program is planned to begin with an initial catalyst project and finally culminate with the establishment of a redevelopment area. This revitalization plan will also focus on organizing unproductive land as a combined public and private effort and preparing it for investment.

The implementation program will support the main goal of the revitalization plan, which is to create a quality neighborhood over quantity of residential units, and a place that can be called home.

This plan attempts to identify those key elements crucial to achieving such an outcome. Well planned land-use changes, people oriented infrastructure, a diverse and accessible set of neighborhood amenities, well designed and diverse mixed-income residential choices, an engaged and equitably minded group of residents, experienced and well-resourced public and private partners combined with preserving and returning once important community assets will all help to make the impossible, possible.

Next Steps:



Appendix A

IHCDA Guidelines for Community Revitalization Plan

Plan must include following criteria:

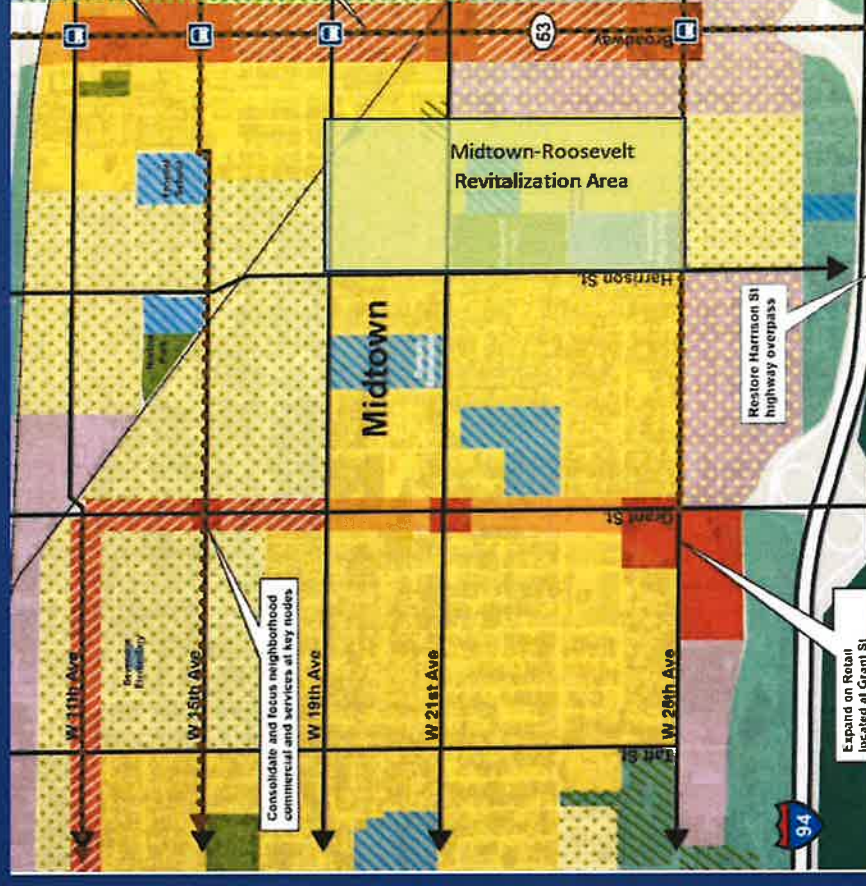
1. Be dated, updated, or amended within 15 years prior to the application deadline date.
2. Include a map clearly identifying the target area that includes the proposed project site.
3. Outline detailed policy goals which include the rehabilitation or production of rental housing.
4. Include implementation measures for the achievement of such goals and housing activities.
5. Include an assessment of the existing conditions of the community.
6. Required Documentation
7. Documentation of the process used to develop and adopt the plan.
8. Details regarding community input and public meetings held during the creation of the plan.
9. A copy of the entire plan.
10. A map of the area targeted by the plan identifying the location of the project.
11. A narrative listing the location and page number of all required items within the plan.



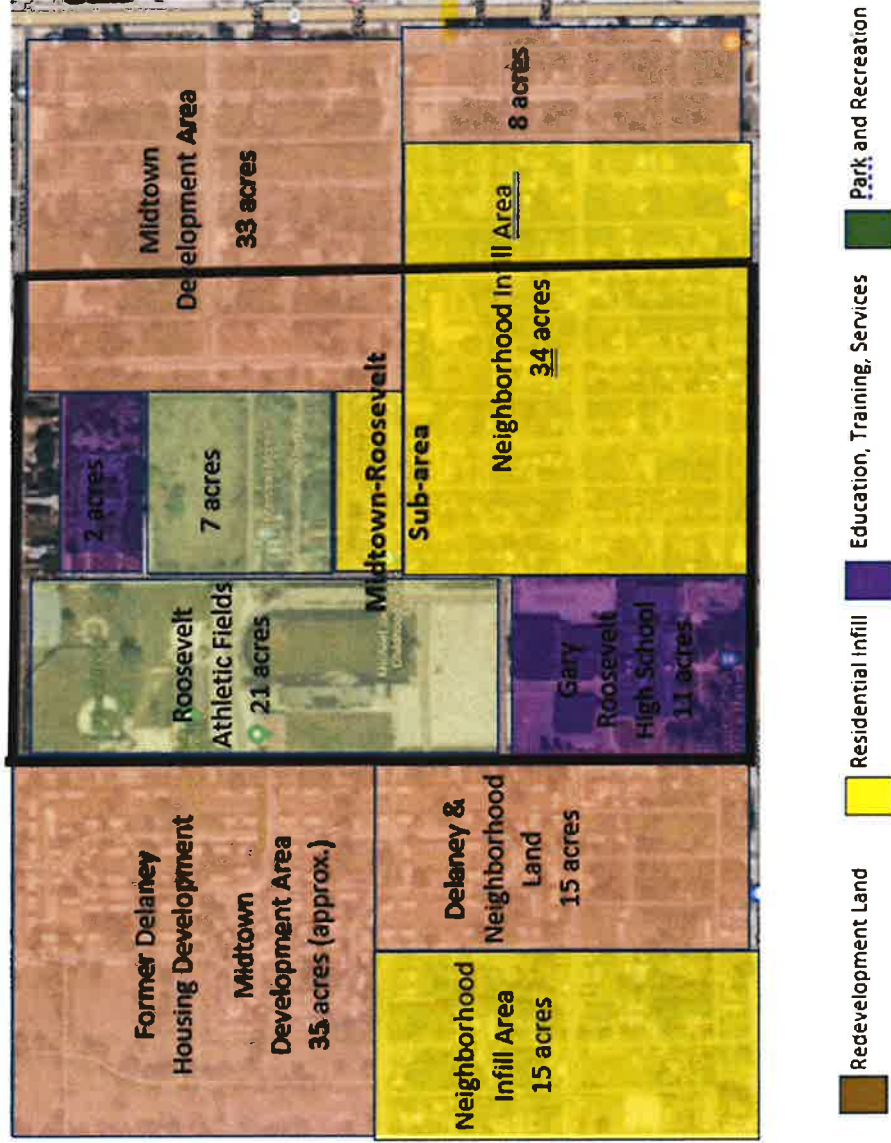
A New Chapter for Historic Midtown Gary

The Gary East Side Community Development Corporation in collaboration with the City of Gary and its many private, institutional and public sector partners is committed to -

“Establishing the Midtown Neighborhood as one of the most attractive places to live in all northwest Indiana”



Midtown-Roosevelt Sub-area and Adjacent Land Areas



Neighborhood Challenges/Opportunities

Challenges

- 60% distressed properties
- Infrastructure – deferred maintenance
- Market rate residential weak
- Lack of neighborhood services
- Perception – crime, neglect
- No clear re-development direction

Opportunities

- Committed neighborhood stakeholders
- Strong adjacent neighborhoods
- Access to I-94, IU Northwest, regional jobs, GPTC transit
- Available sites – public and private
- Significant infill opportunity

GESDC FOCUS – Building the Next Great Neighborhood

A transformative development outcome requires:

- Strong, capable, focused Gary based capacity (**training and business incubator**)
- Good location and a plan (**80% of site vacant for over 5 decades**)
- A **market strategy** that captures broader market's imagination
- **Buy-in** from local government and our regional **partners**
- Creation of viable **investment opportunities** for external development partners
- Engaged neighborhood stakeholders - supporting and benefitting from future investments (**job creation**)
- Early successes

Most importantly a strong, viable public-private partnership (P3)