

# ECONOMIC RESILIENCE



The City of Burlington created a new Downtown and Waterfront Plan to nurture new economic drivers and build on natural competitive advantages (Burlington, VT)

## CREATING STABILITY AND OPPORTUNITY

**America's accelerating economic recovery is inspiring communities to seek new ways to enhance regional competitiveness and ensure their economies are more resilient to change.** Resilience is the ability to recover quickly from shocks and disruptions. This can mean being prepared for the next storm, or preparing for and responding to job losses caused by a local factory closure, population and demographic changes, shifts in the national and global economy, and other disruptions that can alter a region's economy — but also can present new economic opportunities.

**A critical component of HUD's mission for the past 50 years has been to support planning and urban development efforts that expand opportunity for Americans.** HUD's Sustainable Communities Initiative (SCI) grants awarded in 2010 and 2011 constitute HUD's most comprehensive community and regional planning effort in decades. The SCI awarded funding to 143 communities through Regional Planning Grants and Community Challenge Planning Grants, serving forty percent of U.S. residents. HUD's \$250 million investment opened the door to hundreds of millions of dollars of public and private investment and engaged more than 3,300 core partner groups nationwide.

**HUD's SCI grants helped rural and urban areas pursue locally-driven solutions to long-term economic development issues.** These communities used HUD funds to refocus and strengthen their economies — increasing opportunity for Americans and helping families feel more secure in a world of constant economic change.

**Using a variety of strategies, HUD's grantees have taken a deliberate approach to adapting their economies for a changing future.** Some of these strategies include improving access to jobs through more housing and transportation choices; supporting entrepreneurship to take advantage of new demographic and market trends; revitalizing downtowns and corridors as anchors for development; planning for a changing climate; and helping localities link assets in a regional economy.

## BY THE NUMBERS

**\$1.2  
BILLION**

New capital investment in Flint, MI with new job growth strategies and vacant land redevelopment

**700**

New jobs anticipated along redeveloped Bridge Corridor in Bernalillo County, NM

**15,000**

Projected new jobs with full implementation of the Memphis Aerotropolis Master Plan

**39**

Career pathways identified by the Baltimore Opportunity Collaborative for unemployed residents



# STRATEGIES FOR INCREASING ACCESS

HUD SCI grantees have embraced the following strategies to enhance economic stability and competitiveness:



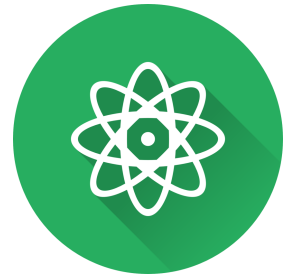
INVEST IN  
LOCAL ASSETS



DIVERSIFY  
FOR RESILIENCE



CONNECT PEOPLE  
AND PLACES



INNOVATE  
AND ADAPT

## SCI GRANTEE CASE STUDIES

### BRIDGING THE JOBS-ACCESS GAP IN BALTIMORE

#### Baltimore Metropolitan Council | The Opportunity Collaborative

[The Opportunity Collaborative](#) is a consortium formed by state and local governments, businesses, universities, philanthropies, and community leaders in greater Baltimore to strengthen the regional economy and to connect all residents to opportunity through the creation of a [Regional Plan for Sustainable Development](#), funded by a HUD SCI grant. The work of the Opportunity Collaborative is especially relevant in the wake of the 2015 civic unrest in Baltimore, which highlighted the stark economic and social disparities that exist in the Baltimore region as a result of prevailing economic forces, persistent residential segregation, and the legacy of historical discriminatory practices.

The Collaborative mapped out the complex barriers that prevent many Baltimore residents from accessing employment. Many workers in metropolitan Baltimore struggle to find affordable housing near the growing job centers that are concentrated far from the urban core, and low-income households dependent on public transportation are unable to make the commute because the region's transit system does not connect to these decentralized employment locations.

As a result, the Collaborative's [Last Mile project](#) sought to bridge the job access gap by teaming up the Central Maryland Transportation Alliance with the BWI Business Partnership to create stronger transit connections to the region's airport district. This innovative partnership will connect people to a major employment center, increase access to jobs for everyone in the region, and ensure that critical regional employers can attract new talent and retain existing workers.

Education and training is another serious barrier to employment, particularly for communities of color in the region. The Collaborative's [workforce analysis](#) revealed racial

inequities in educational achievement and fewer networking, mentoring, and training resources in lower income communities that were predominantly African American.

To overcome these disparities and address unemployment among the region's low skilled workers, the Collaborative identified promising career pathways and workforce strategies in the region's high-growth industrial sectors, such as healthcare and transportation/logistics.



The Collaborative supported initiatives like the [Job Opportunities Task Force](#), which expanded job-readiness services to the west side of Baltimore City, and the Green Housing/Grow Jobs Program, which will train public housing residents to conduct energy efficiency retrofits and place participants in permanent employment. The Opportunity Collaborative has provided a roadmap to regional economic resilience that invests in local talent, supports a diverse workforce and regional economy, and connects workers to emerging opportunities.

Learn more at: [www.opportunitycollaborative.org/](http://www.opportunitycollaborative.org/)



# CAPITALIZING ON FOOD HUBS: A GROWING BUSINESS OPPORTUNITY

## Mid-Ohio Regional Planning Commission | The Food District at Weinland Park

When the [Mid-Ohio Regional Planning Commission](#) evaluated ways to strengthen the local economy, building a robust regional food system rose to the top of their list of strategies. Developing a value-added agricultural sector would not only ensure access to healthy, locally-produced food, but also preserve farmland threatened by development in the growing Columbus metropolitan area. MORPC's [Central Ohio Local Food Assessment](#) pointed to opportunities to improve the region's food distribution system, develop food enterprise incubators, and increase the local food processing capacity which would make agriculture more profitable.

The Mid-Ohio Regional Planning Commission used their HUD SCI grant to build on this work and address the lack of access to fresh food in places like Weinland Park—a diverse urban neighborhood in transition. The community developed a plan to establish a new multifaceted facility (known as the [Food District](#)) for food processing, distribution, and classes in entrepreneurship. The Community Economic Development Corporation of Ohio will implement the project in phases over several years once a site is selected.



The Food District will ultimately equip the Columbus area with a culinary business and workforce training center to foster community education while creating a regional network of food hubs to help keep billions of dollars in the local economy.

Learn more at: <http://thefooddistrict.org/> and <http://www.morpc.org/Sustainability/local-foods/index>

# BUILDING ON A COMPARATIVE ADVANTAGE TO STRENGTHEN RESILIENCE

## City of Memphis, TN | Memphis Aerotropolis Master Plan

The **City of Memphis'** International Airport is the economic center of the logistics industry in the greater Memphis region and exemplifies the "Aerotropolis" concept. This concept focuses on economic development based on airport access and global connections. However, due to lack of coordinated planning, the Memphis airport area is currently prone to blight, poverty, crime, and poor aesthetics.

As a HUD SCI grantee, the City of Memphis developed an [Aerotropolis Master Plan](#) to provide a framework for the coordinated revitalization of a 50-square mile area surrounding the airport. The master plan outlines how the area can

**create 15,000 jobs, increase property values by \$1.2 billion, and generate \$30 million in additional annual tax revenue** using strategies that will market the area's assets, focus on workforce development, and promote neighborhood revitalization. By combining transportation, housing, economic, and social needs in their Aerotropolis Master Plan, the City of Memphis now has a comprehensive plan for creating meaningful and lasting change by leveraging a critical resource.

Learn more at: <http://www.memphischamber.com/Economic-Development/Aerotropolis.aspx>

# RE-ENERGIZING ECONOMIES IN A RESILIENT COMMUNITY

## City of Flint, MI | Imagine Flint



The **City of Flint** lost more than half its population over the past four decades largely due to auto plant closures. The City developed the [Imagine Flint Master Plan](#)—the first comprehensive long-range plan in 50 years—using a HUD SCI grant to guide Flint's transformation into a more vibrant city that is adaptable to change.

The master plan designates job growth areas, calls for repurposing of vacant land and has helped direct strategic investments— **already bringing 42 projects into the city which are creating or retaining nearly 2,000 jobs and pouring over \$1.2 billion in capital investments** into Flint. Residents, businesses,

and city leaders are working together to implement the plan through revisions to the city's zoning code, the creation of a blight elimination framework, infrastructure improvements, and demonstration projects.

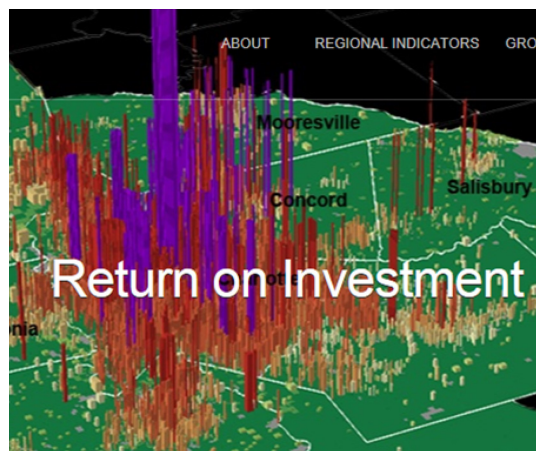
The City was one of seven communities awarded a 2014 HUD Choice Neighborhoods Planning Grant, this for the South Saginaw Corridor, a priority development area identified in the Imagine Flint Master Plan. Imagine Flint was awarded a 2014 Planning Excellence Award for Public Outreach by the Michigan Association of Planning.

Learn more at: <http://www.imagineflint.com/>

# TOOLS FOR INCREASING ECONOMIC RESILIENCE

**LOCAL TOOLS:** The following tools were developed by HUD SCI grantee communities.

## CONNECT OUR FUTURE REAL ESTATE DEVELOPMENT TOOLS



[CONNECT Our Future](#) is a consortium leading the development of the first regional plan for the 14-county, bi-state Charlotte, NC region, which is expected to nearly double in population by 2050.

Through CONNECT, the Centralina Council of Governments and its partners helped the region create a Regional Growth Framework, which has provided communities with new tools for navigating investment and development decisions.

The [Return on Investment Tool](#) estimates

the potential revenue generated by different development types so that jurisdictions can weigh costs of infrastructure and services and determine where to allocate resources.

The [Brownfields-Greyfields Toolkit](#) highlights financial tools and methods of analysis for reusing brownfield and greyfield sites (former industrial, commercial or retail sites) and stimulating new development in under-utilized areas.

**Access these tools at:**

<http://www.connectourfuture.org/tools/>

## RENEW EAST ARKANSAS DATA WAREHOUSE

The East Arkansas region has experienced protracted population and job losses. With a HUD Regional Planning grant, the East Arkansas Planning and Development District (EAPDD) was able to develop a unique user-friendly data platform, the [Data Warehouse](#), as part of the [reNEW East Arkansas](#) project that illuminated some surprising growth trends.

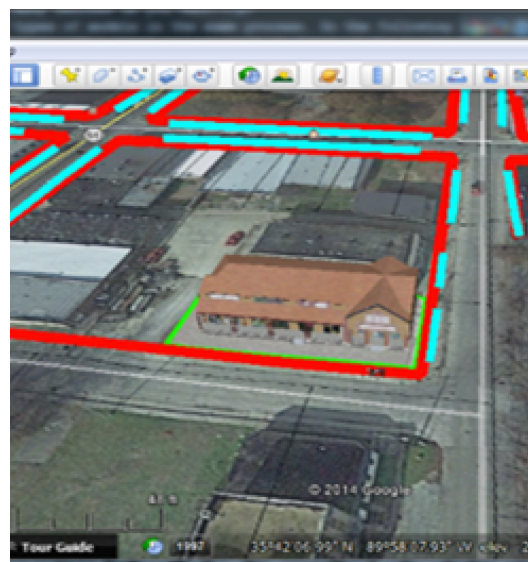
The data revealed that several counties were actually gaining population in the 25-to-44 year age group—the prime cohort for employment opportunities. The region is now working to expand entrepreneurship programs to target this demographic, particularly in the area of value-added agriculture and its regional

food economy. The data also revealed that tourism drew more than half a billion dollars into the region, highlighting the need for local governments to support and expand this economic sector.

ReNEW East Arkansas is promoting the Data Warehouse as a tool to help local governments plan strategically for housing, transportation, and infrastructure investments. While data is currently available only for Arkansas, reNEW is exploring ways to scale up the tool so that it can be modeled in a variety of locations.

**Access this tool at:**

<http://eapdd.com/data-warehouse/>



## PROSPEROUS PLACES ANALYTICAL TOOLS



The Capital Area Council of Governments (CAPCOG) in Austin, TX developed a suite of services and analytics tools designed to help municipalities in Central Texas deliver services in a cost-effective manner while meeting the needs of all community residents. These tools came out of a three-year initiative called the [Sustainable Places Project](#) that was funded by a HUD Community Challenge Planning grant. CAPCOG expanded this work into the [Prosperous Places Program](#) to continue refining this suite of services. The program provides a variety of tools

in three core areas: strategic site analysis, placemaking analysis, and staff support services. These tools can include anything from 3D growth scenario visualization, site certification, public outreach support, and measurements of project accessibility and walkability. The Prosperous Places Program has already been employed in Austin, Dripping Springs, Hutto, and Lockhart.

**Access these tools at:**

<http://www.capcog.org/divisions/community-and-economic-development/prosperous-places-program>

