

Equitable Growth Profile of the Omaha-Council Bluffs Region

Summary

PolicyLink



Communities of color are driving the Omaha-Council Bluffs region's population growth, and their ability to participate in the economy and thrive is central to the region's success now and in the future. While the region demonstrates overall economic strength and resilience, wide racial gaps in income, employment, and education – along with a shrinking middle class and rising inequality – place the region's economic future at risk.

Equitable growth is the path to sustained economic prosperity. By connecting people with good jobs, raising the floor for low-wage workers, and building communities of opportunity metro-wide, Omaha-Council Bluffs can put all residents on the path toward reaching their full potential, and secure a bright economic future for the whole region.

Foreword

The Heartland region is vibrant and filled with opportunity for many. Nationally we are rated as one of the best places to live in America. We have high quality-of-life, a solid economy, low cost of living, good schools, and strong neighborhoods. At the same time, there are serious inequities. We simultaneously have great affluence and one of the highest rates of black child poverty and male homicide of any U.S. metro area. We also face major demographic shifts, fueled by high growth of our Latino population combined with low growth of our existing resident population. These challenges will test our region's resiliency, openness, and economic competitiveness.

Over the past two years, we have worked to forge a long-term vision of our region's future. Our aim is to grow responsibly as a place where people of all walks of life want to live, work, play, and contribute. Including principles and policies to address regional equity – the full inclusion of all the region's residents in the economic, social, and political life of our communities – is a core value.

The Heartland 2050 Equity and Engagement Committee partnered with PolicyLink and the USC Program for Environmental and Regional Equity to produce this profile. We believe these data provide an excellent starting point for understanding the growth realities we face, and opportunities for addressing our disparities as a strategy for our economic growth and competitiveness. We welcome your feedback, and commit to continuing our analysis of the data to provide public, private, and community leaders with the information needed to guide our path toward our "more perfect union."

A handwritten signature in black ink, appearing to read "Greg Youell".

Greg Youell
Executive Director
Metropolitan Area Planning
Agency (MAPA)

A handwritten signature in black ink, appearing to read "David Harris".

David Harris
Chair, Heartland 2050 Equity
and Engagement Community
Metropolitan Area Planning
Agency (MAPA)

Overview

Across the country, communities are striving to put plans, policies, and programs in place that build healthier, more prosperous regions that provide opportunities for all of their residents to participate and thrive.

Equity – ensuring full inclusion of the entire region’s residents in the economic, social, and political life of the region, regardless of race, ethnicity, nativity, age, gender, neighborhood of residence, or other characteristic – is essential for regional prosperity. As the nation undergoes a profound demographic transformation in which people of color are quickly becoming the majority, ensuring that people of all races and ethnicities can participate and reach their full potential is more than just the right thing to do – it is an absolute economic imperative.

Although in the past equity and growth have often been pursued on separate paths, it is becoming increasingly clear that they must be pursued together. The latest research on national and regional economic growth, from economists working at institutions including the International Monetary Fund and Standard & Poor’s, finds that inequality hinders economic growth and prosperity, while greater economic and racial inclusion fosters greater economic mobility and more robust and sustained growth.¹

Embedding equity into local and regional development strategies is particularly important given the history of metropolitan development in the United States. America’s regions are highly segregated by race and income, and these patterns of exclusion were created and maintained by public policies at the federal, state, regional, and local levels. In the decades after World War II, housing and transportation policies incentivized the growth of suburbs while redlining practices and racially restrictive covenants systematically prevented African Americans and other people of color from buying homes in new developments while starving older urban neighborhoods of needed reinvestment. Many other factors – continued racial discrimination in housing and employment, exclusionary land use practices that prevent construction of affordable multifamily homes in more affluent neighborhoods, and political fragmentation – have reinforced geographic, race, and class inequities.

Today, America’s regions are patchworks of concentrated advantage and disadvantage, with some neighborhoods home to good schools, bustling commercial districts, services, parks,

and other crucial ingredients for economic success, and other neighborhoods providing none of those elements. The goal of regional equity is to ensure that all neighborhoods throughout the region are communities of opportunity that provide their residents with the tools they need to thrive.

The Equitable Growth Profile of the Omaha-Council Bluffs region examines demographic trends and indicators of equitable growth, highlighting strengths and areas of vulnerability in relation to the goal of building a strong, resilient economy. It was developed by PolicyLink and the Program for Environmental and Regional Equity (PERE) to help Heartland 2050, advocacy groups, elected officials, planners, business leaders, philanthropy, and others working to build a stronger and more equitable region.

This summary document highlights key findings from the analysis along with policy and planning implications. The full profile (and profiles of other regions) can be found at www.nationalequityatlas/reports/equity-profiles.

Equitable Growth Indicators

This profile draws from a unique Equitable Growth Indicators Database developed by PolicyLink and PERE. This database incorporates hundreds of data points from public and private data sources such as the U.S. Census Bureau, the U.S. Bureau of Labor Statistics, and Woods & Poole Economics, Inc., Washington, D.C. The database includes data for the 150 largest metropolitan regions and all 50 states, and includes historical data going back to 1980 for many economic indicators as well as demographic projections through 2040. It enables comparative regional and state analyses as well as tracking change over time. Note that while we are able to disaggregate most indicators by major racial/ethnic group, figures for the Asian/Pacific Islander population as a whole often mask wide variation on educational and economic indicators for subgroups such as Hmong, Vietnamese, and others. Also, there is often too little data to break out indicators for the Native American population.

Defining the Region

For the purposes of this profile and data analysis, we define the Omaha-Council Bluffs region as the eight-county area included in the Heartland 2050 regional vision developed by the Metropolitan Area Planning Agency and partners. The region comprises Cass, Douglas, Sarpy, Saunders, and Washington counties in Nebraska and Harrison, Mills, and Pottawattamie counties in Iowa. All data presented use this regional boundary.

Any exceptions due to lack of data availability are noted in the “Data and methods” section of the complete profile.

Profile Highlights

The region is undergoing a major demographic shift

While Omaha-Council Bluffs is less diverse than many other metropolitan regions in the United States, its population is quickly becoming more multiracial and multicultural. In 1980, 90 percent of its 650,000 residents were white, and the remaining 10 percent were predominantly African American. By 2010, the share of the population that was people of color had more than doubled, rising to 21 percent of the region’s 865,000 residents, and a more diverse mix.

Communities of color – particularly Latinos but also Asians, African Americans, and Native Americans, and people of other and mixed racial backgrounds – are driving population growth and change. Communities of color contributed 61 percent of net growth in the past decade and accounted for the majority of new residents in half of the region’s counties. During this time, the Latino share of the population increased from 5 percent to 9 percent.

This demographic shift is projected to continue, and, by 2040, 39 percent of the region’s residents will be people of color. One in four of the region’s residents will be Latino, the black population will remain at about 8 percent of the total, while the Asian and mixed race populations will grow and the white population share will decline.

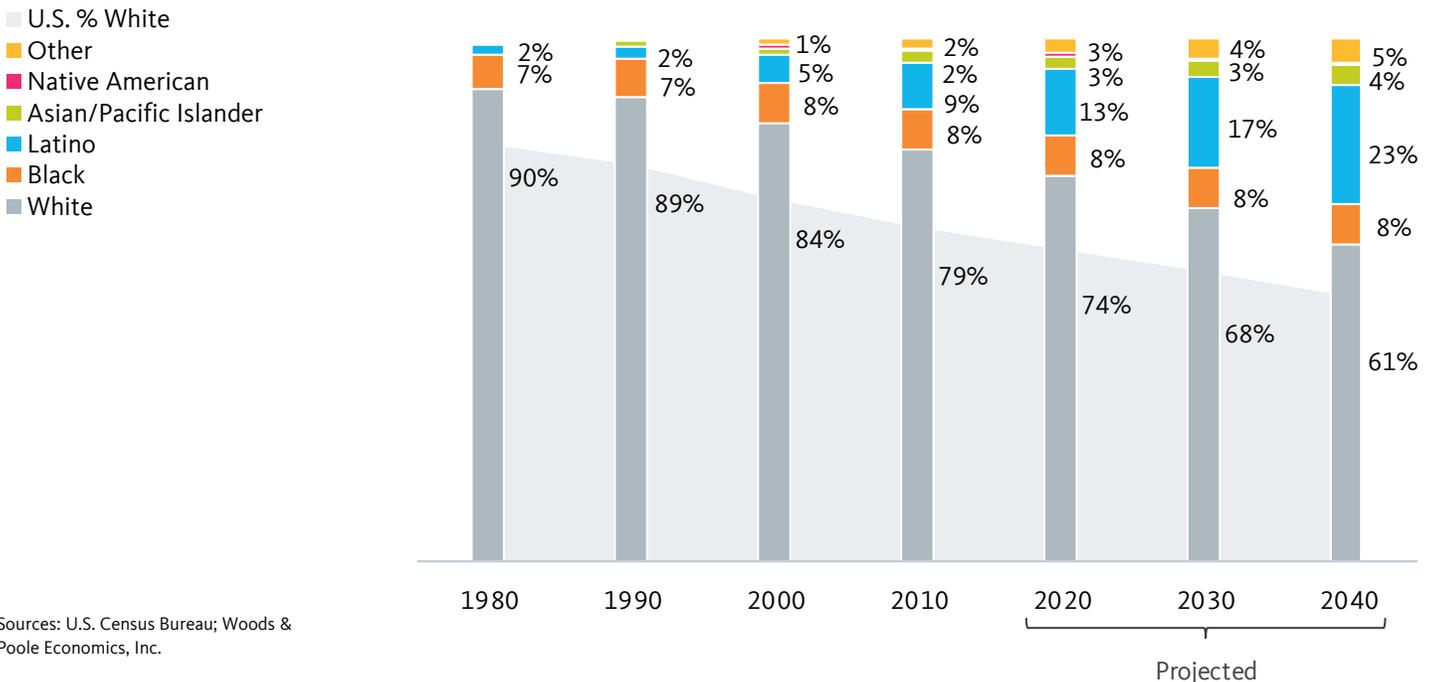
Youth are at the forefront of the region’s rising diversity and the youth population is much more diverse than the senior population. Thirty-one percent of residents under age 18 are of color, compared with 9 percent of those over age 64: a 22 percentage-point racial generation gap. This gap is an economic risk because places that have larger racial gaps between their young and old tend to make smaller investments in the educational systems and community infrastructure that ensure youth can contribute to the region’s economic growth and vitality.

More inclusive growth is the key to the region’s future prosperity

Omaha’s regional economy is relatively strong and resilient: unemployment is low, job growth is steady (though slower than it was before the recession), and the region is well on the road to recovery. While it is experiencing rising inequality, a

The region is quickly becoming more diverse and by 2040 four in 10 residents will be people of color

Racial/ethnic composition, 1980-2040



shrinking middle class, and a growing number of low-paying jobs, most of these issues are less severe in the region than they are in other metros or for the nation as a whole.

But the region’s positive economic outlook masks growing inequities for the region’s communities of color and less-educated residents that put its economic future at risk. Key challenges are described below.

A potential skills gap

A skilled workforce is central to economic competitiveness in the 21st century’s global knowledge-driven economy, but growing segments of Omaha-Council Bluffs’ workforce lack the education needed for tomorrow’s jobs. According to the Georgetown Center for Education and the Workforce, an estimated 44 percent of jobs in the area will require an associate’s degree or higher in 2020. Today, only 26 percent of the region’s African Americans and 30 percent of its U.S.-born Latinos possess that level of education. This figure is even lower for Latino immigrants, at 5 percent. The achievement gap has deep roots in public education systems, and looking at the share of youth without a high school diploma in the region, we see that African American, Native American, and Latino youth, particularly immigrants, are much less likely to have high school degrees than their white counterparts.

Employment and wage gaps

Workers of color and less-educated workers fare worse in the regional labor market than their white and more-educated

counterparts. While unemployment in the region is low and falling – 4.5 percent in March 2014 – African Americans continue to face recession-level unemployment rates (12.2 percent), and unemployment remains very high for white workers without high school diplomas (13 percent). The region’s African Americans are more likely to be unemployed than their white counterparts at every level of education.

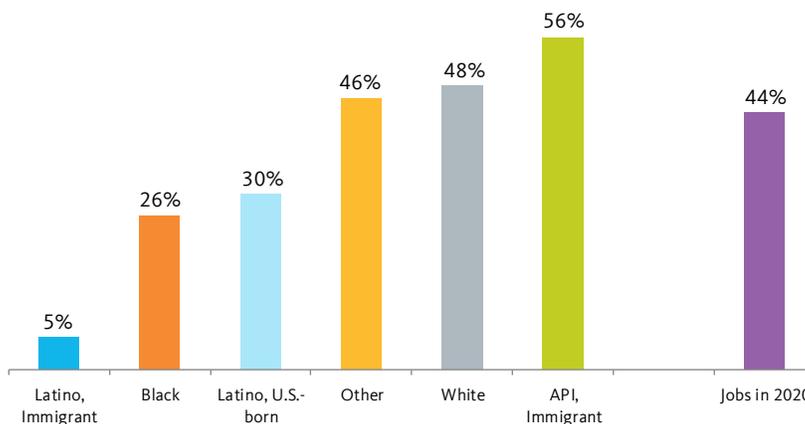
Wages decreased for all workers over the last decade, but there are still notable differences by race. White workers saw small wage decreases but workers of color saw more significant drops in their wages during the same period. Similar to unemployment, wages tend to increase with education, but even more educated people of color are paid less than their white counterparts in the Omaha-Council Bluffs region. People of color with a bachelor’s degree (but no graduate degree) earn \$5 less per hour than their white counterparts, which adds up to about \$10,000 less per year. The fact that racial economic gaps remain even after controlling for education reveals the persistence of racial barriers to economic opportunity – including overt discrimination as well as more subtle forms of exclusion that are embedded into institutions and systems.

A shrinking middle class and growing numbers of working poor

An inclusive, growing middle class is the hallmark of a prosperous region, but, following the national trends, fewer households earn middle-class incomes in Omaha-Council Bluffs now than in 1979. More fall into the lower-income bracket. One reason for the decline of the region’s middle class is that many

There is a wide gap between the education levels of black and Latino workers and the educational requirements of future jobs

Share of Working-Age Population with an Associate’s Degree or Higher by Race/Ethnicity/Nativity, 2012 and Projected Share of Jobs that Require an Associate’s Degree or Higher, 2020



Source: Georgetown Center for Education and the Workforce; IPUMS. Universe for education levels of workers includes all persons ages 25 through 64. Note: Data for 2012 by race/ethnicity/nativity represents a 2008 through 2012 average and is at the regional level; data on jobs in 2020 represents a regional job-weighted average of state-level projections for Nebraska and Iowa.

local jobs in the information and manufacturing industries, which pay middle-class wages, have disappeared in the past 10 years. Job growth is significantly faster among low- and middle-wage jobs, where wages are increasing at much slower rate than for high-wage jobs.

The middle class has become more diverse, shifting from 8 percent people of color in 1979 to 15 percent people of color today, yet its composition still does not fully reflect the region’s racial and ethnic diversity. While Latinos and Asians have gained shares, the share of African Americans in the middle class has declined.

With a growing low-wage sector, the region’s ranks of the “working poor” – defined as working full-time with an income below 150 percent of the poverty level – is also swelling. Communities of color are more likely than whites to be among this group. More than one out of 10 blacks and Latinos in the area are working poor, compared with one out of 40 whites. The region has a particularly high share of African Americans who are working poor: 12.2 percent compared with 7.1 percent nationally.

Disconnected youth

Educational and job success among young people who’ve just entered or are about to enter the labor force is critical to building a strong and competitive workforce. On the positive side, more youth of all races and ethnicities are graduating high school now in the Omaha-Council Bluffs region than in the past, and the number of “disconnected youth” age 16 to 24 has declined. At the same time, youth of color are still less likely to graduate high school and more likely to be disconnected than their white counterparts.

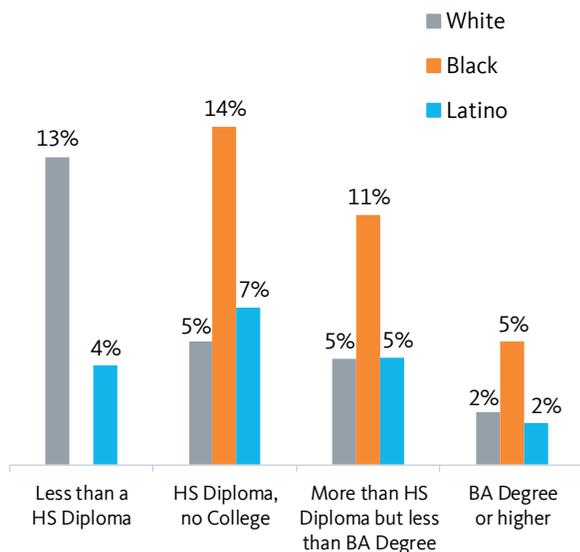
Racial and economic inclusion would strengthen the economy

The Omaha-Council Bluffs region’s rising inequality and its racial gaps in income, wages, education, and poverty are not only bad for communities of color but they also hinder the whole region’s economic growth and prosperity. According to our analysis, if there were no racial disparities in income, the region’s GDP would have been \$3.9 billion higher in 2012. Unless racial gaps are closed, the costs of inequity will grow as the Omaha region becomes more diverse.

Implications

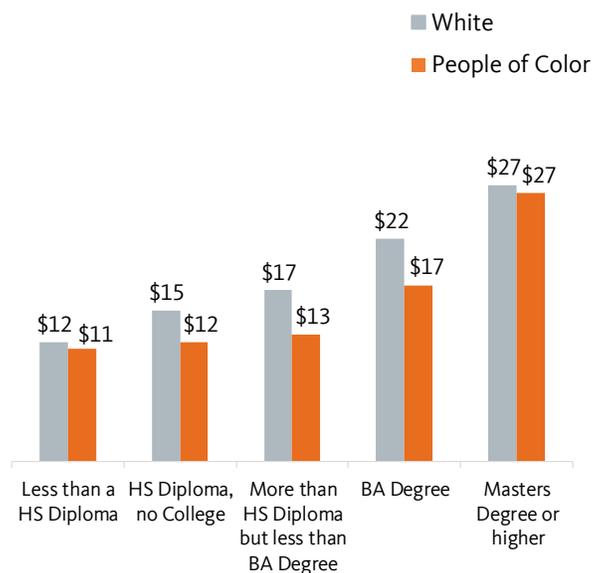
The region’s growing, diverse population can be a major

Unemployment Rate by Educational Attainment and Race/Ethnicity, 2012



Source: IPUMS. Universe includes the civilian non-institutional population ages 25 through 64. Unemployment for blacks with less than a HS diploma is excluded due to small sample size. Data represents a 2008 through 2012 average.

Median Hourly Wage by Educational Attainment and Race/Ethnicity, 2012



Source: IPUMS. Universe includes civilian noninstitutional full-time wage and salary workers ages 25 through 64. Note: Data represents a 2008 through 2012 average. Dollar values are in 2010 dollars.

economic asset – if its leaders invest in ensuring that all of its residents can access good jobs and contribute their talent and creativity to building a strong economy. The Omaha region has demonstrated economic resilience through the Great Recession, but persistent inequities for its communities of color and low-income residents are a threat to future prosperity. Our data analysis suggests focusing on the following priority goals to spur more equitable growth in the Omaha region. Below we describe these goals and the strategies that regional leaders might pursue to advance them, along with examples from other regions.

Create pathways to good jobs for workers facing barriers to employment

The region’s high levels of unemployment for African Americans and people of all races without postsecondary education, particularly in the context of overall low unemployment, calls for a strong focus on creating on-ramps to good, family-supporting careers for these populations. There are several promising approaches to building these pathways:

- Implement sectoral workforce strategies that connect workers with low education levels to high-quality training programs that lead to gainful employment in growing sectors of the economy. Such approaches are a win-win for employers who need access to skilled workers as well as workers seeking employment.
- Ensure public investments in roads, transit, sewers, and other community infrastructure are made in ways that create job access and opportunities for the underemployed and unemployed. This can be done by targeting investments

in neighborhoods where unemployment and poverty are high and by implementing local and targeted hiring and training strategies.

- Remove barriers and implement strategies to help minority-owned businesses expand. This can create employment pathways for people who are jobless because these firms tend to hire more employees of color and people living in the community.
- Leverage the economic power of large anchor institutions, like hospitals and universities, for community economic development. These anchors can develop intentional strategies to hire jobseekers facing barriers to employment, create on-the-job training opportunities, and purchase more goods and services from local- and minority-owned businesses who provide local jobs.

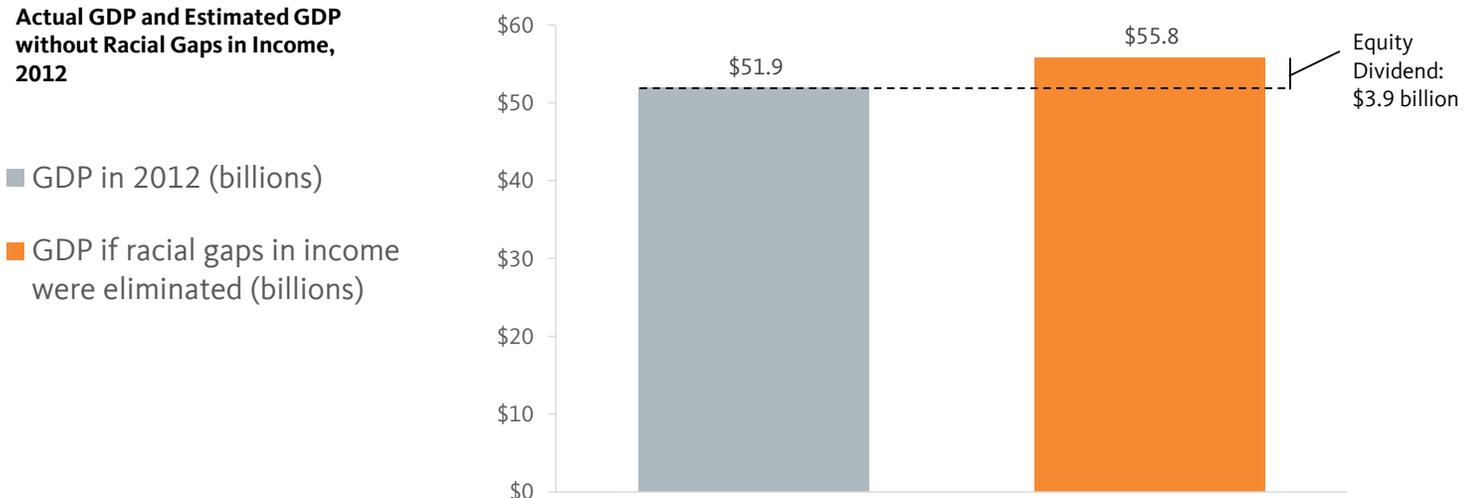
Evergreen Cooperatives build wealth in Cleveland neighborhoods. A group of foundations, hospitals, universities, and the city are creating jobs and wealth-building opportunities in some of the highest poverty neighborhoods in Cleveland by leveraging a portion of their multi-billion dollar annual business expenditures to start worker-owned cooperatives. The Evergreen Cooperatives include an industrial laundry, a solar installation firm, and an urban farm that have collectively created over 100 well-paying jobs. The long-term goal is to create a network of worker-owned firms with 5,000 employees. Learn more at www.community-wealth.org/cleveland.

Raise the floor on low-wage jobs

Policies that promote strong and rising wages, especially for

The Omaha region’s GDP would have been \$3.9 billion higher in 2012 if there were no racial disparities in income

Actual GDP and Estimated GDP without Racial Gaps in Income, 2012



Source: Bureau of Economic Analysis; IPUMS. Note: Data for 2012 represents a 2008 through 2012 average.

low-wage earners, are critical to reduce the region's rising levels of working poverty. Someone working full-time at federal minimum wage makes \$15,080 yearly – at least \$2,000 less than what they need to meet the basic costs of living in the region. Minimum wage campaigns are underway in both states, and in November 2014, Nebraska voters chose to raise the statewide minimum to \$9 per hour by 2016. After Nebraska's minimum wage increase takes full effect, someone working full time at minimum wage will make \$18,720, an increase of nearly 25%. Local and state governments in the region should consider these tools and strategies to raise the floor for its low-wage workers and ensure employers it does business with are providing good jobs.

New York City raises wages for thousands of workers. In 2014, New York City Mayor Bill de Blasio raised the wages of thousands of New Yorkers through an executive order that both expanded the number of workers covered by the city's living-wage provisions and raised the actual wage.² Starting immediately, the living wage was raised from \$11.90 to \$13.13 and will likely reach \$15.22 by 2019. The living-wage expansion is estimated to cover 70 percent of all jobs at companies that do business with city agencies and boost the annual gross income for a minimum wage worker by over 60 percent. Roughly 18,000 workers should see their wages increase.

Integrate immigrants into the regional economy

Immigrants are contributing to growth in the region, and 15 percent of children have immigrant parents, yet they face barriers to fully participating in economic and civic life. Many regions are implementing successful strategies to ensure immigrants have access to the services, education and training, entrepreneurship, and job opportunities they need to thrive. The high growth rate among immigrant populations reinforce the necessity of strong local programs focused on integration and training into the local and national economy.

Tennessee welcomes immigrants to build a stronger economy. Responding to a rapidly growing immigrant population (the third-fastest growing in the nation), the Welcoming Tennessee Initiative was launched in 2005 to counter anti-immigrant backlash and strengthen the local economy. Using dinner conversations between long-time residents and immigrants, billboards, and other community strategies, the initiative successfully defeated English-only referendums and legislation. Since then, the project has inspired a national Welcoming America initiative, with affiliates in 21 states. Learn more at www.welcomingamerica.org.

Build communities of opportunity throughout the region

All neighborhoods located throughout the region should provide their residents with the ingredients they need to thrive. Rebuilding distressed neighborhoods and opening up high-opportunity neighborhoods to lower-income people and people of color who have been historically excluded are both important strategies. Coordinating transportation, housing, and economic development investments over the long term will foster more equitable development patterns and healthier neighborhoods across the region. Omaha's current economic development strategy describes the lack of affordable housing near job centers, lack of public transit from east to west, inadequate infrastructure, and high poverty rates in North Omaha as challenges to regional economic prosperity. Making transportation investments that increase mobility and access to jobs for low-income, transit-dependent residents addresses a critical barrier to employment for workers and expands employers' access to workers. Addressing lingering racially discriminatory housing and lending practices, and enforcing fair housing laws, is also critical to expand opportunity for all.

Twin Cities' green line expands transit access. This fall, a new light rail line started running the 11 miles between downtown Saint Paul and downtown Minneapolis, connecting several of the region's most diverse and lowest-income communities to jobs and economic opportunities spanning the corridor. The light rail was originally going to bypass three of the neighborhoods with the highest transit needs until the grassroots "Stops for Us" campaign successfully convinced the federal transit agency to change the metric it used to determine cost effectiveness to consider economic development, environmental sustainability, and social benefit in addition to ridership. Learn more at <http://dcc-stpaul-mpls.org/special-projects/stops-us>.

Ensure diverse civic participation and leadership

Given the region's rapid demographic shifts, public sector leaders should take steps to ensure active engagement by all racial and ethnic communities in local and regional planning and development processes. Leadership pipelines that expose and connect underrepresented communities to public sector jobs and leadership positions are also needed. Leadership development and capacity-building efforts are also important to grow a diverse cadre of neighborhood, organizational, and civic leaders. Youth leadership development is particularly important. Finally, building strong multicultural and multiracial regional leadership is critical to the region's future. One step to do this is to create a durable regional equity network that can work

together to advance a multi-issue agenda for equitable growth.

Boards and Commissions Leadership Institute trains next generation of leaders. Since 2010, Urban Habitat’s Boards and Commissions Leadership Institute has been training leaders from underrepresented San Francisco Bay Area communities to serve on decision-making bodies. The Institute empowers residents to become leaders on the issues that have the most direct impact on their neighborhoods: transportation, housing, jobs, and more. Graduates have won 35 seats on priority boards and commissions, including planning commissions, housing authorities, and rent boards. The program is being replicated in the Twin Cities, Sacramento, and elsewhere. Learn more at urbanhabitat.org/leadership/bcli.

Build cradle-to-career pipelines for all youth

Ensuring that all youth in the Omaha region, including African Americans, Native Americans, Latinos, and immigrants, can access a good education that leads to a career, is critical to develop the human capital to power the region’s economy in the future. Boosting the share of black and Latino youth who obtain at least a two-year college degree is critical to ensuring the region’s workforce is ready for the jobs of the future, and tackling the higher education challenge requires strengthening the whole pipeline of educational supports for vulnerable youth – from birth through career. High-quality early childhood education is essential, as is equitable funding of public schools to ensure the schools attended by low-income students provide them with an education that prepares them for college and careers. Addressing the disproportionately high levels of high school dropout and lack of high school degrees for black and Latino youth, particularly Latino immigrants, as well as disproportionate levels of disconnectedness from work or school for 16-to-24-year-olds is also necessary. Replacing overly harsh “zero tolerance” school discipline policies with strategies focused on positive behavior support and restorative justice can work to lower suspension and expulsion rates and reduce the number of disconnected youth. Increasing the availability of apprenticeships, career academies, and other education and training supports that provide work experience and connections can also keep more youth on the track to graduation, college, and careers. Bilingual education and other language access strategies can help youth who are English language learners excel in school. And it is not enough to only address in-school time; high-quality afterschool and youth development activities that provide learning and positive social opportunities outside of the school day are also critical ingredients for academic and career success.

Promise Neighborhoods help youth beat the odds. Promise Neighborhoods is an interdisciplinary, place-based initiative modeled after the Harlem Children’s Zone that works with more than 50 communities to ensure that all children receive the educational, health, and community supports needed to successfully transition from cradle to college and career. Using a disciplined approach, Promise Neighborhoods critically assess how to use cross-sector partnerships to not only build programs, but rebuild systems. The Chula Vista Promise Neighborhood, for example, brings together 28 local agencies to coordinate services and resources for more than 1,500 students and provide parents with health and literacy classes through the Universidad de Padres (Parent’s University). Learn more at promiseneighborhoodsinstitute.org.

Bridge the racial generation gap

Bridging the racial generation gap between youth of color and a predominantly white senior population is critical to ensure a strong workforce in the region. One arena where seniors and young workers of color and their families have shared interests is elder care. Ensuring living wages, benefits, and adequate training and standards for care workers is a win-win path to strengthen the quality of elder care. When care jobs are good jobs that can support a family, turnover is lower and care is not disrupted. Worker organizing, innovative business models, and policy changes are all strategies to improve the quality of elder care and care work. Another way to build bridges is to plan for multigenerational communities, which allow the elderly to age in place while providing safe and healthy environments for families to raise children. Investments in multigenerational community facilities and public spaces (for example, schools that include facilities for seniors) can encourage social interaction between residents of all ages.

Caring Across Generations Campaign. The Caring Across Generations campaign is a national movement to bring together families, workers, and others to transform the care industry and ensure seniors and care workers can live with dignity. In Illinois, Missouri, Ohio, and elsewhere, the campaign builds broad coalitions to make care work visible, highlighting its value to the overall economy and the support it provides families. Caring Across Generations’ policy reforms include increasing access to in-home care for Medicaid recipients and ensuring care jobs pay a living wage and provide benefits, training opportunities, and a pathway to citizenship. Learn more at www.caringacross.org.

Conclusion

Community leaders in the public, private, and nonprofit sectors are already taking steps to connect its more vulnerable communities to educational and economic opportunities, and these efforts must continue. To secure a prosperous future, Omaha needs to implement a growth model that is driven by equity – just and fair inclusion into a society in which everyone can participate and prosper. Concerted investments and policies for, and developed from within, communities of color will also be essential to ensure the region’s fastest-growing populations are ready to lead it into the next economy. Existing local efforts, such as Greater Omaha Chamber of Commerce’s Prosper Omaha plan and other ongoing education and workforce initiatives should be continued and expanded to work toward economic vitality for all people.

¹ Andrew G. Berg and Jonathan D. Ostry, *Inequality and Unsustainable Growth: Two Sides of the Same Coin?*, Staff Discussion Note (Washington, DC: International Monetary Fund, 2011)

<http://www.imf.org/external/pubs/ft/sdn/2011/sdn1108.pdf>; Jonathan D. Ostry, Andrew Berg, and Charalambos G. Tsangarides, *Redistribution, Inequality, and Growth*, Staff Discussion Note (Washington, DC: International Monetary Fund, 2014) <http://www.imf.org/external/pubs/ft/sdn/2014/sdn1402.pdf>; Joe Maguire, *How Increasing Inequality is Dampening U.S. Economic Growth, and Possible Ways to Change the Tide* (New York, NY: Standard & Poor’s Financial Services LLC, 2014) https://www.globalcreditportal.com/ratingsdirect/renderArticle.do?articleId=1351366&SctArtId=255732&from=CM&nsi_code=LIME&sourceObjectId=8741033&sourceRevId=1&fee_ind=N&exp_date=20240804-19:41:13; Manuel Pastor, *Cohesion and Competitiveness: Business Leadership for Regional Growth and Social Equity*, OECD Territorial Reviews, Competitive Cities in the Global Economy, Organisation For Economic Co-Operation And Development (OECD), 2006; Manuel Pastor and Chris Benner, “Been Down So Long: Weak-Market Cities and Regional Equity,” in *Retooling for Growth: Building a 21st Century Economy in America’s Older Industrial Areas* (New York, NY: American Assembly and Columbia University, 2008); Randall Eberts, George Erickcek, and Jack Kleinhenz, *Dashboard Indicators for the Northeast Ohio Economy*, prepared for the Fund for Our Economic Future (Cleveland, OH: Federal Reserve Bank of Cleveland, 2006), <http://www.clevelandfed.org/Research/workpaper/2006/wp06-05.pdf>.

² “Mayor de Blasio Signs Executive Order to Increase Living Wage and Expand it to Thousands More Workers,” City of New York, accessed September 30, 2014, <http://www1.nyc.gov/office-of-the-mayor/news/459-14/mayor-de-blasio-signs-executive-order-increase-living-wage-expand-it-thousands-more#/0>.

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Equitable Growth Profiles are products of a partnership between PolicyLink and PERE, the Program for Environmental and Regional Equity at the University of Southern California.

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